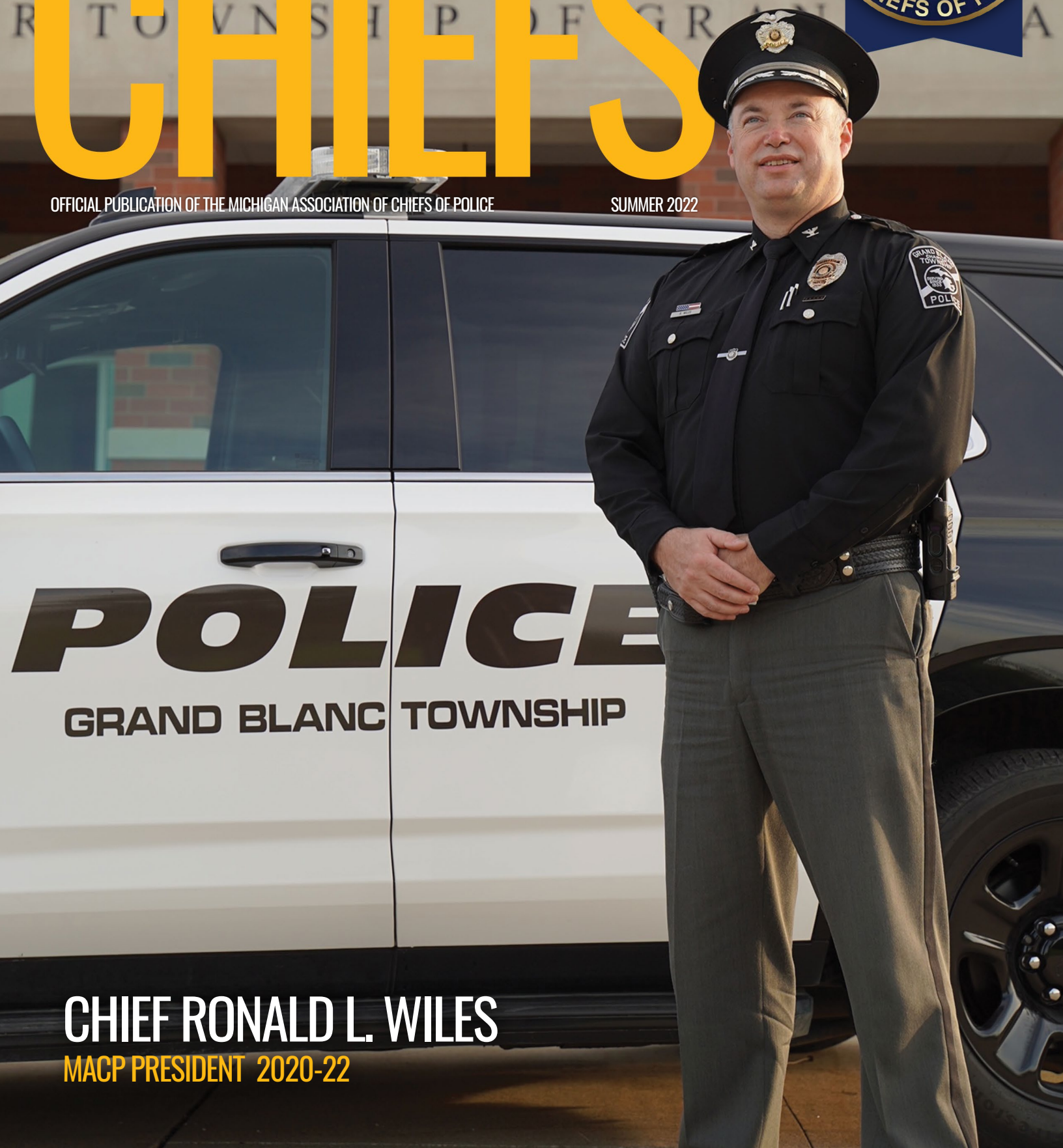


# MICHIGAN POLICE CHIEFS



OFFICIAL PUBLICATION OF THE MICHIGAN ASSOCIATION OF CHIEFS OF POLICE

SUMMER 2022



**CHIEF RONALD L. WILES**  
MACP PRESIDENT 2020-22





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On the cover: 2020-2022 MACP President Ronald L. Wiles. Photo taken by: Tamberly Cronkright.



**Chief Ronald L. Wiles**

**It's been said, "a smooth sea never made a skilled sailor" and I'm confident that because of the work of the MACP and its membership, that we will become a stronger and more resilient profession.**

This will be my last "President's Message" as my term will end when our new officers and board are sworn in at the Summer Conference in June. It has been an incredibly rewarding experience working with and for so many dedicated colleagues who strive to advance the law enforcement profession.

Over the last two years, our profession and our communities have faced some difficult times. COVID-19, calls for police reform, diminished applicant pools, and strained community relationships are just a few areas that have tested our resolve. During this time, I have witnessed again and again the commitment, sacrifice, service, and leadership that our Michigan chiefs and law enforcement executives exhibit each and every day. It's been said, "a smooth sea never made a skilled sailor" and I'm confident that because of the work of the MACP and its membership, that we will become a stronger and more resilient profession.

I'm proud of the work that the MACP and its members have accomplished over the last several months. A strategic plan was completed to help the MACP achieve its goals. Michigan continues to be a leader in voluntary reporting to the National Use-of-Force Data Collection program. Accreditation and the benefits of that program continue to grow with over 100 agencies involved in the process and nearly 50 agencies accomplishing this significant professional achievement. The great work of our legislative committee and the strong relationships with our legislative partners have proven to be very important as we continue to work on items that affect our profession and public safety.

I'm excited about the direction and future of the MACP. Under the leadership of our incoming President, Chief Larry Weeks, and the new Board of Directors, the MACP will continue to be an important part of the law enforcement community. There is still plenty of work to do, but I have no question that our committed board is up for the challenge and prepared for the days ahead.

I have had the opportunity to see firsthand how the work of the MACP impacts our profession and agencies across the state. We should all be very proud, and I would urge everyone to get involved in the opportunities that the MACP offers. Whether that opportunity is in professional development, networking, advocacy, or accreditation, the strength of our Association lies in the continued involvement of its membership.

I would like to give a special thank you to our MACP staff, Executive Director Bob Stevenson, Director of Professional Development/Accreditation Neal Rossow, Executive Assistant Janeice Morrow, and Administrative Assistant Karah Senn. They are the backbone of the MACP, and their commitment and hard work has been invaluable to me, the Association, and our profession.

To my fellow chiefs, directors, and MACP members — thank you! It has been an absolute privilege and honor to serve as President of the Michigan Association of Chiefs of Police and represent our 1,100 members. I truly appreciate everyone's assistance, support, and friendship. I've always been proud of our profession but having the opportunity to travel the state and meet so many dedicated professionals assures me that, despite any challenge, the MACP and its members will continue to deliver the exceptional level of service and safety that is expected and deserved.

Lastly, please pray for our officers as they continue to work hard to make a positive difference in our communities — stay safe! 🙏





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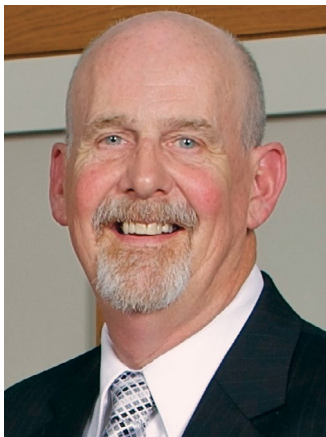
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NOTHING BUT THE **TRUTH.**



**Robert Stevenson**

**A properly trained drug recognition evaluation (DRE) officer can provide objective criteria to assess whether a substance is exerting an effect on an individual's ability to drive has been impaired. It is critical to impaired driving enforcement efforts that we do not lose this important tool.**

One of the primary benefits of belonging to the Michigan Association of Chiefs of Police (MACP) is we are the professional voice of law enforcement and can speak for you. This is most frequently done during the legislative process, media interviews, social media, or editorials. Less often, we are asked to add our collective voices to an important issue in the court system through a Brief of Amicus Curiae. Remarkably, the MACP has joined three Amici Curiae briefs in the last month in the following cases that could have extreme ramifications for law enforcement.

In the case of MARK F. JACOBSON, Personal Representative of the ESTATE OF LAKE JACOBSON v. MATTHEW HORNBECK, SAMUEL BRADLEY, AND SADSTRUP TOWING, INC., No. 352976 (Mich. Ct. App. Jul. 22, 2021), the Michigan Supreme Court is being urged to reconsider or abolish the public-duty doctrine. The public-duty doctrine has long recognized that the relationship between a law enforcement officer and an unidentified member of the public is not such that the officer owes that individual a duty to enforce the law or arrest a potentially dangerous person. Further, the public-duty doctrine recognizes that police officers and their departments must make discretionary or policy decisions to carry out the duties imposed on them. Should we lose this protection, there could be countless scenarios that would lead to claims—and litigation—and potential judgments.

The MACP joined the Amicus Brief filed by the Prosecuting Attorneys Association of Michigan in the PEOPLE OF THE STATE OF MICHIGAN v. CARA CHRISTINE BOWDEN. In this case, the Michigan Court of Appeals invited amici briefing on “whether there is sufficient scientific evidence to support the conclusion that a properly trained and certified drug recognition evaluation officer is able to accurately determine whether an individual is impaired by the ingestion of marijuana or narcotics to a degree that makes it unsafe and unlawful for the individual to operate a motor vehicle.” No. 357976 (Mich. Ct. App. Feb. 9, 2022).

Drugged drivers and the crashes and injuries they cause are a serious issue on Michigan's roadways and difficult to enforce because of the lack of a legally established level for most substances. A properly trained drug recognition evaluation (DRE) officer can provide objective criteria to assess whether a substance is exerting an effect on an individual's ability to drive has been impaired. It is critical to impaired driving enforcement efforts that we do not lose this important tool. We are requesting that the Court hold that a properly trained and certified DRE may be qualified to provide opinion testimony on impairment and the cause of such impairment.

