

Michigan Association of Chiefs of Police
MICHIGAN LAW ENFORCEMENT ACCREDITATION PROGRAM



Onsite Final Report

Ludington Police Department
March 8-9, 2022



Team Leader: Heather Bromley
Team Member: Scott Kolster



A. Agency Name, CEO and AM:



Ludington Police Department
408 South Harris Street
Ludington, MI 49431 (231) 843-3425

Chief Timothy Kozal
Chief of Police
kozal201@ci.ludington.mi.us

Captain Steve Wietrzykowski
Accreditation Manager
wietrzykowski205@ci.ludington.mi.us

B. Dates of On-Site Assessment:

Tuesday March 8, 2022 - Wednesday March 9, 2022

C. Assessment Team:

1. Team Leader: Heather Bromley, Executive Sergeant
University of Michigan-Flint Department of Public Safety
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2. Team Member: R. Scott Kolster, Detective Sergeant
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D. Community and Agency Profile:

1. Community and Agency Profile –

The City of Ludington was founded in 1873. The city limits occupy 3.6 square miles. The year-round population is approximately 8,076. This number doubles during the summer months due to the influx of visitors to the area.

Ludington is home to House of Flavors Ice Cream, the historical Badger car ferry, Occidental Chemical Corporation, Whitehall Industries, Metal Works, Flora Craft, and the Carrom Company to name a few.

Being located on Lake Michigan, The Ludington area is a popular vacation destination. The Ludington State Park, a few miles north of the city, attracts an average of 800,000 visitors each year. Ludington is a very active sport fishing destination as well with at least 5 marinas and two city-owned boat launches. For water emergencies, the city maintains a harbor patrol boat designed for fire suppression and the deployment of divers.

The Ludington Police Department was created in 1916. Prior to 1916, the City of Ludington utilized “City Marshals” between 1873 and 1916 to enforce laws and keep the peace.

The Ludington Police Department is authorized to staff 15 MCOLES certified positions. At present, the department structure includes a Chief, Captain, three Sergeants, one Detective, one School Resource Officer, one member assigned to the SSCENT narcotics



team and eight Officers assigned to patrol. The police department employs one full-time and one part-time administrative assistant to help with day-to-day operations. The police department hires a seasonal, MCOLES certified officer and two non-sworn beach patrol members to supplement regular patrol operations during the summer months. The police department works closely with the Mason County Sheriff’s Office and assigns members to the Mason County Sheriff’s Dive Team and Emergency Special Response Team.

The Ludington Police Department maintains a 24/7 patrol operation schedule and its members are deputized by the Mason County Sheriff. Road patrol members work a 12-hour schedule. They are divided into two squads; each with a day and night shift. Members working administrative or specialty positions work an 8-hour schedule. The police department handles approximately 4,500 calls for service each year.

Dispatch services are through the Mason / Oceana Central Dispatch Center, an independent agency that dispatches all police, fire, and medical calls for service within Mason and Oceana Counties.

2. Agency History

As the Ludington Police Department was not established until 1916, City Marshals were appointed prior to that date. Prior to 1916, a force of Deputy Marshals was maintained much the same as the Sheriff’s Office today. After 1916 the force was given a definite organization. It was one of the first to use motor vehicles and, in 1935, one of the first to use radios.

3. Agency Mission, Vision and Strategies

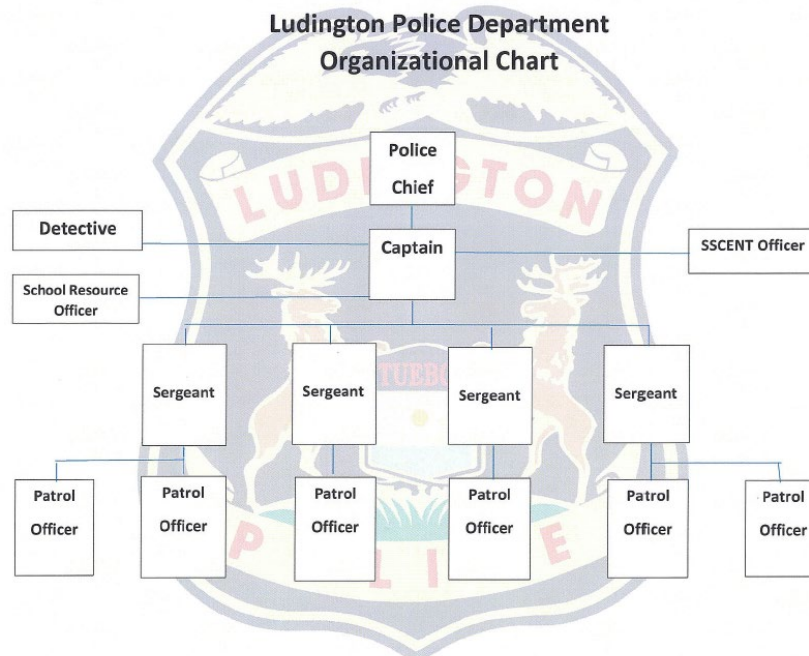
Mission

The Ludington Police Department is committed to providing exemplary customer service.

