

Michigan Association of Chiefs of Police  
MICHIGAN LAW ENFORCEMENT ACCREDITATION PROGRAM



# Onsite Final Report

Mott Community College, Flint, Michigan  
December 3-4, 2018

Team Leader: Paul Tennies

Team Member: Jill McDonnell

**A. Agency Name, CEO and AM:**

The Mott Community College Department of Public Safety  
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Theresa A. Stephens-Lock  
Chief of Police & Executive Director

Beverly Lloyd  
Accreditation Manager

David Livingston, William Avery & Dennie Van Alstine  
Accreditation Team

**B. Dates of the On-Site Assessment:**

Monday, December 3, 2018 – Tuesday, December 4, 2018

**C. Assessment Team:**

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**D. Community and Agency Profile:**

**1. Community Profile**

Flint is the largest city and seat of Genesee County, Michigan, United States. Located along the Flint River, 34 miles square and 66 miles northwest of Detroit, it is a principal city within the region known as Mid-Michigan. According to the 2010 census, Flint has a population of 102,434, making it the seventh largest city in Michigan. The Flint metropolitan area is located entirely within Genesee County. It is the fourth largest metropolitan area in Michigan with a population of 425,790 in 2010. The city

was incorporated in 1855. The racial makeup is 56.6% Black or African American, 37.4% Caucasian and 3.9% Hispanic. Males comprise 48% of the population and 52% are female. The median family income \$31,424.

Flint was founded as a village by fur trader Jacob Smith in 1819 and became a major lumbering area on the historic Saginaw Trail during the 19th century. From the late 19th century to the mid 20th century, the city was a leading manufacturer of carriages and later automobiles, earning it the nickname "Vehicle City". General Motors (GM) was founded in Flint in 1908, and the city grew into an automobile manufacturing powerhouse for GM's Buick and Chevrolet divisions after World War II up until the early 1980s recession. Flint was also the home of the Flint Sit-Down Strike of 1936–37 that played a vital role in the formation of the United Auto Workers.

Since the late 1960s, Flint has faced several crises. The city sank into a deep economic depression after GM significantly downsized its workforce in the area from a 1978 high of 80,000 to under 8,000 by 2010. From 1960 to 2010, the population of the city nearly halved from 196,940 to 102,434. In the mid-2000s, Flint became known for its high crime rates and has repeatedly been ranked among the most dangerous cities in the United States. The city was under a state of financial emergency from 2002–2004 and again from 2011–2015. Since 2014, the city has faced a major public health emergency due to lead contamination in the local water supply that has affected thousands of residents, as well as an outbreak of Legionnaires' disease due to tainted water.

In 1923, the Flint Board of Education established Flint Junior College to make a college education available to Genesee County students at a minimal cost without forcing them to leave home.

In 1950, Charles Stewart Mott gave \$1 million to develop Flint Junior College into a four-year institution in collaboration with the University of Michigan.

In 1951, William Ballenger, Sr. set aside \$200,000 for the construction of an athletic field house and left a trust of several million dollars that allowed the college to hire top quality instructors to elevate Flint Junior College to a true community college. C. S. Mott then donated 32 acres of farmland and additional money for an entire new campus.

In 1969, Genesee County voters converted Flint Junior College into a countywide college, Genesee Community College. When C.S. Mott died in 1973 (at age 97) Genesee Community College was renamed Charles Stewart Mott Community College.

The 1980s saw the MCC enter the computer age. Student registration was fully computerized and classes were offered by television. By the mid-1990s classes were offered via videotape, television and the Internet, and satellite locations opened in [Lapeer](#) and [Fenton](#). In 1991, MCC helped establish the Mott Middle College, a nationally recognized program for troubled but talented high school students in the Genesee County area.

In 1996, MCC began development of the [Regional Technology Center \(RTC\)](#), a center for high-technology education built on the site of the old St. Joseph Hospital, adjacent to the

main campus. The \$40-million facility opened in September 2002 and drew more than 1,300 students its first semester. In addition, thousands of area residents have attended community events at the new RTC. At the same time, Mott College opened its Visual Arts & Design Center, offering a first quality facility for the fine arts and graphic design.

Three community technology centers were also established in Flint to help bridge the "digital divide." In 2001, MCC expanded to Livingston County, opening a [Michigan Technical Education Center in Howell](#). In 2002, MCC also opened a new center in Clio to serve students in the northern part of Genesee County. This center was so successful (enrollment rose from 400 to 1,100 students in the first few years) that a new larger facility was opened in January 2007.