In SCOTT COUNTY v. TAMMY BRAWNER, we joined the Amicus Brief in support of Petition for Writ of Certiorari to the United States Supreme Court. The issue is the legal standard to be applied to claims of inadequate medical care by pretrial detainees: whether an officer can be held to have violated the Fourteenth Amendment only where it is shown that the officer deliberately disregarded a known serious risk to inmate health or safety or whether an officer will be held responsible for inaction whether the officer did not know but “should have” known that a serious risk to inmate health or safety would result. The former represents the traditional deliberate indifference standard, while the later represents the standard recently adopted by the Second, Sixth, Seventh and Ninth Circuits.

As you can see, these are extremely important cases that will have a profound effect on how we operate our departments should we not prevail. Watch the MACP Forums for updates. 📺

The MACP acknowledges and thanks the following attorneys and law firms for their representation and contributions to this article:

- Mary Massaron & Audrey Forbush, Plunkett Cooney
- Amanda M. Zdarsky, McGraw Morris P.C.
- Christopher D. Tholen, Grand Traverse County Prosecuting Attorney's Office



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Neal Rossow

**We currently have 107 police agencies in the process. At the completion of the June MLEAC meeting, there will be 47 police agencies in the state that have reached a significant professional achievement by obtaining fully accredited status from the Commission.**

Michigan's law enforcement accreditation program continues to grow. One person who was instrumental in supporting and growing the program was Chief Blake Rieboldt of the Marquette Police Department. Chief Rieboldt was one of the original members of the Michigan Law Enforcement Accreditation Commission (MLEAC) appointed by the MACP Board of Directors in June of 2016. In seeking out our commissioners, we look at the person's involvement in their regional police chiefs' associations and their interest in the accreditation program. Chief Rieboldt was an obvious choice. We thank Blake for his service and dedication to the MLEAC and wish him the best in retirement.

With the retirement of Chief Rieboldt and his resignation from the Commission, we needed to seek out a new member. The individual selected was Chief Ryan Grim. He was the newly promoted Chief of the Marquette Police Department and was instrumental in the creation of the Police Accreditation Coalition, serving as a past president. Grim was one of the Accreditation Managers for the Marquette Police Department when they accredited in 2019. He then became a Commission-trained assessor and has attended both mock and Commission onsite assessments. Grim has big shoes to fill with Rieboldt's exit from the MLEAC but we are confident he is up to the task.

The Gun Lake Tribal Public Safety Department, led by Director Dennis Wilkins, recently became the first tribal police department to enter the Michigan accreditation program. We currently have 107 police agencies in the process. At the completion of the June MLEAC meeting, there will be 47 police agencies in the state that have reached a significant professional achievement by obtaining fully accredited status from the Commission. There are also 17 agencies who have become reaccredited after their initial three-year accreditation period ended.

In January, a select committee of experienced assessors, accreditation managers, and Commissioners began a comprehensive, line-by-line review of the standards. I want to thank Paul Tennies of PowerDMS, Lisa Cupp, Deputy Director Dan Mills, Inspector Brad Wise, Sgt. Heather Bromley, Commissioner Mike Bertha, and Chief Ryan Grim for their participation and dedication to the program.

In March, we began the daunting task of creating a Communication Center Accreditation program. Director Jeff Troyer, chair of the State 911 Committee (SNC), was the lead on the communications side to begin the process. That program will have a separate Commission from MLEAC with their own set of standards and bylaws. Some standards in the MLEAC program will also be used, including standards that are already used by the SNC for communication center audits. Reach out to me if you have suggestions for this new program.

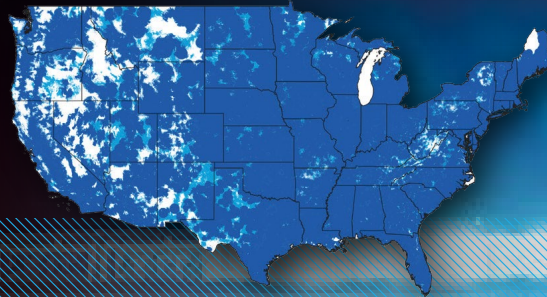
The Accreditation Manager Training offered regularly throughout the year is a valuable training for those thinking about entering the program. It is highly recommended for anyone who will be part of the process. It is especially critical for the chief executive of the police agency to attend as it is important they understand the process as well as the extent of the work involved in reaching accredited status.

Remember, the original law enforcement accreditation award to an agency represents a "promise made" to live up to the professional standards of the program. Re-accreditation after three years represents, a "promise kept" to the Commission. 🍀





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# FAMILIES AGAINST NARCOTICS

## WORKING TOGETHER TO FIGHT THE OPIOID CRISIS



BY DEAN  
DAUPHINAIS

The opioid epidemic was already taking lives at an alarming rate before anybody knew what COVID-19 was. But when COVID hit the U.S. in March of 2020, things got even worse. The isolation created by the pandemic led to more and more people self-medicating and, unfortunately, overdosing. The number of Americans who died from drug overdoses in the 12-month period ending in October of 2021 is estimated at

105,752—an average of nearly 290 people every single day. And all of those deaths were likely preventable.

Unfortunately, substance use disorder (SUD) is still stigmatized in our society and that stigma is killing people at an alarming rate. The shame and embarrassment of being a person who struggles with addiction is the biggest barrier to people seeking the help they need to overcome the disease. Thankfully, organizations like Families Against Narcotics (FAN) are working to change the perception of SUD and normalizing the care and treatment of it.

FAN was founded in 2007 in Fraser, Michigan, after two local young people died from heroin overdoses. The community was shocked, heartbroken, and bound and determined to do everything they could to help prevent another tragedy. After meeting in the basement of a local church, this passionate group of people set out to make a difference. Fast forward to today: What started as one small group in Macomb County has now grown into an organization with more than 20 chapters across the state of Michigan.

FAN offers compassionate, community- and evidence-based services to indi-



viduals and families who have been affected by addiction. Their free programs include peer and family recovery coaching, naloxone training, monthly family forums, a family and friends support group, a harm reduction support team, and a brand-new substance use diversion program that is being piloted with the Macomb County Prosecutor's Office. FAN also partners with law enforcement throughout Michigan for two of its biggest initiatives: Hope Not Handcuffs and the COMEBACK Quick Response Team.

Hope Not Handcuffs, which allows anyone struggling with a substance use disorder to walk into a participating police department or community partner and ask for help, is active in more than 100 police departments in Michigan (and 60-plus departments in New York State). Meanwhile, the COMEBACK Quick Response Team program is operational in 18 law enforcement agencies. Started in the midst of COVID, this post-overdose wellness check team—consisting of a police officer, peer recovery coach, and family recovery coach—takes support and recovery resources right to the homes of men and women who have survived an overdose. Together, these initiatives are changing lives. But lives aren't the only thing FAN is out to change. They want to change people's perception of addiction and how law enforcement approaches it, too.

One way they're doing that is through a recently awarded grant from the federal government's High Intensity Drug Trafficking Areas (HIDTA) program. With HIDTA's funding, Families Against Narcotics created an educational presentation for law enforcement that covers several aspects of substance use disorder. The purpose of this FAN project is multifaceted: to reduce drug overdoses and mortality; increase access to addiction treatment; and reduce crime rates in Michigan by implementing evidence-based interventions based on data analytics. In addition, this enhanced training for state, local, and tribal law enforcement aims to eliminate any stereotypes that people may have about addiction.

**“Most police officers are unaware of all of the different resources at our disposal. This training outlines many different approaches in handling substance abuse instead of just trying to arrest our way out of the problem.”**  
– Officer Kevin Coates

Participants in FAN's HIDTA training will leave the session with a better understanding of substance use disorder and local and national addiction-related trends. They'll also acquire knowledge about prevention, treatment, and recovery resources, and learn to identify pre-arrest diversion strategies. Overall, the insights gained will show police where they can have the largest impact on the opioid crisis and the people affected by it. In other words, how they can be a part of the solution.

As of this writing, FAN has held HIDTA trainings for six different police departments—Farmington Hills, Sterling Heights, Eastpointe, Saginaw City, Southfield, and Madison Heights—as well as the Delta College Police Academy. The ultimate goal is to conduct 25 sessions over the course of one year.

FAN's Director of Operations, Dunya Barash, is excited that the organization is connecting with law enforcement through this initiative. “The HIDTA training is sort of a relaunch of FAN's relationship with our police departments and community partners after COVID,” Barash related. “While we continued to offer all of our services during the height of the pandemic, we couldn't help but feel a slight disconnect given the circumstances. It's so great to be back in touch with the groups that are such essential partners in what we do.”

The training sessions, which have been very well received by a majority of the attendees, are already having a positive effect. “The training gave insight on various tools that we can leverage as police officers to better combat this growing epidemic,” Sterling Heights Police Officer

Kevin Coates shared. “It really takes the combined efforts of everyone to make a difference. The use of personal experiences by the instructors provides a unique perspective on the other side of the problem that we in law enforcement don't always see. Most police officers are unaware of all of the different resources at our disposal. This training outlines many different approaches in handling substance abuse instead of just trying to arrest our way out of the problem.”

Sterling Heights Police Chief Dale Dwojakowski is also a proponent of the HIDTA-FAN project, as well as a supporter of FAN's collaborations with law enforcement. “The Sterling Heights Police Department has long enjoyed a strong partnership with Families Against Narcotics,” Dwojakowski acknowledged. “Hope Not Handcuffs and the recently added drug overdose Quick Response Team (QRT) have no doubt made a difference in Sterling Heights. I have directly heard from dozens of family members that have received help, support, and treatment from the QRT in their journey through recovery.”

FAN's training and programs have helped change the way Dwojakowski approaches addiction, too. “As the chief I have come to realize that if you do nothing to address the underlying drug problem, you will continue to suffer through increased overdose calls and escalating crime rates. It will take nonprofits, police, courts, and legislatures to find solutions to this terrible opiate epidemic that has gripped the country for so many years.”

To ensure the success of the HIDTA training program, FAN collects data on

the training's effectiveness via pre- and post-session questionnaires. So far, the survey results show that the training is having the intended consequences: participants are gaining knowledge about SUD and addiction, feeling more empathetic, learning about resources and services available to them, and understanding the recovery process.