Vision

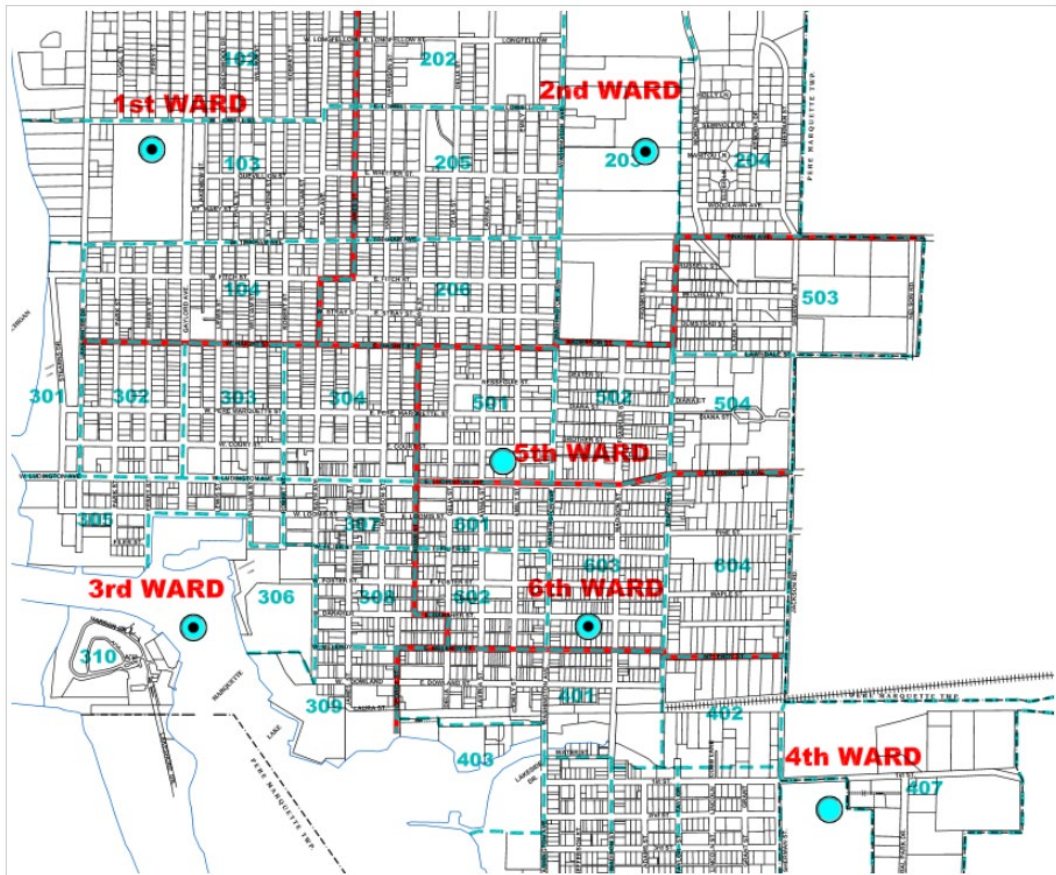
The Ludington Police Department is dedicated to partnering with the community to ensure that everyone may enjoy the highest quality of life.

4. Agency Structure



5. Agency Special Services: Community Programs

- [Neighborhood Watch](#)
 Neighborhood Watch is a way for you and your neighbors to play a key role in reducing crime in your neighborhood by watching out for one another.
- [Prescription Medication Collection](#)
 This program aims to reduce the amount of prescription medication available for diversion, abuse or introduction in the groundwater.
- [Community Policing](#)
 The Ludington Police Department has at least one officer assigned to each Council Ward (district) in the City.
 - [Community Policing/Neighborhood Watch Ward Map](#)



1 st Ward:	Officer Fort
2 nd Ward:	Officer Babinec
3 rd Ward:	Sgt. Maltbie & Officer Sanders
4 th Ward:	Officer Smith & Officer Versluis
5 th Ward:	Sgt. Haveman
6 th Ward:	Officer Gilmurray & Officer Gallihugh

- [School Resource Officer](#)



Keeping kids safe in schools is one of the top priorities for school officials and law enforcement. This recent school year, students and staff at Ludington Area School District, Mason County Central Public Schools and West Shore Community College were introduced to new school resource officers.

Officer Austin Morris of Ludington Police Department

- [Shop With a Cop](#)

The "Shop with a Cop" program pairs elementary age children with an area law enforcement officer to go shopping for Christmas gifts for their family and themselves. The children are selected with the assistance of school counselors.

On the designated day, the kids arrive at the Ludington Wal-Mart and are paired up with their officer. They then have a picture taken with Santa and the officer prior to shopping. The officers take their partners and shop for Christmas gifts for their immediate family and the child themselves. After completing their shopping, the gifts are paid for and then wrapped for the child.



In an attempt to raise funds for the Shop with a Cop program we organize a pie auction. One hundred per cent of the funds raised will go towards the program because there is no overhead. All participants are volunteers. A recent video is available [here](#).

6. Agency Special Services: Safety Information & Services

The agency provides a variety of services to their community

- [CodeRED](#)

CodeRED is a free, web-based critical communication solution that enables local public safety personnel to notify residents and businesses by telephone, text message, email, and social media of time-sensitive information, emergencies, or urgent notifications.

- [Pistol Purchase Permits](#)

The Ludington Police Department has compiled information to aid citizens in obtaining a handgun purchase permit.

- [Traffic Accident Reports](#)

The agency offers easy access to requesting and obtaining traffic crash reports.