In 2018, MCC purchased the recently vacated Woodside Church, adjacent to MCC property. The property will be renovated to establish the Lenore Croudy Family Life Center honoring Mrs. Croudy's 29-year legacy of the leadership and service.

## **2. Agency Profile**

Retired Flint Police Captain James Sampson established the Mott Community College Department of Public Safety in 1980. At the time, the agency contracted services with a security agency for patrol of the main campus.

In 1997, spearheaded by the leadership of Mott Community College, the Community College Act of 1966 was amended by the State of Michigan to allow community college police agencies. This amendment gave community college police agencies full police powers in the State of Michigan.

In 1998, Clydell Duncan, a retired Chief of Police with the City of Flint, organized the Mott Community College Department of Public Safety as a police department. An additional police officer was hired, as were 30 non-certified Public Safety Officers. In 2001, three additional police officers were hired under a community policing grant. The main campus and the Lapeer Center were the only two locations staffed with Public Safety at the time. Currently the Department of Public Safety provides safety and security coverage 24 hours a day, 7 days a week. The Department is staffed by professional licensed certified police officers, trained safety officers and student officers dedicated to providing excellent service to the campus community. Officers patrol the campus on foot, by bicycle and in vehicles. Police officers are assigned to patrol the main campus (Flint), Lapeer Center (Lapeer), Northern Tier Center (Clio), Southern Lakes Branch Center (Fenton), Livingston Center (Howell), Workforce Education Center (downtown Flint). They respond to calls at the Shiawassee Service Center (Owosso) and the three Community Technology Centers located in Flint. MCC also maintains Public Safety mini stations on main campus and the extension centers as listed above.

## **3. CEO Biography**

Chief Theresa Stephens-Lock, Executive Director of Public Safety at Mott Community College (MCC), has been employed in law enforcement for the past 35 years. In 1983,

she graduated from the Flint Police Academy and then held a variety of significant positions at the Flint Police Department until retiring in 2001.

Chief Stephens-Lock's career at Mott Community College began in 2001, when she was selected as the School Liaison Officer at Mott Middle College (at the time, this was a new partnership between MCC and Mott Middle College and still exists today). Chief Stephens-Lock was later promoted to Captain of Public Safety and, in 2006; she was selected to become the Chief of Police and Executive Director of Public Safety.

Mott Community College's mission is to "provide high-quality, accessible and affordable educational opportunities and services that promote student success, individual development, and improve the overall quality of life in a multi-cultural community". Chief Stephens-Lock has demonstrated her commitment to MCC's mission by providing an exceptionally safe environment where students can focus on learning; she is an advocate of professional development and consistently encourages, and often requires, her employees to obtain additional training/education, therefore increasing their individual development; and many of the services she oversees have a direct and positive impact on our community. Under her guidance, the Public Safety Department has provided outstanding services to the MCC community and residents of Flint and Genesee County, such as: Bicycle Rodeos for elementary school children, child safety seat seminars, an annual Halloween party and extra security for many events on campus.

In addition to leading the Public Safety Department, Chief Stephens-Lock is active in the following organizations:

- IACP – International Association of Chiefs of Police
- MACP – Michigan Association of Chiefs of Police
- GCACP – Genesee County Association of Chiefs of Police
- ALPACT - Advocates in Leaders for Police and Community Trust
- LEORTC – Law Enforcement Officers Regional Training Commission - board member
- The Hundred Club of Flint
- Big Brothers-Big Sisters (Couples Mentor with her husband)

Over the years, Chief Stephens-Lock has received numerous awards, a few of which are listed below:

- 2017 Michigan ACE-Network Distinguished Women in Higher Education Leadership Award
- 2016 Peacemaker of the Year
- 2015 Alpha Kappa Alpha Sorority, Inc. "Women Breaking the Glass Ceiling"
- 2013 Outstanding MCC Employee of the Year
- 2007 Outstanding Staff Member Award – C.S. Mott

Chief Stephens-Lock holds a BBA in Management and Marketing from Detroit College of Business. In 1995, she graduated from the 181<sup>st</sup> session of the FBI National Academy as the first and, until recently, only woman in Genesee County to achieve this distinction. In 2008, she graduated from the Law Enforcement Executive Leadership Institute and is

also a graduate of the Eastern Michigan University School of Police Staff and Command Training for Law Enforcement Executives.