This overwhelming positive feedback convinced FAN that they could use their HIDTA training to educate even more people. Although the program was originally intended just for law enforcement, FAN decided that people in related fields, along with the general public, could also benefit greatly from this free training. So, they opened the training up to judges, prosecutors, community organizers, healthcare professionals, criminal justice students, clinicians, therapists, and anyone interested in learning more about substance use disorder.

"We realized that by limiting these sessions to law enforcement personnel, we were missing a bigger opportunity," FAN Executive Director Linda Davis stated. "By opening the HIDTA training up to everyone, we're able to educate many more people about substance use disorder and available resources. Hopefully, the knowledge they get from us will go a long way toward dispelling the stigma that still surrounds addiction."

Davis also wants the public to see that police are willing to work with members of the community who are dealing with addiction. "Police departments are providing opportunities for individuals to connect with recovery, and that's a wonderful thing," she remarked. "We work together to build a relationship of trust."

Since its inception, Families Against Narcotics' goal has been to help as many people who have been impacted by sub-

stance use disorder as possible. The organization works tirelessly to promote a healthy community by reducing addiction stigma and providing a comprehensive continuum of care that empowers individuals and families. By using a HIDTA grant to educate law enforcement and the general public, they are helping combat the opioid epidemic by giving communities the tools they need to be a part of the solution. 🍀

For more information and registration links for upcoming HIDTA training sessions, visit [www.familiesagainstnarcotics.org/hidtattraining](http://www.familiesagainstnarcotics.org/hidtattraining).

Dean Dauphinais is passionate about helping individuals and families impacted by substance use disorder. To help break the stigma associated with addiction, he has written extensively and honestly about his experiences with his adult son, who has struggled off and on with addiction and mental health issues for many years. In addition to his blog (My Life As 3D), Dean's writings have appeared on numerous websites, including HuffPost, The Fix, Shatterproof, Hello Humans, and To Write Love on Her Arms. He is the Communications Manager and Operations Assistant for Families Against Narcotics. Dean Dauphinais can be contacted at [dean@familiesagainstnarcotics.org](mailto:dean@familiesagainstnarcotics.org).



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# REFRAMING THE POLICE STAFFING CHALLENGE

## STRATEGIES FOR MEETING WORKLOAD DEMAND

BY JEREMY M. WILSON, PH.D., PROFESSOR, MICHIGAN STATE UNIVERSITY



The demand for police has changed over time. The struggle to obtain officers in the early-mid 2000s<sup>1</sup> quickly changed with the economic downturn of the late 2000s, when budget cuts led to hiring freezes, lay-offs, consolidation, and even disbanding of police departments.<sup>2</sup> As the economy recovered, agencies again struggled to maintain their staff. Several widely known incidents, such as those in Ferguson, Missouri, and surrounding the death of George Floyd led to police legitimacy concerns, further complicating recruitment and retention. Concurrently, increased workload has, in some cases, incited even more turnover, particularly among younger officers who have not experienced such cycles and do not see an end in sight.

With increased demand yet reduced supply of staff, law enforcement in many communities is on the brink. A Police Executive Research Forum (PERF) survey

in 2021 revealed the typical agency hiring rate fell 5 percent while resignation rates increased 18 percent and retirement rates increased 45 percent.<sup>3</sup> This has led many agencies to fall well below their allocated levels, contributing to community perceptions of a public safety crisis and staff perceptions of being overworked and underappreciated, further fueling morale concerns and increased turnover. This has also contributed to fierce competition among agencies for officers, and, in many communities, a lowering of standards to encourage applications.

The pandemic has further complicated matters. The public health risks and resource concerns aggravate recruitment and retention. Nine in ten cities expect budget shortfalls and over half predict cuts to public safety due to it.<sup>4</sup> In response, there have been various proposals to support police staffing, including a recent public safety funding plan passed by

the Michigan House of Representatives. This plan includes over \$80M to help Michigan communities recruit and retain police officers with bonuses and marketing, and another \$40M for police academy scholarships and stipends.<sup>5</sup>

### CONFIRMING AN AGENCY IS UNDERSTAFFED

While staffing concerns are real, when any agency is thought to be understaffed, it is important to ask, “How do we know?” Typically, understaffing is thought to occur when the number of police officers falls below the agency’s allocation level. Allocation levels, however, frequently have determinants—such as funding availability, historical precedent, staff-per-population rates, or comparisons to peer agencies—other than actual agency workload. Therefore, falling below an allocated level may reveal little about the extent to which an agency is understaffed and unable to meet its

1: Articulating the Dynamic Police Staffing Challenge: An Examination of Supply and Demand, <https://www.emerald.com/insight/content/doi/10.1108/PIJPSM.18137aaa.004/full/html>. 2: Police Consolidation and Shared Services Identifying, Developing and Sharing Lessons, <https://cops.usdoj.gov/RIC/Publications/cops-w0821-pub.pdf>. 3: Survey on Police Workforce Trends, <https://www.policeforum.org/workforcesurveyjune2021>. 4: Cities Report Pandemic Creating Painful Budget Shortfalls, May Force Furloughs and Layoffs, <https://www.usmayors.org/2020/04/14/cities-report-pandemic-creating-painful-budget-shortfalls-may-force-furloughs-and-layoffs/>. 5: Michigan House Passes \$368.5M in Public Safety Funding, <https://www.usnews.com/news/best-states/michigan/articles/2021-12-02/michigan-house-passes-368-5m-in-public-safety-funding>.



public safety obligations. Instead, workload-based assessments can help empirically determine the number of officers an agency needs to meet its demand (e.g., respond to calls for service) as well as performance objectives (e.g., quality of service, proactivity for community policing).<sup>6</sup> Comparing staffing needs as determined by workload-based assessments with existing staff levels can more objectively gauge the extent to which the agency's current staffing is appropriate (or not) based on its needs, circumstances, and approach.

A workload-based assessment helps advance a conversation about what a community needs rather than what it wants (and can afford). This reframes the problem in two important ways. First, it introduces objectivity, evidence, and analysis to ground discussion, moving discourse beyond assumptions, anecdotes, and overly simplistic and ineffective benchmarks. Second, it changes the focus of the problem from the singular issue of staffing to the multi-dimensional challenge of meeting workload demand, where staffing is but one of several solutions. While staffing is a challenge and a key means to meet workload obligations, this reframing encourages us to think more broadly and creatively about what else might be done to help agencies accomplish their goals.

## WHEN THE AGENCY IS UNDERSTAFFED FOR ITS WORKLOAD

### Boost Staffing

When a workload analysis shows an agency is indeed understaffed, it should consider how it can optimize performance. The most obvious way is to hire and retain more staff. Today, this is easier said than done, but agencies may draw upon promising practices. There is a grow-

ing foundation of evidence-based and field-tested strategies, guidebooks, technical assistance programs, and other helpful resources available to the law enforcement community.<sup>7</sup> Recruiting as usual—posting a position and waiting for applicants—no longer works for many agencies. Rather, they must be more purposeful in their approach. Agencies also tend to focus on recruitment, but it is far more cost-efficient to retain an officer, which can help relieve the need for recruitment.

Staffing strategy is more than just numbers. Recruitment and retention are tools for managing both the levels and the attributes of the workforce over time. When developing recruitment and retention strategies, an agency must be mindful of how its approach will affect other organizational staffing goals, such as diversity among the workforce, requisite skill mix to meet police environment and service objectives, and efficient distribution among seniority cohorts.<sup>8</sup> Failure to meet these goals can undermine organizational performance and lead to further staff turnover.

### Increase Efficiency

The second major option to meet workload demand is to assess how to accomplish more with existing resources. Research has shown that some practices are more effective than others. For example, dealing with problems and strategically targeting patrol can help reduce workload demand.

Work schedules matter too. For example, 10-hour schedules are popular among staff and may assist with recruitment and retention. They have been associated with a higher quality of work, officers getting more sleep, and lower amounts of overtime than on other shifts.<sup>9</sup> However,

they typically require more personnel to implement and can result in mismatches between on-duty staff and call levels.<sup>10</sup> Work schedules can further interact with minimum staffing levels making it difficult to deploy officers where needed. In short, agencies need to consider which schedule best meets their needs.

Additionally, there are tasks for which non-sworn staff can be hired more quickly, are less expensive, and have more advanced skills.<sup>11</sup> This underscores the fact that it's not just the number of officers that matters, but also what they do and how they do it. Often, increasing efficiency can offset perceived or actual staffing shortages. Field studies provide practitioners many ideas for improving efficiency.

### Employ Alternative Delivery Systems

Another way to meet workload demand is to consider alternative delivery systems. A 3-1-1 non-emergency call system, for example, allows citizens to report minor issues through a separately-managed system. This can minimize the burden on the 9-1-1 system and officer response, and ease pressure on dispatch staffing. Baltimore's (MD) implementation of a 3-1-1 system resulted in a 25 percent drop in 9-1-1 calls and provided a better opportunity to tailor their response to calls, thereby facilitating community policing.<sup>12</sup> More recently, some agencies are considering mobile mental crisis teams, which may reduce police workload.

Agencies may also shift some non-emergency work elsewhere. Citing staffing shortages, the Asheville Police Department (NC) is no longer physically responding to 10 types of minor calls.<sup>13</sup> Agencies have had success with programs to manage non-emergency calls. Research reveals that citizens support differential

6: A Performance-Based Approach to Police Staffing and Allocation, <https://cops.usdoj.gov/RIC/Publications/cops-p247-pub.pdf>. 7: For example, see Police Recruitment and Retention for the New Millennium The State of Knowledge, <https://cops.usdoj.gov/RIC/Publications/cops-p199-pub.pdf>; CRI-TAC Collaborative Reform Initiative Technical Assistance Center, <https://cops.usdoj.gov/collaborativereform>; Recruitment and Retention for Workforce Diversity: Resource Guidebook, <https://cops.usdoj.gov/RIC/Publications/cops-w0962-pub.pdf>. 8: Police Workforce Structures: Cohorts, the Economy, and Organizational Performance, <https://journals.sagepub.com/doi/abs/10.1177/1098611112456691>. 9: The Shift-Length Experiment: What We Know About 8-, 10- and 12-Hour Shifts in Policing, [https://www.policefoundation.org/wp-content/uploads/2015/06/ShiftLengthExperiment\\_0.pdf](https://www.policefoundation.org/wp-content/uploads/2015/06/ShiftLengthExperiment_0.pdf). 10: A Performance-Based Approach to Police Staffing and Allocation, *ibid.* 11: Integrating Civilian Staff into Police Agencies, <https://cops.usdoj.gov/RIC/Publications/cops-p290-pub.pdf>. 12: Calling 311: Guidelines for Policymakers, <https://nij.ojp.gov/library/publications/calling-311-guidelines-policymakers>. 13: Asheville Police Suspend Responses to 10 Kinds of Calls, <https://www.cbs17.com/news/north-carolina-news/asheville-police-department-suspends-some-crime-responses/>

response, including walk-in, mail-in, officer response by appointment, and telephone reporting units, and that such approaches could reduce patrol workload by as much as one-fifth.<sup>14</sup> For many, alternative ways of handling reports are more convenient than waiting indefinitely for a uniformed patrol response.