- [Drug Enforcement](#)

One LPD officer is assigned to the State, Sheriff, and City Enforcement of Narcotic Team (SSCENT). This drug concept team is supervised by the Michigan State Police and is staffed by a number of local departments.

- [Computer Forensic Lab](#)



Stephen Marx was instrumental in the development of the Ludington Police Department's computer forensic lab. Steve spent countless volunteer hours in the lab getting it ready and training the department forensic examiner. With his passing in 2020 the lab was named in his honor.

The current forensic examiner is also the agency's officer assigned to the local MSP drug task force team, SSCENT.

8. CEO Biography



Chief Timothy Kozal is currently in his 33rd year in Law Enforcement. Prior to Ludington, he served as Police Chief in Manistee and Edwardsburg, Michigan. Chief Kozal retired from Kalamazoo Department Public Safety. Chief Kozal spent 22 years on the KDPS tactical team leading the team for the last five years. Chief Kozal spearheaded the merging of SWAT teams with KDPS to form a cohesive Metro Swat Team consisting of Portage Police, Kalamazoo County Sheriff, Western Michigan University Police and

Kalamazoo Township Police. Chief Kozal Spent 7 ½ years on the multi-jurisdictional drug team where more than 6,000 cases were initiated resulting in the eradication of over \$18 million in illicit drugs. Chief Kozal is the president of the Law Enforcement Thermographer's Association. Chief Kozal also sits on several boards and commissions that includes the Michigan Municipal League Law Enforcement Action Forum.

Chief Kozal's duties include defining the vision, developing the strategies and goals, coordinating, planning, supervising and evaluating the Ludington Police Department operations. These duties also include preparing and monitoring department budget and purchases. Chief Kozal has oversight of hiring and evaluation of discipline of department personnel. Chief Kozal values the promotion of transparent community relations with commercial and business groups, neighborhood organizations and constituents of the community.

Chief Kozal is a Sienna Heights University graduate. He received his Bachelors degree in criminal justice in 2001 with emphasis on law enforcement and public service administration.

9. Accreditation Manager Profile



Captain Steve Wietrzykowski has been with the Ludington Police Department since June 1995. Throughout his career, Steve has mostly worked road patrol assignments as a patrolman and shift sergeant. Steve was promoted to Captain in September 2019. Steve is currently serving as the department's accreditation manager. Captain's duties include scheduling, coordination of department training, equipment issue and maintenance, report review, internal investigations, attending planning meetings of various types, video processing and redaction for FOIA purposes, recruitment and hiring of seasonal personnel, and liaison to MCOLES.

In addition to his regular duties, Steve has served as one of the department's firearms instructors since March 2000. As a firearms instructor, Steve developed and implemented three new training programs for the police department which are the patrol rifle, less lethal, and reserve officer firearms training programs. Steve served as a member of the Mason County Special Emergency Response Team from 2000 to 2014. Steve has been an adjunct firearms instructor for the West Shore Community College police academy since August 2010.



Prior to employment with the City of Ludington, Steve worked as a patrol officer with the Fulton County Police Department in Atlanta, GA between January 1993 and March 1995. Steve is a Grand Valley State University graduate. He received his bachelor’s degree in criminal justice in 1992. The degree emphasis is law enforcement.

10. Future Issues

The Ludington Police Department anticipates taking refining actions to continue the forward trajectory of internal growth while aligning current services and operations. The agency anticipates the following future issues in support of this growth:

- Accreditation – This was a goal for the agency and they are looking to future improvements to refine what has been established.
- Evidence Room – The agency continues to enhance their Evidence Room and will look to transition current procedure to the newly refined workspace with the addition of workstations in the temporary holding area.
- Records Management – The agency has begun to refine and align technology forward approaches to agency records.
- LPD Digital Forensics Unit. – The agency is exploring expansion of unit staffing.
- Recruitment – The agency is looking towards future opportunities to grow recruitment efforts.
- Training – The agency has a goal to train from within as supported by employee trainers.

E. Public Information Activities:

Public notice and input are cornerstones of democracy and MLEAC accreditation. This section reports on the community’s opportunity to comment on their law enforcement agency and to bring matters to the attention of the commission that otherwise may be overlooked.

1. Telephone Contacts

The public telephone line was active on Wednesday, March 9, 2022, from 1:00 p.m. to 3:00 p.m.

<p>Zachary Austin, Citizen Mr. Austin was involved in a criminal domestic-related situation that he believed created a conflict of interest as his partner has a relation to a member of LPD. He expressed that he feels agency members need more training. He felt that during the course of his experience that his family members were harassed, and he felt discouraged by the agency to file a complaint.</p>
<p>Anonymous The caller has lived in the community for three years. He is a self-identified frequent patron of area businesses (3x weekly) in town that serve liquor. The caller feels that there an overserving of liquor is occurring. He states this is a year-round problem and feels enforcement is not occurring due to the designation of the City as a tourism area.</p>
<p>Derrek Wilson – Undersheriff of Mason County Sheriff’s Office Undersheriff Wilson has worked with LPD for the past 18 years. He explains there has always been a good relationship between the offices. He describes Chief Kozal as a go-getter moving in the right direction. Undersheriff Wilson is excited about the LPD accreditation process. He explained that the LPD has a good group of staff; and, their operations run smoothly. The neighboring agencies</p>



share resources: joint multidisciplinary tactical team and dive team – and, this extends to joint training opportunities, as well.