#### **4. Future Issues**

Since the inception of the Mott Community College Department of Public Safety twenty years ago, it has evolved into a full service police agency. During this time, the agency has worked to understand the community it serves and acclimate to their needs. There are challenges unique to police agencies who serve academic institutions, as they function within the operational structures of the college. However, there are dynamics of police agencies in which independent systems are required to act as accountability measures. The agency will continue to search for the appropriate balance within their community and educate their stakeholders on needed modifications to remain successful.

The agency has successfully recruited employees with diverse backgrounds and experience. The majority of employees have extensive prior law enforcement experience. This, as a whole is extremely beneficial to the agency and the community. However, it presents a work force which could be more transient than other agencies. This requires the continued development of a strong succession plan and departmental policies. A general theme was observed where the agencies policies are developed by those and for those with prior experience which leads to ambiguity. Chief Locke acknowledged the value of accreditation providing specific guidelines to address this issue. Her focus is to reinforce the culture established through accreditation to support a successful transition of the executive staff, without a disruption in service to their community.

The continued evaluation of technology within the agency will be explored. The department operates and monitors a modern intelligence operations center with a wide variety of cameras on campus. This allows on duty personnel to observe almost all public areas of the campus and provide real time information. The department had recently conducted a critical incident drill where it was able to monitor a subject throughout the campus as the drill occurred. The agency does not utilize in car cameras, body worn cameras, or utilize less than lethal electronic control weapons.

Mobile data computer terminals are installed within patrol vehicles, but do not have independent modems allowing for consistent use in all environments. The agency will continue to evaluate the need of technological enhancements related to the efficiency of service delivery and availability of resources.

#### **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 Tuesday, December 4, 2018, from 9:00 a.m. to 11:00 a.m.

### **Tamara Cummings- College Staff-Executive Assistant to the College President –**

The Campus Police Department makes me feel safe when she is on campus. The department provides regular training to faculty and staff to enhance safety on campus. They recently hosted two trainings for factuality and staff on safety active assailants and general emergencies. These trainings help me on while I am on campus but have given me the ability to make decisions when I am out in other public places. In addition to the training the department provides they are active in community policing with bike rodeos, safety fairs, CPR and first aid training. One of their recent projects was to provide coats to Doyle Ridder Elementary School this was over 400 coats. The department also provides neighborhood patrols for a mile radius around the campus. They host “coffee with cop” which fosters a comfort level for interacting with police officers. They go above and beyond on campus and in the community. Access to the department is readily available through the emergency call boxes that are around the campus. In the future the department may need more staffing, to continue to provide and enhance their quality services.

**Christopher Swanson, Undersheriff, Genesee County Sheriff’s Office-** Undersheriff Swanson is a 1992 graduate of Mott Community College and states that he has witnessed the agency come full circle under the leadership of Chief Lock. Swanson characterized Chief Lock’s leadership as “topnotch”. He stated she uses her funding and places priority on investing in her people and the Department. Chief Lock and the Department place a high value on crime prevention and safety and training not just internally but entire the college community. Undersheriff Swanson stated that the Department has a strong relationship with the community as well as other law enforcement partners in the area.

**Ron Wiles, Chief of Police, Grand Blanc Township-** Chief Wiles stated that the Mott Community College Department of Public Safety is a great agency. Chief Wiles stated the agency is a good community partner to the citizens they serve as well as other law enforcement agencies. He characterized the Department as disciplined and “doing the right things for the right reason.” He stated that Chief Lock is proactive in solving issues as they arise or are identified within the agency and the community.

**Chia Morgan, Former Student-** Ms. Morgan stated she was a former student of the Mott Community College. During her time on campus she stated the officers have a “heart of service” and the department works well together. Ms. Morgan believes the agency is a “model public safety department”. She elaborated on the efforts the department undertakes to be engaged with the community through their community policing efforts. Emphasizing, the “community respects them when it comes time to enforce the law because of the relationships they’ve built.” Ms. Morgan stated this is not necessarily her experience with other law enforcement agencies she had encountered. Ms. Morgan supported the accreditation of the agency.

**Executive Cabinet, Mott Community College-** A conference call was received from Dr. Beverly Walker, the President of the College and her Executive Cabinet. Phillip Espinosa, Associate Vice President of Human Resources characterized the agency as “very professional” and “knowledgeable”. He cited the agencies recent build out of the intelligence operations center on campus as a benefit to their community.

Jason Wilson, Vice President of Student Success Services, stated he was a new member of the staff. He found the agency to be very responsive to educating new employees. The agency provides a strong foundation on active threat incidents and their response. As a former Dean of Students at an institution in Texas he finds this agency to be more engaged with the community than his past experience.