#### WHEN THE AGENCY IS NOT UNDERSTAFFED FOR ITS WORKLOAD

Many agencies may find a workload-based assessment indicates they have sufficient staff to meet demand but still feel overextended, with officers running from call to call. Here, agencies should give greater attention to strategies that place more staff in patrol or otherwise free up officer time. Too many officers may be allocated outside patrol, or patrol officers may need to be deployed more efficiently.

Agencies feeling overwhelmed may also find more efficient ways of accomplishing organizational goals, including looking to non-staff options for meeting their demand.

#### CONCLUDING THOUGHTS

Police staffing challenges are acute and systemic. Those seeking to address staffing shortages must ask about the work the agency needs to complete, its desired approach to accomplish it, and if it is doing so most efficiently. While personnel are critical to any organization, sworn staff is only one way to address the police workload. This discussion introduced some examples of other options to meet police workload, but they are not exhaustive. In today's dynamic environment, all forms of accomplishing work must be considered as part of

a holistic strategy for maximizing organizational performance. It's not just the number of staff that matters for meeting police workload, but what they do and how they do it. Drawing on evidence, analysis, and field research can help decisionmakers manage their police workforces over time so that the demand for law enforcement can be met by the most efficient combination of strategy, staff, and process. ■

*Note: This is an abbreviated version of a commentary in the COPS Office's January 2022 (Vol. 15, Issue 1) Community Dispatch.*

**Dr. Jeremy Wilson** is a Professor of the School of Criminal Justice at Michigan State University. He has studied police staffing for over two decades, founded and led four police research centers, and developed over 160 publications. The Academy of Criminal Justice Sciences recently honored him with the O.W. Wilson Policing Award. Dr. Wilson can be contacted at [jwilson@msu.edu](mailto:jwilson@msu.edu).

14: Evaluation of the Differential Police Response Field Test, <https://www.ojp.gov/ncjrs/virtual-library/abstracts/evaluation-differential-police-response-field-test-0>; The Strategic Management of Police Resources, <https://www.ojp.gov/pdffiles1/nij/139565.pdf>.

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# BASEBALL AND SUCCESSION PLANNING



BY RICK MITCHELL  
TRAINER, COMMAND  
PRESENCE

We recently watched the Atlanta Braves win their first World Series since 1995. If you are a baseball fan like I am, you probably got a bit excited especially if you knew the adversity the Braves overcame during the season and the World Series to emerge as champions.

In fact, about halfway through the season they lost Ronald Acuna to injury—arguably their best offensive player for the remainder of the season. This was a crushing blow; one that many teams would not be able to overcome. And then, in the first game of the World Series, their ace, Charlie Morton, was struck in the leg with a line drive. While he stayed in to retire three more batters, he eventually left the game and the Series with a broken leg.

How did they accomplish this feat? Because there was a plan, a succession plan if you will. A plan called a depth chart, which laid out clearly who would step in if a position was vacated.

There is one big difference between the Braves organization and your agency. And no, we aren't talking about their payroll. The Braves play a finite game where there is a beginning and an end; a clear winner and a clear loser. Your game does not end. In fact, it goes on and on, long after you leave, your successor leaves, and their successor leaves. It is called an infinite game. In an infinite game the rules can change, the participants change, and some changes are planned, and some are not. The truth is, too many agencies are not ready for this scenario because they have not prepared properly.

But what could be more crucial to your organization's performance, both present and future, than the selection and culti-

vation of its future leaders? Think about it. Police agencies are adept at planning everything. There are plans for big purchases, such as patrol cars or computers, there are operational plans for large public events, and there are plans for the extraordinary emergency that may never materialize. One thing that is not planned for is the agency's future.

Police departments do not spend a lot of time dedicated to the development of the future. Most agencies lack adequate succession planning. Many do not have any form of succession planning at all. Those that say they have a succession plan usually have some policy or directive that describes what succession planning is. However, while those policies may have the best intentions, they usually put more effort and attention into the planning process than they do into the development process. So, while the policy may use the word "succession planning," the reality is that plans like that do not develop anyone.





The promotion process in modern police departments with more than 10 officers generally has some form of written exam, oral board review, and perhaps some other contractually mandated requirements. What seldom factors into the process is whether, or to what extent, the candidates can supervise or lead other people. Of course, once a position opens, management will post the position and interested candidates will be provided a bibliography of the books to study. An appropriate amount of time will be given to the candidates to prepare. After all the testing is completed, the candidates will be ranked by the objective written test score, the subjective oral board review, and even more subjective (usually questionable at best) performance reviews. This, along with any seniority points that the candidate may possess, are combined for a final score. Management then selects its new leaders in numerical order,

as they follow the list. This age-old way of promoting police leaders has undergone very little change in several decades.

It has been more 25 years since Captain Ross Swope, then a member of the Washington D.C. Metropolitan Police Department, suggested during his presentation at the National Symposium on Police Integrity (1996) that he believed the number one problem confronting law enforcement in the future was me-

**It strikes us that after all these years, and after all the innovation which modern policing has witnessed, the lack of intentional, deliberate leadership development is still so pervasive.**

diocrity. It stands to reason that if you want to fix mediocrity, the first step would be to improve leadership. Yet, in more than two decades, we still seem to be doing things “the way we’ve always done it.” Police promotions are still generally left to chance. It strikes us that after all these years, and after all the innovation which modern policing has witnessed, the lack of intentional, deliberate leadership development is still so pervasive.

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We are willing to bet that you have seen people who lack any real skills as police officers become supervisors and even chiefs. As these folks move through the system, we wonder what hope their agency has to thrive—to rise above mediocrity. Captain Swope was correct. Mediocrity was then and still is a huge crisis in America. It is indeed a crisis fueled by a failure to plan. Naturally, the two concepts are inextricably linked. Poor leadership can never drive an organization beyond average or below. Why would anybody want to settle for average? Most people are only doing about 90 percent of the things necessary just to be average in most areas of life. It is important for us to remember, when people dial 911, they are not expecting average. They expect better, and quite honestly, they deserve better.

If we are serious about our future, we

need to be serious about developing our future leaders. Chiefs and administrators will tell you their hands are tied by the promotion process. There are contractual requirements, civil service rules, and concerns about the process being “fair and independent.” Yes, all of that exists. But all of that is reactive to the promotion process. The question that needs asking is, “What is the organization doing to steer the right people into the process?” Rather than leaving things to chance, why not start developing those individuals who show the aptitude, ability and, most importantly, the interest?

Often, the simple and disappointing answer is that it seems too labor intensive. It requires some effort to mentor, lead, and develop another person. Many administrators do not think it is their responsibility. They believe the sergeants or lieu-

tenants should be developing the young talent—and they are right. Development should be taking place at all levels of the organization. But many forget that development starts at the top. Understand that success requires action. Success is never passive. You cannot sit back and hope that the right people find their way into the right positions.

The private sector calls the development of key staff members succession planning, executive coaching, leadership development, and the like. While they define different strategies for the different nomenclature, the fundamental objective of each of those strategies is the same: to maintain sufficient bench strength of ready now candidates to replace planned and unplanned losses of key leaders, so that during times of transition, the organization does not lose strategic momentum.

*As a retired police chief,  
I understand the importance  
of trust and integrity.*



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Most police departments have yet to consider the loss of strategic momentum and institutional knowledge that departures have on an agency. The vast majority of organizations still allow for succession plans to be decided solely on an arbitrary system established in the labor contract at some point in the past. Oftentimes, underperforming officers and malcontents who happen to score well during the promotion process will make their way into positions of power. They do so with little or no concern for how their presence will affect the organization's larger mission and its strategic momentum. The very future of the organization will depend on these individuals, yet so little effort goes into preparing the most suitable candidates for the process. This may explain why so many newly minted leaders fail so spectacularly. Part of the problem is that in many organizations, succession plan-


ning, if there is any at all, is little more than creating a list of high-potential employees and the slots they might fill in the future.

To make succession planning a success, there are two inter-connected ingredients that need to be added to the mix. The first is a genuine belief and commitment, at every level of management, that identifying and developing bench strength is a critical leadership responsibility. Furthermore, managers need to be held accountable for ensuring they have successors in place. This means that while the HR function can provide support, guidance and coordinate the planning process, it is the supervisor who must make it happen. The second ingredient is an active development process to prepare people for next-level jobs. This too needs to be part of each supervisor's responsibility—to help

subordinates identify developmental needs and career aspirations, and consciously build learning objectives into their work.

Organizations that fail to develop strong future leaders will inevitably see that high-potential talent—already in short supply—head elsewhere. It is time to protect your organization from inadequate leaders who at best, will limit an organization's potential, and at worst, threaten its legacy. Prepare your organization for the infinite game to guard against mediocrity. ■

**Rick Mitchell** is a Trainer with Command Presence. Prior to retirement, he worked 28 years with the White Lake Township Police Department and the next six years managing the Novi Regional 911 center. He graduated from Madonna University, Northwestern School of Police Staff and Command, and the Michigan Police Executive Development School. Rick Mitchell can be contacted at [rmitchell@commandpresence.net](mailto:rmitchell@commandpresence.net).