Chief Kozal works in conjunction with other agencies. He cares about the community and the people he serves. There is a strong collaborative working relationship supported by a robust partnership between agencies and with the City administration. Chief Kozal is respected by staff and shows leadership and encourages others to lead, as well.

Undersheriff Wilson sees the LPD officers as the face of their department; and, they all do a great job of representing themselves and their community.

Joshua Glass - Police Chief Manistee City

Chief Glass has had opportunity to interact with several LPD officers and command staff since 2015. The LPD facility is great and the officers are squared away. All agency members are professional in presentation and demeanor. They are familiar with the accreditation process. LPD has played a critical role going above and beyond in assisting his agency with their own early stages of the process. LPD is a resource that are similarly scoped. Members are proud to be a part of LPD – from the top down.

Ted May; Ludington City Councilman

Councilman May is very happy with LPD. Chief Tim Kozal has effected an increase in professionalism, policy, programs, equipment, and training. Chief Kozal’s demeanor is professional and the agency is doing a great job in the community. The City of Ludington is safe. The agency is run well even when the budget is limited given the city’s small tax base. Chief Kozal works within what is designated to the budget through critical review and implementation while deploying a commonsense approach without waste.

Mitch Foster, City Manager, City of Ludington

Public perception sees that LPD has moved through this process providing confidence in policies, processes and supports faith in agency. Achievement of meeting the standards. Internal process has made a large difference in supporting the establishing of successful foundations for processes. LPD has worked hard. Public has only support of the agency when learning about the best practice and common expectations. Very supportive. Historically there is a good relationship with LPD and the community. Now with these standardized processes implemented (MLEAC) the community sees professionalism and standardization implemented. In general, recruitment is still an issue due to the location of Ludington. There is a commitment in the organization to standardized processes. LPD will continue to improve relationship with neighboring jurisdiction and school officials. Agency works well now and will continue to do so. Agency has committed to this process from the top down and showcases continued improvements in service to those they serve.

2. Social Media Response

The media release was posted to the agency [Facebook](#). The following comments related to MLEAC process activities were made on the Facebook post:

<p>Zachary Austin I would love for the people of this town who have been mistreated which is so</p>	<p>Alicia Miller Can you share a link to the accreditation standards?</p>
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<p>many. That’s probably why this isn’t that public. I’ve heard from many people from shady acts all the way to racist acts from the LPD. It’s nice knowing I’m not alone but all the same and feeling helpless to the corrupt law enforcement. My prayers are out to those victims of the LPD. 🙏</p>	<p>-----</p> <p>Xavier Luft Is this announcement/notice going to be shared on the City of Ludington's official website too?</p>
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3. Correspondence

There were no written correspondence responses received:

4. Media Interest

There were no inquiries from the media to assessors regarding the on-site.

5. Community Outreach Contacts

The assessors were not presented with in-person community partner interviews (see phone in session).

6. Agency Interviews and Display

The assessors met with the following agency members and were provided with an overview of their respective areas.

- Sgt. Sue Maltbie – LPD Patrol Sergeant and Evidence Manager
- Officer Mikki Heck – LPD Detective
- Officer Conor Gallihugh – LPD Patrol Officer

LPD Detective Mikki Hecko:

Hecko moved into the role of detective in October of 2020. She is a LEIN TAC, LASSO Drug Recognition Expert, Background investigator and evidence technician, for the department, on top of being the detective. Hecko says she loves doing investigations. Hecko said she receives the serious cases but will assist officers with their cases if they have questions. Hecko brought up one of the officers that asked for assistance on a case - they worked through the case getting search warrants and obtaining information on a GEO Fence to assist.

Hecko credits the captain and the chief with helping her out on cases and teaching her a great deal. Hecko said she has learned several things from Chief Kozal that have helped her as a detective. Hecko said she knows if she ever needs any assistance or advice, she can go too either the captain or chief and they will provide anything she needs.

Hecko was asked about the types of training she has attended since being placed in the detective position. She said she went to basic detective school last month. She said she regularly takes part in the Prosecuting Attorney Association of Michigan (PAAM) lunch and learn trainings.

Hecko said there is a good working relationship with area detectives, and they meet on the 3rd Friday of every month with the prosecutor.

Hecko walked through their process of getting arrest warrants. She said they mainly file charges through the Mason County Prosecutor’s Office.

Hecko said she will interview some people at the Mason County Sheriff’s Office. Hecko said if they are in jail, the person is brought to an interview room at the sheriff’s office. The interviews are recorded, and a disc of the interview is burned for her.

Hecko was asked if she had any areas the department could improve in. She said they have continued to improve under Chief Kozal. She said he regularly communicates with



personnel and is willing to listen to any suggestions provided by staff. Hecko said when ideas are brought to the Chief, he will respond quickly and work to implement ideas that have been brought to him.

Hecko is in favor of accreditation as she feels it shows the community the department's commitment to holding themselves to a higher standard. Hecko is proud she works for a department that is going through the process. Although she does not find reading policy enjoyable, she likes having good policies in place. Hecko believes having an accredited agency will help with recruiting new personnel as she believes people will want to come to an accredited agency versus an agency that has not taken the time to become accredited.

Hecko said she has a good relationship with the city manager, assistant city manager and the HR director. She really likes the family atmosphere at Ludington.