Dale Weighill, Associate Vice President of Institutional Advancement, highlighted the agencies quick response times when he’s had to call for service. He had observed the agencies involvement in neighborhood stabilization programs including neighborhood watch initiatives in the area even though the college does not maintain residential housing. The agency has embraced and supports the college’s mission to be an “anchor institution” and “safe haven” within the community.

Michelle Glenn, noted the agency focuses on “intentional community policing” through its public education programs or simply when she is working late and the officers encounter her and ask how long she’ll be on campus. She believes the agency is truly integrated within the community.

Cheryl Shelton, Chief Technology Officer reinforced the above stated comments and emphasized the agency has a proactive outlook. Choosing to undertake a voluntary accreditation process is an example of the agencies culture.

All parties supported the agencies accreditation process.

## **2. Correspondence**

### **David Stamm: Genesee County Sheriff-Emergency Management Manager**

On December 4, 2018, a correspondence was received from David Stamm supporting the agencies application for accreditation. Mr. Stamm is a former Chief of Police of an accredited agency. He acknowledged the value of accreditation within a law enforcement agency in which the process will, “strengthen their relationship with the community, increase professional training and strengthen the accountability of the agency along with reducing liability.” He stated he has a professional partnership with Chief Locke and her staff as the emergency management manager.

Mr. Stamm described the Mott Community College Department of Public Safety to be “professional, dedicated to service the community with fairness and justice, and providing excellence in the delivery of services and management practices.”

Mr. Stamm supports the agencies efforts to become accredited.



### Henrik Impola: Federal Bureau of Investigations

On December 4, 2018, an email was received from Special Agent Henrik Impola. Agent Impola is the Campus Liaison Agent assigned by the FBI. Agent Impola stated he works with numerous colleges and universities in the area regarding threats to educational communities. His experience with the Mott Community College Department of Public Safety has shown the agency to be “proactive” in its preparation and training related to active threat incidents. He described the officers as “career professionals” who are “well versed” in law enforcements issues which affect communities.

Agent Impola also acknowledged Mott Community College for its commitment to develop future law enforcement officers through its training and curriculum.

Agent Impola endorses the agencies pursuit of accreditation.

### **3. Media Interest**

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

### **4. Community Outreach Contacts**

Elizabeth Hawrylo Genesee County Department of Health and Human Services  
Ms. Hawrylo stated she sits on an advisory board with Chief Lock. The focus of the board is implementing a county wide initiative within the K-12 educational community. The “Handle with Care” initiative was created in West Virginia, and was initially piloted in Michigan by the Jackson County Department of Health and Human Services. The focus of the program is when law enforcement encounters a child who has been exposed to or witnessed some form of trauma a referral is made. The purpose of the referral does not reveal details of the event, but simply notified the child’s school there was an event. This communication prepares the staff within the school with more contexts if the child’s behavior is abnormal and the staff will receive trauma based training in the future to assist with this process.

Ms. Hawrylo advised her department brought this initiative to the Chief’s association within the county. Chief Lock has become a good partner and “a force to be reckoned with” as she has assisted advocating for the program with law enforcement agencies in the region. The Mott Community College Department of Public Safety has received training in this topic and the program was initiated at the beginning of the fall semester. Ms. Hawrylo stated the agency has embraced the program as they service a high school on their campus and additionally she considers them a “go to” resource on this matter.

### **5. Agency Ride-along**

On Monday afternoon, Assessor Paul Tennes conducted a ride along throughout the campus of Mott Community College and the surrounding neighborhoods adjacent to the campus. The officers focus their patrol efforts on the central campus, but monitor the City of Flint Police Department and will respond to calls for service in the surrounding neighborhoods. Officers regularly respond to residential alarms or assistance calls as

based on their immediate proximity. The officer stated most of the officers have an extensive background in law enforcement which makes for a pleasant working environment. The officer stated he found his job to be very rewarding and the outlook of the agency to engage with their community truly makes coming to work enjoyable.

## **6. Community Involvement**

The patrol vehicle graphics for the agency include the words “Community Policing” prominently displayed on the front of the vehicles. This is a concept which has been reinvigorated within the law enforcement community as a whole to build trust and transparency.

When you visit this community, you see this is much more than a “catch phrase”. It actually may not be appropriate to use the phrase “community policing”, implying it is a tactic only used in specific situations. Policing at Mott Community College focuses on true community engagement at every turn. This was evident from the focus on educational programs on campus, the department’s deployment strategy on campus and throughout the surrounding neighborhoods and the way officers interact with their community on a consistent basis.