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# FAILING AT THE FIRST RULE OF RISK MANAGEMENT



BY GORDON  
GRAHAM

I was in Thatcher, AZ a couple of years ago doing my first class of the New Year and I wrapped it up with my signature comments on the “three basic rules of risk management.” The undersheriff of the county chatted with me after the program and reminded me that he first heard the three rules in one of my programs in the late 80s.

As I drove back from Thatcher to Phoenix Sky Harbor Airport in my Hertz sled (what a beautiful part of the world that is), I got to thinking that for 40 years, I have been wrapping up many of my programs with these “three rules.”

With this in mind, let me present “rule one” of these three rules. The source of this rule is the great risk management guru of the 40s, Archand Zeller. I never met him, but I was introduced to his work when I was in graduate school at the University of Southern California’s Institute of Safety and Systems Management. It goes like this:

“The Human does not change. During the period of recorded history, there is little evidence to indicate that man has changed in any major respect. Because the man does not change, the kinds of errors he commits remain constant. The errors that he will make can be predicted from the errors he has made.”

Or more simply stated, we must learn from the mistakes of the past. Let me expand on this a bit. We must learn from our personal mistakes, but that is a relatively small number. The better idea is to learn from the mistakes that others who are “similarly situated” (same profession and/or job description) have made. That’s where I am headed today.

Let me start with the end of the story. We are not doing a good job learning from the past mistakes made by public safety operations.

As I reread that sentence, I want to modify it to emphasize something—we are not even aware of most of the past mistakes made by public safety personnel—especially in law enforcement—let alone learning from these mistakes. And this needs to be fixed.

Time for more digressing! As I get older and look at what I need to do for my profession while I am still able to do things, the need to preserve institutional knowledge is number one on my list—seriously! Those of you who view the Lexipol Today’s Tip (you can access individual tips or sign up to receive one each week), may remember that I did a tip surrounding this important issue. More recently, Lexipol and Police1 started the Institutional Knowledge Project to create a repository of lessons learned.

I have advocated for projects like these because we are throwing away too much institutional knowledge and we are not learning as much as we should from the past. Finally, he is getting to the point.

You are probably aware that when a plane crashes, NTSB shows up and does an in-depth investigation on the crash. They have a template for how to do the investigation, they have a variety of people with different areas of expertise looking at all the facts, they finalize a report and then it goes on the NTSB website—where ANYONE and EVERYONE can read it, study it, share it and teach the findings to others so the errors and omissions that caused the crash will not recur.

When a firefighter dies, in many cases NIOSH shows up and they have a template for how to investigate the death. They have a variety of people on that

team, they do the in-depth investigation, and they get beyond the proximate cause and look for what really caused the death. The report is then finalized and is put on the NIOSH website where ANYONE and EVERYONE can learn what caused the tragedy—so that it will not recur. On the fire website I co-host with Chief Billy Goldfeder, we link to these reports because they are critical for learning from and preventing mistakes.

So, let’s talk about line-of-duty deaths (LODDs) in law enforcement. I am a huge fan of the Officer Down Memorial Page (ODMP)—they have a fantastic app that should be on your phone. I respect their great work in gathering information about LODDs in American law enforcement. Having said that, they publish what they know about the incident.

Take the LODD of Officer Paul Dunn from Florida in 2020. ODMP reported what they know about the event. Their summary was three paragraphs. The first dealt with identification of the officer and the third dealt with a bit of the officer’s life. Paragraph two focused on what happened:

*He was enroute to the police station on his department motorcycle when he struck the raised median of the roadway. He was thrown from the motorcycle and sustained fatal injuries.*

So, what caused this terrible tragedy? Well, he hit a raised median and was thrown from his bike! What do you learn from that summary? In no way do I mean to minimize this death—nor is it my intent to criticize the good people at ODMP—but all they can publish is what they know about the event. They do not have a team on the ground to investigate and reconstruct the event and determine the root cause. As a result, all we will learn from this event is that the officer hit a raised median and was thrown from his bike.



Can you imagine if that was a plane crash that killed the pilot? Do you think the NTSB report would be a bit more detailed than “the pilot hit a tree and was ejected from the plane?”

I GUARANTEE you there would be a lot of other factors involved in that NTSB investigation, including fatigue (which we rarely talk about in public safety), training, type of equipment, maintenance of equipment, weather conditions, personal issues concerning the pilot (going through divorce, bankruptcy, death of a child) and all the other related issues that may have contributed to the tragedy.

I am fearful this type of investigation is not always done on law enforcement LODDs, and when it is done, the distribution is very limited. As a result, other similarly situated people will make the same mistakes and we will have another LODD.

If you do not yet hate what I am saying here, let’s take it a step further. Every year cops in America kill about 1,000 people. Personally, I think that number is remarkable when you think about how many daily contacts (including dealing with felons) American law enforcement makes—and yet only 1,000 deaths.

What do we learn from these (mostly) shootings? In my opinion most of them are “good shoots” where the officer/dep-uty involved was forced to use deadly force. But you and I know that a small number of them are questionable—and some are flat out wrong.

What do we learn from the “bad shoots?” A report is done on the event but is it published? And does it provide necessary information to help us learn from the event?

We make decisions based on information. I am concerned that the amount of information we have on public safety LODDs and critical incidents is limited and we need to better learn from past tragedies.

With all of this in mind, I am a big fan of standardizing the process of investigating LODDs and officer-involved shootings. After these investigations are completed, the reports should be released so every member in our profession can learn “what really happened”—and have a chance to prevent similar tragedies from occurring.

I recognize that some people will criticize my thinking—and I won’t take it personally (that is the nice thing about being old). Some will argue that we should

not make the information available to everyone. And why not? Our citizens are demanding (and deserve) full transparency in our operations. And our personnel have the right to learn from these tragedies so as to have a better chance of going home safe at the end of every shift.

Timely Takeaway—Take a look at what is going on in Wisconsin, where a statute requires an independent investigation whenever the action or inaction of a law enforcement officer results in the death of an individual. When the Wisconsin Division of Criminal Investigation serves as the independent agency, it provides a complete report on its website. Other states are starting to consider this approach. Take a look and ask yourself, what could we learn as a profession if every state and every agency followed this approach? What tragedies could we prevent? ■

Gordon Graham is a 33-year veteran of law enforcement and is the co-founder of Lexipol, where he serves on the current board of directors. A practicing attorney, Graham focuses on managing risk in public safety operations and has presented a commonsense approach to risk management to hundreds of thousands of public safety professionals around the world. He holds a master’s degree in Safety and Systems Management from University of Southern California and a Juris Doctorate from Western State University. Gordon Graham can be contacted at [inquiries@gordongraham.com](mailto:inquiries@gordongraham.com).

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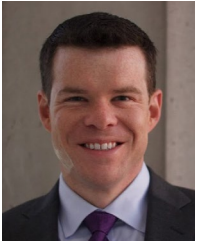


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# VIEW FROM THE NATIONAL COUNTERTERRORISM CENTER

## THE TERRORIST THREAT AT HOME AND ABROAD



BY ADAM JONES

After 9/11, the US Government restructured the Intelligence Community to better protect our Nation from terrorist attacks. One of those changes was the establishment of the National Counterterrorism Center (NCTC)—the single federal component that has access to all terrorism information collected by the US Government, both domestically and abroad. NCTC serves as the U.S. Government's primary organization for analyzing and integrating all terrorism information, producing terrorism analysis,

sharing terrorism-related information with our federal, state, local and private sector partners, and leading the national counterterrorism effort through planning and strategy development.

I recently started as NCTC's Detroit-based domestic representative covering Michigan, Ohio, Indiana, and Kentucky. A native Michigander and career intelligence officer, I work to connect you with our best insights on and responses to the terrorist threat. For state and local partners, NCTC can bring a great deal to the table, like access to our recently released mobile app, aCTknowledge, that shares unclassified counterterrorism reports, analysis, training resources, and alerts

right to your phone. Or our U.S. Violent Extremist Mobilization Indicators handbook provides a catalog of observable behaviors that could signal whether individuals or groups are pursuing ideologically motivated violent extremist activities. Or our first-responder toolboxes are reference aids that cover a variety of terrorism targets and tactics to help preparedness, coordination, response, safety, security, and investigations among law enforcement and first responders. We also provide assessments of the current terrorist threats facing our nation—a broad-ranging version of which I will cover below.

### THE TERRORIST THREAT TO THE HOMELAND

The primary terrorist threat in the





Homeland comes from individuals inspired to violence, either by foreign terrorist organizations (FTOs), or by other grievances and ideologies.

US-based homegrown violent extremists (HVEs), who are mostly inspired by al-Qa'ida or ISIS, will most likely continue to attempt attacks because of their personal and ideological grievances, their attraction to terrorist messaging, and their ready access to weapons and targets. HVEs mobilize without specific direction from FTOs and act independently or with few associates, making it extremely difficult to disrupt such attacks.

Despite the degraded threat from FTOs to the Homeland, al-Qa'ida and its affiliates remain intent on using individuals with access to the United States to conduct attacks, as demonstrated by al-Qa'ida in the Arabian Peninsula's prob-

able approval of the 2019 Pensacola, Florida attack where a Saudi Air Force officer killed three and wounded eight U.S. service members. ISIS also seeks to advance attacks in the Homeland. Since 2019, there have been six possible attacks by individuals inspired or enabled by an FTO in the United States, and two of those—including the Pensacola attack—resulted in the loss of life.

NCTC has continued to support FBI and DHS in better understanding the threats from domestic violent extremists (DVEs). Since 2018, DVEs—who are driven by a range of ideologies—have been the most lethal terrorist threat within the Homeland and will most likely pose an elevated threat during the next few years. Racially or ethnically motivated violent extremists (RMVEs) and militia violent extremists (MVEs) present the most lethal DVE threats, with RMVEs most like-

ly to conduct attacks against civilians and MVEs typically targeting law enforcement and government personnel and facilities.