7. Agency Ride-along

On March 9, 2022 Assessor Bromley conducted a ride-along with Ludington Police Officer Conor Gallihugh. Ofc. Gallihugh has worked with LPD for almost one year. Ofc. Gallihugh presents himself as a very professional and competent officer. He was newly hired approximately 1 year ago this month out of the police academy. Ofc. Gallihugh was an excellent representative for the Ludington Police Department and it was a pleasure to spend time with him. During the ride-along, numerous proofs of compliance were observed and are listed below.

Proof of Compliance Observations During Ride-along Activities:

The following observations that confirmed standard compliance were made during the ride-along:

- 1.6.2b Mandatory use of body armor by patrol.
- 1.9.3d FTO program for all new officers. Ofc. Gallihugh described the FTO program that he went through upon hiring into LPD.
- 3.4.1 Radios were used for two-way communication.
- 3.4.3a/c Methods to identify field units were used effectively.
- 3.5.8 Ofc. Gallihugh wore his seatbelt whenever the car was in motion.

F. Essential Services:

Chapter 1 – The Administrative Function:

Direction of Personnel

All written directives require the approval of the Chief of Police, or designee. The Chief, or designee, reserves the authority to issue, modify, repeal, amend, revise, revoke, or approve any of the rules, written directives, policies, and procedures. The overall written directive system was clear and understandable. The directives were constructed in a logical manner with employee duties and responsibilities clearly defined, including constraints on employee actions and expectations. The agency uses a hard-copy process of policy review by staff prior to issuance and local copy/drive accessibility thereafter.

Fiscal Control

The agency maintains (2) cash accounts.

LPD maintains a cash drawer fund at the front desk. All received funds are tracked through receipt and activity and funds are verified daily. Transactions are monitored daily and the



department uses a voucher system for transactional record keeping. A daily audit of this fund is conducted by the Administrative Assistant prior to turning funds and receipt vouchers over to the City Treasurer. All documentation is maintained in the City of Ludington BS&A tracking software.

A petty cash drawer is maintained and all expenditures over \$30 must be approved by the Chief.

Internal Affairs

The internal affairs function is the responsibility of the Chief or Captain (who reports directly to the Chief). The agency will accept and investigate all complaints, even those made anonymously. Internal affairs investigations may be assigned to a command officer, who has the authority to report directly to the Director of Police.

During the 2021 assessment period the agency received a total of 4 complaints. The agency has a well-defined process from the receipt of a complaint through the final disposition and notification to the citizen.

The agency did not identify any needs to support policy changes. No training needs were identified beyond the current training plan. The agency uses training and counseling in lieu of discipline when appropriate.

The Disciplinary Process

The agency's written directive system details the rules, regulations and expectations for employee conduct. All command officers have discretion to recommend employees be placed on administrative leave when there is a serious breach of department rules. Final determination is made by the Chief of Police and in all instances, an investigation is completed. The agency is well-disciplined and has procedures to apply training and counseling in lieu of punitive employee discipline. The agency has an appropriate appeal and grievance process in place with established timelines.

Organization



All sworn personnel take, sign and subsequently abide by an oath of office to enforce the law and uphold the Constitution of the United States, the Constitution of the State of Michigan and the ordinances of the City of Ludington. All agency personnel acknowledge a code of ethics and receive ethics training. Bias-influenced policing is strictly prohibited by the agency. There is a clear definition for bias-influenced policing including the reliance on characteristics such as race, ethnicity, national origin, religion, sex, sexual orientation, gender identity or expression, economic status, age, cultural group, disability or affiliation with any non-criminal group as the basis for providing differing law enforcement services or enforcement.

The agency prohibits unlawful workplace discrimination and harassment, including sexual harassment. The written directive outlines a proper reporting mechanism in the chain of command, including an alternate reporting process for any conflict of interest. The directive requires employees to report any type of harassment and requires investigations to be conducted in accordance with state law.

The police personnel have structured unity of command. The Ludington Police Department has a Chief of Police, who ultimately oversees a variety of functions including training, patrol, traffic safety, records, evidence, lab tech, community response, detective, crime



suppression. The Captain reports directly to the Chief and oversees the agency school resource program, agency detective, the assigned SSCENT officer and patrol operations.

Agency Equipment and Property

Agency personnel are responsible for all equipment issued to them or physically under their control. It is the responsibility of the employee to maintain all law enforcement related equipment in an operational state and report any malfunctions, damage, or loss of equipment. The agency maintained all stored equipment in a state of readiness. The wearing of body armor is mandatory for all patrol operations sworn personnel, and there are additional requirements to wear body armor while engaged in pre-planned and high-risk operations.

Public Information

The agency has a Media Relations Policy. The Chief of Police or Captain directs the preparation of all media releases. The Chief of Police, or Captain are the designated point of contact for the media. A process is in place for posted press releases.

Agency Records and Computers

The agency has a detailed written directive system describing field reporting, follow-up investigations, and the approval of reports by supervision. The department controls access to agency records electronically with records management passwords. Juvenile records are kept separate, and there are extra security measures for non-public records.

Freedom of information requests are handled by the agency and they abide by the state retention and disposal requirements in accordance with Michigan Statute and Records Management as adopted by the City of Ludington.

Agency Training

The agency training records are current and are being maintained in accordance with applicable retention schedules. This function is executed by the Captain. The agency has a multi-software approach for documentation to include software and hard copy files. Training course content is outlined, and lesson plans are utilized. In-house instructors are properly trained and experienced. New sworn personnel are required to complete an extensive field training program. Officers in field training rotate shifts and assigned field training officers in an attempt to expose newly hired officers to all shifts. Field training officers are properly selected and trained through a documented process. The Chief of Police makes the final determination of selection of field training officers.