The agency forms partnerships through its participation in community groups and organizations such as the ALPACT Community Group, Mott Community College CARE team, bicycle safety programs, and safety fairs both for the college students and the community that surrounds it. The agency participates in numerous community engagement, education and charity programs throughout the year.

The agency displays a photo of one of their officers tying the shoe of a young child at a Halloween event. The photo speaks to the culture of their agency on many accounts. This wasn’t a staged photograph, but merely a candid moment which was captured. The photo was selected as the winner of the National C.O.P.S office “Community Policing in Action” photo contest, most likely because it captures the sincere nature of how officers serve on a daily basis. This engagement requires the continuous commitment of the agency to this culture, as well as maintaining the appropriate resources in order to deliver this level of service.

## **F. Essential Services:**

### **Chapter 1 – The Administrative Function:**

#### **Direction of Personnel**

The Chief of Police has the sole authority to issue, modify, and approve agency general orders and personnel orders. Lieutenants and Sergeants can issue training and information bulletins. The overall written directive system was understandable. The directives were constructed in a logical manner with employee duties and responsibilities clearly defined, including constraints on employee actions and expectations. The written directive system is contained within PowerDMS which makes it searchable, but there is

no table of contents or numbering system as it was not recommended by PowerDMS. PowerDMS is used to implement new policy and acknowledge receipt by employees.

The agency had a mission statement and a value or as they refer to it as a civility statement that is campus wide. They do not have a vision statement.

### Fiscal Control

The agency has no cash accounts. All monies are handled by the university's finance department or the courts.

### Internal Affairs

The Chief of Police along with the college's human resources department is responsible for the internal investigation function of the agency. Complaints may be initiated in person, over the telephone, or in writing, either internally or externally. Anonymous complaints, or complaints filed by individuals who wish their names to be held in confidence, are also accepted for investigation. Cases are assigned to Chief, who conduct special investigations and report directly to the Human Resources. The CEO and the college's human resources make final determinations of all internal complaint investigations. All internal investigation files are properly secured with limited access in the college's human resources department.

During the assessment period there were no internal investigations.

### Disciplinary Procedures

The agency's written directive system details the regulations and expectations for employee conduct. Supervisors have discretion to place employees on administrative leave when it is in the best interest of the individual or department. 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 regulations of Mott Community College. Sworn agency personnel acknowledge a code of ethics. Bias-influenced policing is strictly prohibited by the agency. There is a clear definition for bias-influenced policing, including but not limited to race, religion, color, gender, or national origin. The agency did not have a substantiated bias influenced policing complaint during this cycle. Ethics and bias influenced policing training is currently conducted by a vendor. The agency provides students safety officers with ethics training as part of their orientation to the department.

The agency also prohibits unlawful workplace discrimination and harassment, including sexual harassment. The written directive outlines a proper reporting mechanism in the chain of command. The written directive provides for alternate reporting that goes outside the agency 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. There were no reported incidents of workplace harassment during the assessment period.

The agency has a structured unity of command. In the Mott Community College Police Department, the Chief of Police is supported by three lieutenants, who lead separate divisions, Health and Medical Services Administrative & Patrol Operations and the Law Enforcement Regional Training Academy (LERTA). The chief also has an Administrative Staff Assistant Chief who serves as the accreditation manager. The department currently has an authorized sworn staff of 22.

The non-sworn staff includes 12 Public Safety Officers, 9 Student Safety Officers and 3 Administrative Support Staff. The agency also has access to supervisory personnel on a 24-hour basis; there is always a supervisor on-duty. In the absence of the Chief of Police, an acting police chief would be appointed from the senior command staff.

#### 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 immediately to their supervisor. The wearing of body armor is mandatory for all sworn personnel, and there are additional requirements to wear body armor while engaged in pre-planned and high-risk operations. The agency recently acquired high risk ballistic armor and entry tools. This equipment was observed staged in the armory. The agency is considering deploying this equipment into its patrol vehicles to diminish the time required for field deployment.

The Administrative & Patrol Lieutenant is responsible for maintaining and inspecting all equipment monthly. This insures equipment issued remains in a state of operational readiness.

#### Public Information

The college designates Public Information Officers for the Department from their communication staff who then coordinates with the CEO on agency related matters. Once approved by the College's Public Information Officer and the Chief of Police, press releases are distributed to all media outlets. By policy, Mott Community College cooperates fully and impartially with authorized media personnel by assisting their efforts to gather factual public information pertaining to activities of the agency, as long as providing such information does not unduly interfere with agency operation.