We also remain vigilant regarding Iran's efforts to build operational capability against U.S.-based organizations and people. Several people, including U.S. citizens and Iranians, have been arrested or indicted in the past five years for seeking to build operational capability against U.S.-based organizations and people. Protecting against such threats is even more important now, as Iran, its agents, and proxies plan ways to retaliate against the United States for the January 2020 killing of IRGC-QF Commander Qasem Soleimani. For its part, we assess that Lebanese Hizballah maintains a high threshold for conducting attacks in the Homeland. Secretary General Hassan Nasrallah balances his organization's



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view of the United States as one of its primary adversaries against the likelihood of U.S. retaliation if the group decided to conduct an attack.

### THE TERRORIST THREAT OVERSEAS

Our multifaceted offensive and defensive counterterror operations have significantly hampered terrorists' ability to strike the Homeland and targets outside their main operating areas. However, the underlying drivers of terrorism—such as instability and weak government institutions—continue to present conditions that terrorists exploit, allowing them to spread across a broader swath of territory than we have witnessed in the past two decades. We assess that ISIS and al-Qa'ida remain the greatest Sunni terrorist threats to U.S. interests overseas. The elements of these groups with at least some capability to threaten the West include ISIS core in Iraq and Syria, al-Qa'ida in the Arabian Peninsula in Yemen, and al-Shabaab in Somalia.

### ISIS

ISIS remains committed to its goal of establishing an Islamic caliphate and is working toward that goal in the aftermath of territorial losses, waiting until conditions are favorable to begin operating more openly. ISIS continues to pursue the same basic strategy that it has followed since its founding as al-Qa'ida in Iraq in 2004: fomenting sectarian discord, eroding confidence in governments, and exploiting security gaps to create conditions favorable for seizing and administering territory.

ISIS probably maintains the intent to conduct external attacks through a variety of means, including by deploying attackers from the conflict zone, sending operational suggestions virtually to individuals in target countries, and inspiring supporters through their propaganda. Inspired attacks by ISIS supporters will most likely remain the primary ISIS threat to the United States and other western countries. The group will al-

most certainly continue using its media to encourage supporters to carry out attacks without direction from ISIS leadership, but its degraded propaganda arm will likely hinder its ability to inspire its previous high pace of attacks and bring in new recruits. While we have seen a decline in the number of ISIS-inspired attacks in the West since peaking in 2017, such operations remain a priority for the organization.

### AL-QA'IDA

Meanwhile, al-Qa'ida and its affiliates around the world remain committed to attacking the Homeland and U.S. interests abroad, although like ISIS, these affiliates have varying degrees of capability and access to Western targets. In the past two years, al-Qa'ida has endured a number of senior leadership losses—including its Deputy Amir and the heads of three affiliates—that have deprived the organization of charismatic, experienced figures. Despite years of international counterterrorism cooperation, the organization has repeatedly demonstrated its ability to evolve, adapt, and capitalize on changing security environments to expand its reach.

In Yemen, al-Qa'ida in the Arabian Peninsula is intent on conducting operations in the West and against U.S. and allied interests regionally. In June 2021, al-Qa'ida in the Arabian Peninsula published English- and Arabic-language versions of its sixth issue of Inspire Guide—its first Inspire product since 2017—to provide English-language operational guidance to would-be attackers in the Homeland. Afghanistan

ISIS and al-Qa'ida both have branches and affiliates in Afghanistan that will require counterterror vigilance. Both groups are intent on attacking U.S. interests in the region and overseas, although years of sustained counterterror pressure has degraded their capabilities to project a major external threat to the West. Since the U.S. withdrawal, we have continued

to monitor for any signs of terrorist plotting that targets the U.S. or our interests abroad. Over the longer term, we suspect these groups could try to take advantage of reduced counterterrorism pressure and a relatively more permissive operating environment to rebuild their capacity to carry out attacks against Western targets. ISIS-Khorasan maintains a steady operational tempo in Afghanistan and retains the ability to execute attacks in cities like Kabul—as we saw tragically on 26 August 2021. While focused against the Taliban, the group's external intentions bear monitoring.

### IRAN AND HIZBALLAH

In concert with their terrorist partners and proxies, Iran and Hizballah continue to pose a significant threat to the United States and our allies abroad. Iran views terrorism as a tool to support its core objectives, including projecting power in the Middle East, defending Shia Islam, and deterring its strategic rivals, like the United States and Israel. Iran and aligned groups probably carry out asymmetric and covert attacks to reduce U.S. influence and the U.S. presence in the region, advising both its state allies and proxies.

### THE WAY FORWARD

Working together, we have succeeded in preventing another major, 9/11-style attack on the Homeland. However, we must not become complacent; the terrorist threat and national security landscape have evolved, and our work as a counterterrorism enterprise—from federal government to private sector—must evolve as well.

I hope to be able to meet you and your departments in person and share some of the ways that we can help you continue to counter the terrorist threat. 🇺🇸

Adam Jones has served in the US Intelligence Community since 2006, for the Office of the Director of National Intelligence, Central Intelligence Agency, and on the National Security Council Staff at the White House. He would welcome the opportunity to brief your department. He can be reached at [adam.jones@dni.gov](mailto:adam.jones@dni.gov).





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Imlay City, MI	August 16-19, 2022
Grand Rapids, MI	Sept 7-9, 2022 (3-day course)
University Center, MI	Sept 26-29, 2022
Dimondale, MI	Oct 25-28, 2022
Southgate, MI	Nov 15-17, 2022 (3-day course)

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The Zoom Virtual Training course is 6 hours (1-Day). **THE REID TECHNIQUE OF INVESTIGATIVE INTERVIEWING AND POSITIVE PERSUASION®** training program will consist of three primary topics: Behavior Symptom Analysis, The Behavior Interview, and The Seven Steps of Positive Persuasion. Video footage of actual interviews is used in this course.

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- THE REID TECHNIQUE® for Human Trafficking Investigations
- THE REID TECHNIQUE® for Pre-Employment Interviewing Strategies
- THE REID TECHNIQUE® for Telephone Investigative Interviews
- THE REID TECHNIQUE® for Patrol Officers
- THE REID TECHNIQUE® for School Administrators

## Reid YouTube Channel

On our YouTube channel, The Reid Technique Tips, we have over 30 video presentations, separated into 6 Playlists: Description of the Reid Technique; Investigative Interviewing; Interrogation; False Confession Issues; Pre-employment interviewing; and, About our Courses.

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# ENFORCING PERSONAL PROTECTION ORDERS IN MICHIGAN



BY REBECCA SHIEMKE AND CASEY CHENEY

Every year, thousands of petitions for Personal Protection Orders (PPOs) are processed in the State of Michigan. These orders are one of the primary tools by which vulnerable people, and survivors of domestic violence, protect themselves from those who might harm them—and those who already have.

Protection orders are an invaluable tool for survivor safety. However, orders will

not be effective if abusers are not held accountable when they violate protection orders. Police and court enforcement violating an order. The roles of the police, both in arresting suspects and in supporting victims, have been identified as factors related to future violation of protection orders. One study found that having a permanent protection order in place led to an 80% reduction in police-reported physical violence. Benitez, C.T., Binder, R.L., & McNiel, D.E. (2010). Do Protection Orders Protect? *The Journal of the American Academy of Psychiatry and the Law*, 38, 376-385.

## PPOS IN GENERAL

There are three types of PPOs: domestic, stalking, and sexual assault. Domestic PPOs apply to current and former spouses, current or past cohabitants, current or former romantic partners, and some-

one with whom the petitioner has a child in common. MCL 600.2950. Stalking PPOs apply to anyone, regardless of their relationship to the petitioner, who has committed two incidents of stalking against the petitioner. Finally, sexual assault PPOs apply to anyone, regardless of their relationship to the petitioner, who has perpetrated, threatened to perpetrate, or put the petitioner in reasonable apprehension of sexual assault. MCL 600.2950a.

PPOs have two mechanisms by which they protect those who seek them:

1. **Notice.** At some point during the PPO petition process, the Respondent receives notice that a protection order has been entered against them. At that point, the Respondent is aware of what activities they are prohibited from doing



and the ramifications of violating that order. This notice is designed to act as a preventative measure, discouraging the Respondent from engaging in specific behavior that may otherwise be lawful.

2. **Enforcement.** Should the notice of consequences fail to deter a Respondent from engaging in the activity prohibited by the order, then those consequences are triggered, and law enforcement can arrest the respondent for their violation.

While the first mechanism of this protective order is rather self-explanatory, the second is a bit more convoluted and involves many moving parts. Fortunately, a close look at Michigan law provides the clarity necessary to give courts, petitioners, and law enforcement a clear path forward in handling alleged violations of personal protection orders.

#### ENFORCEMENT PROVISIONS: ENTRY INTO LEIN

A PPO is “effective and immediate-

ly enforceable” anywhere in the state upon being signed by the judge. MCL 600.2950(9). Thus, a Michigan PPO does not need to be served in order to be enforceable in the state.

After a PPO is signed by a judge, it is entered into LEIN (the Law Enforcement Information Network). The clerk of the court issuing the PPO is required to immediately file a true copy of the order with the designated law enforcement agency. MCL 600.2950(15)(a). The clerk must inform the petitioner that they can provide a true copy of the order to the designated agency for immediate entry into the LEIN. MCL 600.2950(16). Any law enforcement agency, upon receiving a true copy of a signed Personal Protection

**One study found that having a permanent protection order in place led to an 80% reduction in police-reported physical violence.**

Order—whether from the court clerk or the petitioner—“shall immediately and without requiring proof of service enter the personal protection order into the law enforcement information network.” MCL 600.2950(17).

#### ENFORCEMENT PROVISIONS: THE EFFECT OF SERVICE

Regardless of whether the order has been entered into the LEIN, a respondent who violates the PPO is subject to *immediate* arrest and the civil and criminal contempt powers of the court. If the respondent is found guilty, they can be jailed up to 93 days and fined up to \$500. MCL 600.2950(11)(a)(i).

Even a respondent who has not been



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served with the PPO may be arrested if certain procedures are followed. If a clerk of the court or law enforcement officer is aware of the order and it has not been served on the Respondent, they may serve the Respondent with a true copy or advise the Respondent of the order, the activities restrained or enjoined, the penalties for violating the order, and where the Respondent can get a copy of the order. MCL 600.2950(18).

While the law states that a Respondent must be served personally or by registered or certified mail, return receipt requested, delivery restricted to the, the law also provides that either a proof of service or a proof of oral notice must be filed with the clerk of the court issuing the PPO ID. Again, service is not required for a PPO to be enforceable.