Newly promoted personnel or personnel newly appointed to a specialty assignment receive training consistent with new responsibilities and tasks. The agency has a remedial training policy. During the assessment period, no remedial training was conducted. No other training needs were identified during the assessment period. Specific required annual training topics were properly identified in the written directive. The agency conducts mandatory training annually to accomplish the required training, review of material, and assessments. Annual training includes at least 12 hours of in-service training and includes refresher or advanced training in a variety of areas. Some areas include: firearms, ethics, bias-based policing/legal update, CPR/AED/First Aid, Taser, defensive tactics, hazmat, harassment, CIST, etc.

Authorization and Use of Agency Weapons and Ammunition

The Chief of Police is the authorizing authority for weapons and ammunition, including specialized weapons. The agency uses certified/qualified staff for armorer inspections, repair and replacement. Records of weapons are properly maintained with written guidelines for



storage. The agency has a procedure on removing unsafe weapons and provide a replacement if repairs could not be made that meets accreditation standards. The agency provides use of force training, firearms, less lethal weapons, at the minimum, yearly. Training is provided by qualified instructors and proficiency must be demonstrated by the officer. A procedure for remedial training is in place for officers unable to qualify or meet minimum standards.

Tasers were haphazardly placed in a cabinet. Recommendations were made to implement safety strategies and reinforce safety practices during donning/doffing of patrol equipment.

Chapter 2 – The Personnel Function:

Personnel Benefits and Responsibilities

The agency has a written directive outlining an employee assistance program, peer support program and line-of-duty injury and death circumstance policy. The agency has an exposure control and reporting policy. Secondary and extra-duty employment by agency employees is permitted with the specific approval is obtained from the Chief of Police;

The agency lacked a fully scoped policy to address procedures for assisting personnel in dealing with the effects of stress associated with critical incidents. The agency made corrective policy revisions to expand instances that may require assistance.

Performance Evaluations

All agency personnel receive documented annual performance evaluations. The performance evaluation system has a well-defined purpose statement with established and defined criteria, scored on a rating scale. Evaluations are maintained according to the department's retention schedule.

Promotion of Sworn Personnel

The promotional process is detailed in contractual language and supported with agency policy. The process supports transparency and includes selection criteria and testing criteria to include written test, oral interviews and added points for education and seniority..

Recruitment of Sworn Personnel

The recruitment plan contains a statement that the agency is committed to equal opportunity. The stated goals and objectives for recruitment are clear and understandable. The agency utilizes their officers to facilitate recruiting within the community. To expand these efforts, the agency has aligned efforts with local organizations and leveraged social media.

Selection of Personnel

The agency has a complete written process for the selection of new full-time personnel to include a written test and oral interview to evaluate cognitive ability, a physical agility test, a thorough background investigation, as well as a medical and psychological exam.

Reserve Officers and Civilian Volunteers

The agency does not have a reserve officer program or a civilian volunteer program.



Chapter 3 – The Operations Function:

Arrest, Search and Seizure

The Ludington Police Department is a full-service agency with arrest powers. The agency and its policies follow the U.S. Constitution in relation to arrest, search and seizure. The agency recognizes the foundation set forth in the Fourth Amendment.

Agency policy outlines the warrantless search exceptions and the need for a court authorized search warrant, when applicable. The agency takes in-custody arrests to the Mason County Jail for processing.

The agency only conducts strip searches when authorized by a person in command or their designee. The strip search must be conducted by a person of the same sex. Body cavity searches are conducted by a licensed physician (or nurse, under the direction of and in the absence of the doctor), with a search warrant.

Interview and Interrogation

The Ludington Police Department has established procedures for compliance with contemporary criminal procedural requirements related to interviews, investigative detention interviews, and interrogations. The agency has two interview rooms and a third soft interview room located on the premises with audio and video recording capability. The recording devices are started by pressing a button on the wall prior to going into the interview.

None of the interview rooms have locking capabilities.

Each interview room has a panic device that the interviewing officer, not wearing an 800 MHz radio, brings into the interview room with them. The devices are designed to make loud noise to alert others of an emergency inside the interview room.

Use of Force

There were 14 use-of-force reports completed during 2021. The agency conducts a thorough review for each use-of-force incident. There were 11 incidents involving unarmed subject control tactics and 3 using a firearm (not fired) to gain compliance. None of the incidents involved the use of a baton, or OC.

Ludington Police Department policies address de-escalation, using a reasonable amount of force, and the duty to intervene.

If an officer was involved in an incident which resulted in serious injury or death, the member would be placed on administrative leave pending the investigation. Post incident debriefing or counseling by an agency-designated mental health provider may take place while the person is on administrative leave.

The agency completed a detailed annual analysis of the use-of-force incidents for the evaluation period. There were no training issues, equipment issues or policy issues identified by the department. Ludington Police Department did make changes to their use of force report forms to document a meaningful review was completed. This included listing reporting elements to determine whether policy, training, equipment or disciplinary issues need to be addressed.

Communications

The Ludington Police Department utilizes the Mason/Oceana 911Center for all dispatch services. The center is a collaborative effort between two counties and serves the departments in both counties. The onsite team toured the facility and spoke with the director and assistant director of the 911 center.