### 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. SARMS and Premier1 controls access to agency records electronically with records management passwords. Any hard copies of reports are securely stored where staff has access. Juvenile records are kept separate, and there are extra security measures for non-public records. All freedom of information requests are handled by the colleges Human Resources Department, and the agency abides by the state retention and disposal requirements in accordance with Michigan Statute and Records Management.

The agency has procedures to protect its central records. The data is stored and backed up electronically and is password-protected. Annual security audits and password audits will be performed in the future by a third party contractor as it was determined that this procedure was lacking during the assessment period. There were no known breaches in security during the assessment period.

### Agency Training

The agency training records are current and are being maintained in accordance with applicable retention schedules. Training course content is outlined and a training calendar is utilized. In-house instructors are properly trained and experienced. New sworn personnel are required to complete an extensive 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 Police Chief makes the final determination of selection of field training officers. The field training program is properly supervised by a Field Training Unit Coordinator who is a Patrol Division Lieutenant designated by the Chief of Police. Newly promoted personnel receive supervisory and leadership training consistent with new responsibilities and tasks. The agency has a remedial training policy.

Specific required annual training topics were properly identified in the written directive. The agency conducts mandatory training weeks annually with each patrol team to accomplish the required training, review of material, and assessments. Annual training included firearms, hazmat, use of force, blood borne pathogens, Taser, vehicle operations, legal update, mental health, right to know, cultural diversity, in-custody prisoner care and safety.

### Authorization and Use of Agency Weapons and Ammunition

The CEO 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 written directive regarding all approved weapons and ammunition did not indicate which was authorized for used in law enforcement activities. The policy was changed during the on-site to list the weapons and ammunition that officers are to use as authorized by the Chief of Police.

## **Chapter 2 – The Personnel Function:**

### Personnel Benefits and Responsibilities

Mott Community College Department of Public Safety and the college have a written directive outlining an Employee Assistance Program (EAP). The agency has a critical incident stress debriefing policy which directs employees to contact a third party program called Helpnet for assistance. No tracking of employees who may have used the service during the assessment period was provided. The agency has written directives outlining line-of-duty death and employee collision and injury reporting and review process. The agency had the employee injury statistics available, however, did not conduct an administrative investigation and meaningful review of all incidents. Also during the assessment period, there was no serious line of duty injury or death incidents. The agency also has a comprehensive exposure control and reporting policy.

### 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. The system also includes directives to raters regarding evaluation responsibilities and procedures on how to use the required forms. Training for evaluators is documented, and the evaluations are maintained according to the department's retention schedule. The evaluation system has a clear appeal process, and no appeals of evaluations occurred during the assessment period.

The agency has an established early warning system. Supervisors use the system consistently and effectively. No employees were identified as needing assistance during the assessment period.

### Promotion of Sworn Personnel

The promotional process is outlined in the departments written directives. The process includes a point system. During the promotional process, the CEO and the college's human resources department review performance evaluations, training, and other requisite qualifications for promotions when deciding on advancement of personnel.

### Special Assignment

The agency has a general written directive for specialty assignments. The agency did not identify any special assignments during this evaluation period. If there are special assignments the Chief of Police would determine the length of those assignments.

### Recruitment of Sworn Personnel

The recruitment plan contains a clear statement that the agency is committed to equal opportunity. The stated goals and objectives for recruitment are clear and understandable. The agency has a desire to increase agency diversity; however, the

recruitment of qualified personnel based on the agency's minimum standards has become difficult. However, the agency is dedicated to creating a work force that is representative of the diversity of the community. Recruitment activities include outreach to educational institutions and academies, area police departments, and other media outlets. The plan was recently reviewed by the CEO with no recommendations for change. The triennial review of the plan will occur during the next accreditation cycle.

### Selection of Personnel

The agency has a complete written process for the selection of new full-time personnel, which includes a thorough background investigation, as well as a medical and psychological exam. The agency uses an active Student Support Officers in an effort to mentor and recruit new personnel and to increase diversity. The selection process includes panel interviews, examinations, and an executive interview. The CEO makes the final decision on selection of new personnel.

### Reserve Officers and Civilian Volunteers

The agency does not have a reserve program; however, they have an active emergency response team program that supports the agency and the college during emergency or critical incidents. This volunteer group is made up of faculty and staff from the college.

## **Chapter 3 – The Operations Function:**

### Arrest, Search and Seizure

The Mott Community College Department of Public Safety 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 their station for processing then any arrests that need lodging they are taken to the Flint City jail or Genesee County Jail. Breathalyzers for Operating While Intoxicated (OWI) arrests are also conducted at the Flint City Jail or Genesee County Jail.