#### ENFORCEMENT PROVISIONS: ARREST

In the event that the Respondent has not been served, and law enforcement has been called regarding an alleged violation of the PPO, law enforcement:

- a. Shall either provide the Respondent with a copy of the PPO or advise the Respondent of the PPO's existence, its contents, the penalties associated with it, and where the Respondent can get a copy of the PPO.
- b. Shall enforce the PPO, "immediately enter or cause to be entered" into the LEIN that the Respondent has actual notice of the PPO and file a proof of service or proof of oral notice with the clerk of the court that issued the order.
- c. Shall give the Respondent an opportunity to comply with the PPO before making a custodial arrest if the Respondent did not have notice of the PPO at that time. May make a custodial arrest if the Respondent does not immediately comply with the PPO upon receiving notice of it.

MCL 600.2950(22). This subsection does not preclude custodial arrests of the Respondent on other grounds, including criminal violations, aside from a violation of the PPO.

However, if the Respondent has been served with the PPO, a law enforcement officer, without a warrant, may arrest the Respondent when the officer has reasonable cause, or receives information that another peace officer has reasonable cause, to believe that the Respondent is violating or has violated the order. MCL 764.15b.

#### ENFORCEMENT: THE RESPONDENT HAS FLED

It is not uncommon that a Respondent will violate the PPO and flee before law enforcement arrives. While it's often easiest to tell the Petitioner to call again if Respondent returns, there are other options depending on time and resources. The officer could determine reasonable cause of a violation exists based on interviewing the Petitioner, others or viewing the scene. In that case, the officer could search for and arrest the Respondent. If the Respondent cannot be located, the officer's report could request charges for the violation or a separate crime if one occurred. Finally, the officer could "pass on" the investigation and possible arrest of Respondent to the next duty officer.

#### CONCLUSION

Rarely is the law laid out so plainly as it is in the case of Personal Protection Orders in Michigan. In short:

1. PPOs can be enforced anywhere in Michigan as soon they have been signed by the judge.
2. The court clerk *must immediately* (and the Petitioner may) provide a true copy of the order to the designated law enforcement agency.
3. That law enforcement agency *must* enter the order into the LEIN immediately upon receipt of a true copy from either the clerk or the Petitioner.
4. Once a proof of service is filed with the court, the PPO can be enforced in any state, Indian tribe, or territory of the United States.
5. Law enforcement officers responding to an alleged PPO violation must, if the Respondent has not received notice, provide that notice; enter into the LEIN that the Respondent has

been provided notice; file proof with the court; and give the Respondent the opportunity to comply with the PPO.

6. If the Respondent does not immediately comply with the PPO upon receiving notice, then law enforcement may make a custodial arrest on the grounds of that violation.
7. If the Respondent was served with the PPO prior to an alleged violation, law enforcement may arrest if reasonable cause exists that the PPO was violated.

However, this process rarely plays out so cleanly. Perhaps the most important step in ensuring the successful enforcement of PPOs in Michigan is to make the expectations and requirements widely available and easy to understandable. This is particularly crucial for Petitioners and potential Petitioners, who are typically unrepresented, unfamiliar with legal processes writ large, and grappling with the trauma involved with domestic violence, sexual assault, and stalking.

Any questions regarding the enforcement of Personal Protection Orders in Michigan can be directed to the local prosecutor. For more additional information and resources, contact casey.cheney@mcedsv.org. ■

Casey Cheney is a staff attorney with the Michigan Coalition to End Domestic and Sexual Violence's Survivor Law Clinic. Cheney is also a member of the of State Bar of Michigan Family Law Section's Domestic Violence Committee and the Michigan Poverty Law Project's Family Law Task Force. He graduated from Wayne State University Law School in May of 2020.

Rebecca E. Shiemke is the family law attorney at the Michigan Poverty Law Program, a state-wide program that provides legal support, consultation, and training to legal services attorneys and poverty law advocates. Ms. Shiemke is also the managing attorney of the Family Law Project, an office of Michigan Advocacy Program, which represents and advises low-income domestic violence survivors in family law matters in Washtenaw County. She is a past chair of the Family Law Section of the State Bar of Michigan and the current cochair of the section's Domestic Violence Committee. She has been a presenter for ICLE, the Michigan Judicial Institute, and the State Bar of Michigan and has published several articles in the Michigan Family Law Journal and the Michigan Bar Journal.



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# MAGLOCLN AND MICHIGAN PARTNERS IN LAW ENFORCEMENT



For more than 40 years, Michigan law enforcement officers and criminal justice professionals have turned to the Middle Atlantic-Great Lakes Organized Crime Law Enforcement Network® (MAGLOCLN) to assist with adaptive solutions and services that facilitate information sharing, support criminal investigations, and promote officer safety. As one of the six-regionally based Centers comprising the federally funded Regional Information Sharing Systems® (RISS), MAGLOCLN has built a trusted and proven infrastructure for Michigan law enforcement to share information and criminal intelligence data through its extensive partnership with local, state, federal, and tribal law enforcement.

MAGLOCLN's service area encompasses eight states in the mid-Atlantic United States, the District of Columbia, and the Canadian provinces of Ontario and Quebec. Currently servicing 1,550 law enforcement and criminal justice agencies, including 101 in Michigan, MAGLOCLN offers secure information sharing capabilities, critical analytical and investigative support services, and event deconfliction to enhance officer safety. MAGLOCLN supports efforts against all crimes, but particularly organized and violent crime, gang activity, drug activity, terrorism and violent extremism, human trafficking, identity theft, cybercrime, and other regional priorities.

MAGLOCLN provides a wide range of services to assist law enforcement at all stages of an investigation: from intelligence gathering to arrest to prosecution. In addition to MAGLOCLN-based services, Michigan criminal justice agencies have access to RISS nationwide investigative resources through the RISS Secure Cloud (RISSNET™).

## INTELLIGENCE SERVICES UNIT

MAGLOCLN's Intelligence Services Unit (ISU) has access to a wide variety of resources to assist investigators with locating pertinent information on criminal investigative targets. These include commercial and law enforcement/governmental databases such as CLEAR, Experian, Accurint, NCIC, etc. MAGLOCLN's access to these commercial databases on the behalf of Michigan law enforcement results in a direct cost savings for partner agencies. Inquires to the ISU can be made electronically or over the telephone. MAGLOCLN's ISU also serves as the main point of contact for the nationwide RISSIntel™ database and as a watch center for the RISSafe™ deconfliction system.

## STRATEGIC AND TACTICAL ANALYTICAL UNIT

MAGLOCLN tactical intelligence analysts utilize a wide variety of analytical techniques to provide direct analytical case support to active criminal investigations. Analytical support includes telephone toll and cellular communications analysis (i.e.: cell tower mapping), link analysis, cold case analysis, and bank statement analysis. Analysts are also adept in the creation of interior/exterior crime scene diagrams, demonstrative aids for courtroom or press conference presentations, crime mapping, high resolution-low altitude aerial imagery, and the creation of Action Response Plans (ARP) for Schools.

MAGLOCLN's strategic intelligence analysts research and monitor criminal activity and emerging trends of specified criminal groups, namely street, prison, and outlaw motorcycle gangs; drugs/narcotics; and domestic extremism. Strategic analysts are considered subject matter experts and are available to satisfy intelligence requests from partner agencies, as well as pro-

## ANALYTICAL SERVICES

**Stalking/Harassment:** The Oakland County Prosecutor's Office contacted the MAGLOCLN analytical staff for assistance with a complex stalking and harassment case. Prosecutors needed to convey to a jury the detailed movements of the defendant in relation to the victim. MAGLOCLN analysts were provided with Global Positioning System coordinates from the onboard monitoring system within the victim's vehicle and from the defendant's court-ordered ankle bracelet. Using this information, coupled with cellular data from the defendant's phone, analysts were able to clearly illustrate the interactions between the suspect and the victim. The demonstrative aids provided by MAGLOCLN also utilized high-resolution aerial mapping to further detail their interactions. Following a guilty verdict, the lead prosecutor in the case relayed that the assigned analyst was professional, easy to work with, and did an outstanding job translating numerous data points into high-quality, understandable, and easy-to-read maps.



vide trainings/briefings related to these criminal topic areas. These analysts also prepare comprehensive strategic threat assessments and intelligence reports, and contribute research articles to MAGLOCLN's monthly intelligence publication, the *NETWORK*.

### INTELLIGENCE PUBLICATIONS

MAGLOCLN's Analytical Unit also produces two recurring intelligence publications, the weekly *E-Bulletin* and the monthly *NETWORK* publication. Delivered electronically, both are classified as law enforcement sensitive and serve as a primary conduit for the sharing of criminal investigative information between MAGLOCLN and its partner agencies, as well as between agencies themselves. Michigan law enforcement agencies can directly submit their briefs, BOLOs, alerts, and officer safety items for inclusion in these bulletins.

### AUDIO / VIDEO ENHANCEMENT UNIT

MAGLOCLN's audio-visual lab is equipped to handle all media formats (both audio and video) and can edit, enhance, and combine disparate files into a concise package for investigative purposes or courtroom presentation. The Audio/Video Enhancement Unit also has the capability to extract and enhance still photographs from video media, which can be used for identifications in an investigation. Audio files can also be enhanced to remove background noises, isolate voices, and add transcription if provided.

#### AUDIO/VISUAL SERVICES

**Assault/Shooting:** The Jackson County Prosecutor's Office submitted video evidence to the MAGLOCLN audio/video staff for enhancement prior to an attempted murder/shooting trial involving two defendants. The enhanced videos enabled detectives to identify a vehicle that was occupied by two suspects who fled from the scene of the shooting. The two suspects were later arrested by the Jackson County Sheriff's Office. The enhanced video evidence was presented in court by the Prosecutor's Office and aided the prosecutors in securing charges of attempted murder, armed robbery, and weapons offenses against the defendants. The defendants were remanded to the Jackson County Jail on high bail.