All recordings are kept for ninety days. If a recording is requested, it can be sent to the requesting officer by email or if it is a large amount of information, it will be put on a disc and given to the officer.

The Mason/Oceana 911 Center has a backup generator onsite, and a full load test is done monthly. If catastrophic issues were present, the dispatch backup would be Newaygo County Communications Center. The agencies have trained together so they can dispatch from either location in an emergency situation.

Each dispatch station is set up identical, allowing for dispatchers to move station to station seamlessly. All emergency medical dispatch is being conducted by certified radio operators.

Field Activities

During the assessment period, there was one vehicle pursuit. The review of the incident showed the pursuit deviated from department procedures and corrective action was applied. There was a second incident that showed the officer complied with policy and no pursuit occurred.

The agency does not employ roadblocks, tire deflation devices, boxing, pit maneuvers and/or intentional collisions to terminate pursuits.

The agency prepares its officers to encounter subjects with mental illness by providing training in de-escalation. This occurred during the assessment period.

The agency utilizes video recording equipment to include in car cameras and body worn cameras. Officers are required to record contact with individuals when they make a traffic stop or have a citizen encounter. The citizen encounter does not include casual encounters or being out in the general public. Retention of this data occurs in accordance with policy to assist with criminal and departmental investigations.

The Ludington Police Department maintains mobile data computers within their patrol vehicles in compliance with CJIS standards.

The agency has a foot pursuit policy and they had one foot pursuit during the evaluation period. A review process is in place. The annual analysis did not indicate any training or equipment issues and the one foot pursuit that was documented was found to be in compliance with policy.

All passengers in Ludington Police Department vehicles shall wear seatbelts.

The Ludington Police Department does not have a K-9.

Traffic Safety and Enforcement

The Ludington Police Department has applicable policies in place regarding traffic violation enforcement, enforcement options, offenders, and traffic direction and control. The directive establishes procedures to conduct motor vehicle stops, including high-risk stops. The enforcement options include warnings, citations, and arrest when appropriate.

Homeland Security/Critical Incidents

The agency has a critical incident system in place, which includes command, operations, planning, logistics and fiscal responsibility. The agency in conjunction with the Mason County Emergency Manager put a plan in place for the New Year's Eve ball drop. A clear plan was put into place and executed.



Chapter 4 – The Investigative Function:

Criminal Investigation

Ludington Police Officers take the initial report and complete follow up on their own for all cases that are not outlined in the departmental policy as being serious offenses. The policy identifies serious offenses as one involving: Homicide, suicide, suspicious death, criminal sexual conduct of the 1st, 2nd or 3rd degree, armed robbery, kidnapping, felonious assault and battery cases involving a weapon or serious injury, and other complex crimes involving extensive follow-up. If there is a question as to who needs to complete follow-up, a supervisor makes that determination.

A policy is in place for eyewitness identification. Ludington Police Department did not have any cases where eyewitness identification came into play.

Crime Scene Processing

The Ludington Police Department maintains at least two officers with advanced evidence collection training. If evidence collection is needed and one of the trained officers is not available, the Chief or Captain shall be called.

If members of the department come upon a scene they feel is beyond their scope, they will contact the Michigan State Police for assistance.

Ludington Police Department has a detective, currently assigned to the SSCENT team. The team focuses on organized crime, narcotics, and vice crimes. The detective assigned to SSCENT has specialized training in computer forensics that allows the agency to investigate cell phones and computers to retrieve information that would normally take weeks at a lab. The detective offers this service to surrounding jurisdictions in their area.

Storage of Evidence and Property

The Ludington Police Department controls property through a records management system. The property room also maintains a paper log attached to each piece of property as a redundancy to the records management system.

Appropriate policies are in place for property processing and evidence collection. The agency has a large, well-organized property room. Only the evidence custodian (Sergeant) and evidence technician (Officer) have access to the room. The door has card key access with video outside the door and inside the property room with recording access. There are several two-way lockers for officers to put larger pieces of evidence into along with smaller lockers in which evidence is placed and secured until the property officer comes in. The agency also has a large inside vehicle bay that can be secured to limit access in case of a vehicle. Larger items that do not fit in lockers can be placed inside the first door near the lockers. This portion of the room needs keycard access. The agency has lockable filing cabinets within the property room available for narcotics, valuable jewelry and money. The valuable items and money are locked in a locked box within the locked filing cabinet for added security. Only the evidence custodian and evidence technician have keys to the filing cabinets and the lock box.

Evidence that needs lab submission is sent to the Michigan State Police Lab in Grand Rapids. Appropriate policy for transmission and chain of custody are in place.

The processing area is stocked with an assortment of packaging and processing materials. The packaging area is located in a different area of the building than the lockers. Upon packaging an item, it is secured in a temporary locker.

The property officer will retrieve the items and transfer them to the long-term storage property room.



Time sensitive inspections, audits and inventories were conducted. No irregularities were identified. Appropriate policy is in place for the possession, transfer and destruction of property.

Juvenile Matters

The agency has established policies regarding juvenile status offenses, including runaway cases. There is no juvenile facility in Mason County; however, the Mason County Jail can assist with secure detention, as needed.