They are prohibited from conducting strip searches without a search warrant and permission of the CEO and pursuant to MCL764.25a. The strip search must be conducted by person of 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 Mott Community College Department of Public Safety has established procedures for compliance with contemporary criminal procedural requirements related to interviews,

investigative detention interviews, and interrogations. The agency has one interview room located on the premises that have audio and video recording capability. The interviews are monitored by a second officer outside the room when required. The booking area is also equipped with an emergency button in case someone needs help. Officers can also press the emergency button on their portable radios to summon assistance. The agency's written directive indicates that officers shall be aware and consider all legal mandates when recording an interview or interrogation consistent with state law.

### Field Activities

The agency has prescribed standards related to responding to calls for service and the use of safety belts compliant with the laws of the State of Michigan. During the assessment period, the agency was not involved in any traffic pursuits. The Mott Community College Department of Public Safety policy allows for pursuits by officers who follow the guidelines in the policy. The agency does not employ stop sticks, boxing, pit maneuvers and/or intentional collisions to terminate pursuits with limitations defined by policy.

The agency prepares its officers to encounter subjects with mental illness by providing training which occurred during the assessment period.

The agency does not utilize video recording equipment within their patrol vehicles or body worn cameras.

The agency has a foot pursuit policy that was created during the assessment period, which complies with the standard. There were no documented foot pursuits during this assessment period.

### Traffic Safety and Enforcement

The Mott Community College Department of Public Safety 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 stated they had no occurrences during this assessment period. The agency was advised to apply this standard to the large scale events hosted on campus. Examples include graduation, sporting events and the visiting dignitaries. An operations plan was observed related to graduation. The agency could formalize their process by creating an Incident Action Plan template which would assist with consistency related to pre-event planning and assessment.



## **Chapter 4 – The Investigative Function:**

### Criminal Investigation

Officers assigned to patrol are responsible for the initial investigation of incidents. If additional investigative resources are needed, the investigation is forwarded to an investigator. The agency communicates with surrounding agencies and liaisons with federal partners related to public safety concerns.

The agency has written directives in place for eyewitness identification.

### Crime Scene Processing

Officers are trained and responsible for crime scene processing. If a scene requires extensive processing or specialized techniques the agency had the ability to contact a neighboring department who maintains a full time crime scene processing unit.

Written directives are in place to ensure the proper identification, preservation and collection of evidentiary items by officers.

### Storage of Evidence and Property

The Mott Community College Department of Public Safety controls property through a records management system and log entry. A visual inspection found the property room and processing area was generally neat and organized. The processing area is stocked with an assortment of packaging materials. Upon packaging an item, it is secured in a temporary locker and then transferred into the property room. High value items are double locked within the property room.

There is increased security via surveillance cameras which monitor the interior of the property room; however it was unclear on the retention period for this camera. The importance of retention was highlighted if there was a suspected breach.

The property room is maintained by a sergeant but a designated alternate did not exist. The alternate was assigned at the discretion of the chief executive if needed. Upon discussing the challenges related to changing personnel on a frequent basis which would then require an audit, the agency assigned a specific alternate. All time sensitive inspections, audits and inventories were conducted; no irregularities were identified. The property room did experience a transfer of personnel during this assessment period and an audit did occur producing no areas of concern.

Through the inspection it was found the property room could be accessed by the college's facilities supervisor who controls all access control on campus. The agency was advised this could present exposure to the college if there was a breach of the property room, as all subjects who have access become the subject of a potential criminal investigation.

The agency also maintained a separate lost and found property area within their communications center and at satellite campus locations. The property maintained in this area included items of value and they weren't processed in the same manner as other property the department obtained. The agency was referred to the state statute regarding their responsibility for maintaining lost property.

Appropriate policy is in place for the transfer and destruction of property.

#### Juvenile Matters

The Mott Community College Department of Public Safety utilizes the county's juvenile detention facility if detention is required. The outlined policies ensure the protection of the juvenile's Constitutional rights.

#### Special Investigations and Operations

The agency does not conduct special investigations, operations or control confidential sources. The agency received a not applicable exemption related to these standards.

The agency has established policies regarding juvenile status offenses, including runaway cases, 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 Mott Community College Department of Public Safety has established policy and procedure in place to include searching vehicles and subjects prior to transport. Subjects are secured in caged vehicles, and seat belts are utilized in compliance with State law.

#### Processing of Arrestees/Detainees/Prisoners

The Mott Community College Department of Public Safety maintains a processing area. Officers are not authorized to secure prisoners to fixed objects. This area is monitored by closed circuit cameras and there is access to emergency alarm system. Proper directives are in place for an emergency response. When administering a breathalyzer test, portable radios are turned off to limit equipment interference. Weapon control systems are in place with lock boxes near the exterior entrance to the area. An additional lock box should be considered outside of the internal stairwell entrance to prevent armed employees from entering the facility to secure a weapon.

#### Holding of Arrestees/Detainees/Prisoners

The Mott Community College Department of Public Safety does not have a holding facility as defined by the standards. The agency has received a not applicable exemption to this standard.

**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 nine standards in applied discretion.

***Standard 1.1.1. Written Orders and its issuance***

ISSUE: Agency has a mission statement, but did not possess a vision or value statement.

AGENCY ACTION: The agency was implementing a vision statement.

***Standard 1.5.2 Ethics***

ISSUE: The agency provided ethics training for sworn personnel but did not include documentation for their civilians.

AGENCY ACTION: The agency states it is provided during the college's employment orientation and the internal orientation. They are going to develop documentation of the ethics training for student officers (cadets).

***Standard 1.5.5 Unlawful Workplace Harassment***

ISSUE: The agency rules focus on sexual harassment and should cover all harassment.

AGENCY ACTION: The agency added language to rules to cover types of harassment.

***Standard 1.8.1 Records Access and Control***

ISSUE: A specific supervisor maintains the key to the records area and secures them at the end of shift. The agency utilizes an electronic key control box in which a specific employee can only access their keys via an access code. During the inspection it was found afterhours access to records could only occur by removing the required key from the supervisor's key ring which defeated the key control accountability system.

AGENCY ACTION: The agency secured this key independently in their electronic access system, which then required any employee accessing it to use their unique employee code.

***Standard 2.1.1 Employee Assistance Program***

ISSUE: The agency lacked notification of employees.

AGENCY ACTION: While on-site the agency printed posters and posted them in common areas that employees frequent.

### ***Standard 4.3.1 Documentation***

ISSUE: The written directive used ambiguous language when directing personnel the required procedures to document and package evidence.

AGENCY ACTION: The agency amended the written directive to provide specific directions to establish clear standards and accountability controls.

### ***Standard 4.3.1 Documentation***

ISSUE: The agencies lost and found storage practices were not consistent with policy and state statute as it related to documenting and logging items into their property room. The agency maintained lost property at satellite locations.

AGENCY ACTION: The agency amended the written directive and their practice related to lost property to ensure compliance with statute and to place accountability controls on these items.

### ***Standard 4.3.2 Permanent Storage***

ISSUE: The agency did not have a designated alternate property custodian.

AGENCY ACTION: The agency designated an alternate.

### ***Standard 5.2.1 Processing Procedures***

ISSUE: The agencies written directive required the use of a prisoner log book utilized for tracking arrest data. The log book was redundant to the RMS software. A review of arrest data found the log book was not being used consistently.

AGENCY ACTION: The agency desired to keep this within their written directive as a layer of accountability. A written directive was issued requiring the sergeant responsible for arrest data and records to verify the log book data is consistent with RMS data.

## **H. Waivers of Standards:**

This section provides specific information on those standards which qualified 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 Association of Chiefs of Police Accreditation Program Director in writing, on official agency letterhead, signed by the CEO. The following standard was granted non-applicable waiver:

*Standard 1.2.1 Fiscal Controls*

*Standard 1.9.8 Tactical Team Training*

*Standard 3.5.5 Mobile Video Recorders*

*Standard 3.5.6 Mobile Data Computers*

*Standard 4.5.1 Special Investigations*  
*Standard 4.5.2 Special Investigations Operations*  
*Standard 4.5.3 Using Confidential Sources*  
*Standard 5.3 Holding of Arrestees/Detainees/Prisoners*

**I. Standards Noncompliance Discussion:**

The agency had no standards in noncompliance.

**J. Future Performance / Review Issues:**

The agency has (9) areas of applied discretion requiring written directive modifications. Several standards have agency initiated plans in place to ensure future compliance. Property control and accountability practices should be reviewed. If new technology is implemented within the agency non-applicable waivers should be reviewed.

**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 waiver noted. Accreditation is recommended.

Paul Tennes, Team Leader  
Date: December 4, 2018

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



Program Director Neal Rossow  
Date: January 19, 2019