Special Investigations and Operations

The agency has policy in place which dictates procedure for special investigations and operations. The agency does not maintain confidential source records or funds. If needed, confidential sources are referred to the detective assigned to the SSCENT multi-jurisdictional task force. The source is then managed in accordance with the established policies of the task force. The agency has established policies regarding unidentified adults and children, and the safe delivery of newborns. There were no incidents where the agency needed to use Amber Alerts or the Law Enforcement Information Network (LEIN).

Chapter 5 – The Arrestee/Detainee/Prisoner Handling Function:

Transporting of Arrestees/Detainees/Prisoners

The Ludington Police Department has established policy and procedure in place to include searching vehicles and subjects at the start of shift; however, the agency did not have policy or procedure in place to address the vehicle search action prior to/following transport. Policy was revised and procedure put into place at the direction of the Chief.

Subjects are secured in vehicles with modified rear compartments and seat belts are utilized in compliance with State law.

Processing/Holding of Arrestees/Detainees/Prisoners

All custodial arrests are brought to the Mason County Jail. The facility is operated and under the control of the Mason County Sheriff's Office facilitating processing and holding.

G. Applied Discretion Compliance Discussion:

This section provides specific information on those standards found to be in compliance after on-site adjustments were made. During this on-site, the agency had three (3) standards in applied discretion.

Standard 2.1.6: Critical Incident Stress

ISSUE: The agency had an implemented written directive addressing occurrences involving use of force incidents. The purpose of this standard is to provide the appropriate professional assistance necessary to maintain emotional and physical well-being after being involved or exposed to a critical incident and to assure a consistent means of assisting those personnel in dealing with critical situations and the stress that follows and to minimize the accumulative effects of Critical Incident Stress (CIS). The existing policy did not meet the standard in its entirety.

AGENCY ACTION: The agency expanded their written directive from addressing only an officer involved use of force incident to encompass all critical incidents to be inclusive of any



occurrence or event, natural or human-caused, which requires an emergency response to protect life or property.

Standard 3.3.3: Use of Force Incidents: Meaningful Review

ISSUE: The agency had completed documents addressing command level review of occurrences involving use of force incidents. All standards require the administrative/meaningful review to include defined elements to be included as part of this documented review/recommendation process. The meaningful review was not complete.

AGENCY ACTION: The agency formalized their process of review documents through the addition of the substantive elements of meaningful review to include whether policy, training, equipment, or disciplinary issues are identified during the documented review/recommendation process. The Use of Force form reports were established for future compliance.

Standard 5.1.1b – Arrestee/Detainee/Prisoner Transportation: Incident Search

ISSUE: The agency did not have a written directive or procedure identified to inspect a vehicle prior to and following the transportation of arrestees, detainees and prisoners.

AGENCY ACTION: The agency enacted written directive language to their policy 6.29 Prisoner Transport Procedures to meet the standard. The Chief implemented a process for officers to document this specific action in their narrative report.

H. Waivers of Standards:

This section provides specific information on those standards which qualify for waivers. Waivers are available to agencies when it is impossible to comply with a specific standard. A request to waive standard compliance must be made to the Michigan Law Enforcement Accreditation Commission-Program Director in writing, on official agency letterhead, signed by the CEO. The following eight (8) standards/bullets were granted non-applicable waiver and certified on-site as such:

- ***Standard 1.10.1d Weapons and Ammunition: Munitions***
The agency does not have or deploy munitions.
- ***Standard 2.6.1 Reserve/Auxiliary Officer Program –***
The agency does not have a Reserve/Auxiliary Program.
- ***Standard 2.6.2 Civilian Volunteer Program***
The agency does not have a Civilian Volunteer Program.
- ***Standard 3.5.3 Roadblocks and Forcible Stopping***
The agency does not train or deploy roadblocks and forcible stopping techniques.
- ***Standard 3.5.9 Police Canines***
The agency does not deploy police canines.
- ***Standard 4.5.3 Using Confidential Sources***
The agency does not use confidential sources.
- ***Standard 5.2.1 Processing Procedures***
The agency does not process prisoners at their facility. All processing of prisoners is facilitated at the Mason County Jail.
- ***Standard 5.3.1-5 Prisoner Holding***
The agency does not have a prisoner holding facility. All prisoner holding is facilitated at the Mason County Jail.

I. Standards Non-Compliance Discussion:

The agency had no standards in noncompliance.



J. Future Performance / Review Issues:

There is a history of strong organizational practices in place throughout the agency supported by an experienced work group. This foundation is positioned for success in addressing the agency's reporting/documentation areas of applied discretion. The agency did put into place operational procedures to ensure future compliance with key areas designated as applied discretion.

Therefore, it is recommended that at the agency's first annual report the agency be required provide specific documentation of compliance under the following standards:

- 3.3.3 – Meaningful Review: Use of Force incident reporting
 - Form reporting
- 4.3.2d – Vehicle Inspection: Before and after transport of an arrestee/prisoner
 - Narrative reporting

K. Summary and Recommendation:

A thorough review of the files for compliance was conducted, as well as observations of compliance; and, after interviews were conducted, it was determined that the agency was in compliance with all of the established accreditation standards, with the exceptions and waivers noted. Accreditation is recommended.

Heather A. Bromley

Heather A. Bromley, Team Leader
Date: March 21, 2022

R. Scott Kolster

R. Scott Kolster, Team Member

Reviewed and approved to be scheduled for a hearing before the MLEAC.

A handwritten signature in blue ink that reads "Neal A. Rossow".

Program Director Neal Rossow
Date: March 31, 2022