### TECHNICAL EQUIPMENT LOANS

Investigative equipment is available for loan to all MAGLOCLN partner agencies. The Equipment Unit handles all availability, maintenance, and any training assistance that an agency may need. The Equipment Unit is also capable of assembling custom systems for targeted or unusual applications. Several types of video equipment, for fixed or portable covert surveillance, as well as video recorders, trackers, tripods, and low-light cameras are available. Equipment and assorted accessories are available, such as ground penetrating radar, cameras, lenses, audio recorders, encrypted portable radios, night vision monocular devices, and countermeasure devices.

#### EQUIPMENT SERVICES

**Narcotics:** The Lansing Police Department utilized MAGLOCLN equipment during a narcotics investigation. Acting upon information received from community members, the Lansing Police Department used the equipment to confirm the information received and to establish probable cause to secure a search warrant. As a result of the information gathered, officers executed a search warrant on the targeted residence and arrested one suspect. Drug packaging materials and one handgun were seized as a result of this investigation. The suspect was charged with possession of a defaced firearm, possession of drug packaging materials, and probation violations.

### FINANCIAL SUPPORT TO FURTHER INVESTIGATIVE EFFORTS

MAGLOCLN has funding available to partner agencies, which can assist their investigative efforts should the agency have budgetary concerns. Funding can be used for investigative travel reimbursement, as flash money for buy-bust operations, used to purchase contraband in controlled buys, or used to purchase goods and services (i.e.: rental vehicles, genetic genealogy, etc.) to help further an investigation.

### TRAINING

MAGLOCLN's Training Unit provides the means for local, state, federal, and tribal law enforcement and criminal justice personnel to receive and exchange information on relevant law enforcement topics through a variety of resources for no or little cost. These include intelligence sharing roundtable discussions, technical instructional courses, training seminars, and large-scale conferences. MAGLOCLN's training calendar provides a listing of these Michigan-based events, which focus on a wide variety of established and emerging criminal subject matters, surveillance techniques, and officer safety training. Over the past

several years, MAGLOCLN has hosted or co-hosted numerous trainings in Michigan either in-person or virtually.

## RISS NATIONWIDE INVESTIGATIVE RESOURCES

Accessed through the RISS Secure Cloud (RISSNET), the RISS Program has developed numerous intelligence and investigative resources specifically designed to assist state and local law enforcement.

- RISSIntel is a sensitive, but unclassified (SBU) real-time, online federated search of more than 50 RISS and partner intelligence databases with a single sign-on. RISSIntel is a 28CFR23 compliant system.
- RISSLeads™ provides authorized law enforcement officers with the ability to post, view, and respond to investigative alerts and briefings.
- The RISS Officer Safety website and the RISSGang™ website offers topic specific news, law enforcement documents, and intelligence publications, which allow users to securely collaborate.
- RISSafe is a deconfliction system, which maintains data on planned law enforcement events, such as undercover operations, warrant service, or surveillance activities, to help avoid unintended “blue-on-blue” situations. RISSafe is one of three nationally recognized deconfliction systems, along with Case Explorer and SafeTNet, that are interconnected to provide for enhanced officer safety. RISSafe is accessible and monitored by law enforcement personnel on a 24/7/365 basis.
- RISSProp™ automates the collection and access of data related to pawn, scrap, and second-hand property.
- The RISS Master Telephone Index™ (MTI) is an analytical database designed to compare and match common telephone num-

bers in law enforcement investigations from across the nation.

- The investigative resources section of the RISS Portal provides access to dozens of governmental and private sector assets to assist any criminal investigation.

## ADDITIONAL INFORMATION AND CONTACT INFORMATION

Although MAGLOCLN and the RISS Program are congressionally funded, it is locally managed. A policy board composed of 17 representatives from partner agencies throughout the region serve as the governing authority for the Center and provide direction affecting Center policy, operation, and administration. The policy board is comprised of 17 state and local law enforcement leaders, elected by MAGLOCLN partner agencies from each state within MAGLOCLN’s eight-state region. The local Michigan law enforcement representative is from the Ann Arbor Police Department, and the state level law enforcement representative is from the Michigan Department of State Police. Additional details concerning Michigan leadership for MAGLOCLN, as well as MAGLOCLN’s current role in Michigan law enforcement efforts can be found at [www.riss.net/impact/michigan](http://www.riss.net/impact/michigan). ■



Questions concerning MAGLOCLN and the services available to your agency can be directed to Mr. David Rampy, MAGLOCLN’s in-state Law Enforcement Coordinator for Michigan and Western Ontario. MAGLOCLN’s Law Enforcement Coordinator serves as the primary liaison between Michigan agency personnel and MAGLOCLN. Mr. Rampy is well versed in the variety of services and resources available from MAGLOCLN / RISS and has an operational understanding of a partner agency’s needs. He is available to coordinate regional trainings, provide partner agency orientations, and facilitate information sharing and interagency collaboration.

Mr. Rampy can be reached via email at [drampy@maglocln.riss.net](mailto:drampy@maglocln.riss.net) or by telephone at (810) 836-3688.

# SAVE THE DATES

**2022 Fall Accreditation Conference**  
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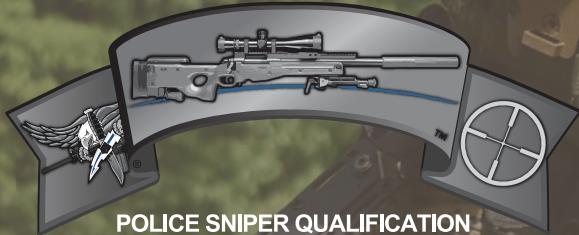
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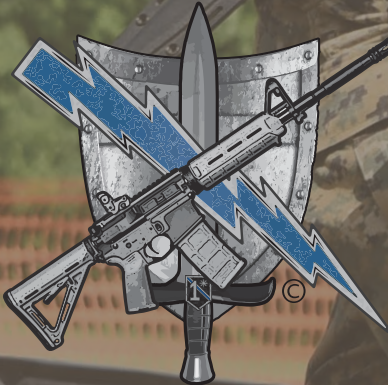
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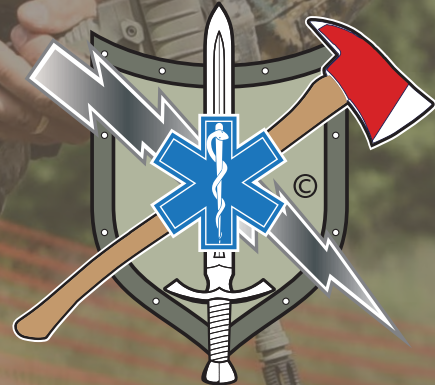
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# SOLVING COMMUNICATION ISSUES WITH VIDEO REMOTE INTERPRETING



BY DAWN FLANIGAN AND DANO MILUNOVICH

An officer pulls a car over and not only wonders what awaits them at the window...but wonders if they will be able to communicate with the person at the window. Never before has communication been

such a topic of discussion. Never before has cultural and disability diversity been so apparent...and social media so widely used. You do not want mistakes to be made; not only for your own professional livelihood, but also because you have a duty to uphold. These are the daily crossroads of a police officer on the street. This is also the challenge of the administration of the public safety system. How do you comply with regulations and keep everyone safe?

Safety and communication are not just issues for the officer on the street. There are communication barriers in jails, at the front desk, and in the call centers. Communication happens everywhere; it is inescapable. Those who meet the call to serve people will face a communication issue at some point in their career; whether it is a person with a disability, a person with a hearing loss, or a person who does not speak English. What you choose to do when this situation presents itself, is what makes you successful or not. What should you do? What can you do?

Some key facts:

- Interpretation is for verbal communication, and Translation is for written communication.
- 30 million people in the U.S. have a hearing loss and 5 to 10% of them are profoundly deaf (meaning they are Sign Language users).

## KEY POPULATION FACTS



- Sign Language is NOT English in motion.
- Deafness is never the problem in the eyes of the Deaf Community. The lack of awareness of the deaf and their communication methods and needs are the obstacle to an efficient interaction.
- Deaf, hard of hearing people and non or low English-speaking people, do not have a sticker on their license plates. These are “invisible” issues, and you must learn “cues” to recognize persons with deafness, hearing loss and non or low English-speaking issues.
- 25.5 million people in the U.S. have Low English Proficiency (LEP).
- The Americans with Disabilities Act (ADA) covers the deaf and hard of hearing and Title VI of the Civil Rights Act covers people with low English proficiency.

When communicating with the deaf, hard of hearing, or low English proficiency (LEP), you historically had only one option: an in-person Interpreter. However, now there are technologies that enable your department to communicate quickly, easily, and inexpensively (compared to the cost of an in-person Interpreter). Over the Phone Interpreting (OPI) and Video Remote Interpreting (VRI) have truly allowed effective and efficient interpreting to happen everywhere a smart device can go.

## IN-PERSON INTERPRETING

Using an in-person interpreter is always an option. But with an on-site interpreter there are scheduling issues, hourly minimums, and mileage fees. However, there are times when it is appropriate and necessary for an on-site, face-to-face interpreter. Complicated or lengthy interviews and court appearances are two examples. One of the key benefits of on-site interpreting is it is best for non-verbal communication as well as cultural issues.

However, when an officer is in the field, in-person interpreting is not possible, but communication is just as important. You cannot have an officer sitting on the side of a road waiting for your staff to locate an interpreter for a 15-minute interaction. Not only does this not make sense, but it is also a waste of time and resources. In a jail setting, an interpreter has to complete paperwork, have a guard assigned to them, have the inmate brought to them in shackles and have a room put aside for a typically short interaction. All of this adds up to time and money. What if there was a way to streamline the process by using a phone or computer with an interpreter on it?

## WHAT IS OPI INTERPRETATION?

Over-the-phone interpretation (OPI) is done by calling a phone number. You can do it by having the LEP and the English-speaking person in the same room using a desk phone/smart device or by doing a conference call/3-way call and having all par-

ties in a different location. Call a number, enter your PIN, and choose a language and an interpreter is available for your call. Very easy.

### WHY USE OPI INTERPRETATION?

Over-the-phone interpreting tends to be the most accessible and quickest option in many situations. It usually affords the user the option of choosing from a full array of languages. This makes it a viable option for both emergency and non-emergency situations. No scheduling is necessary when utilizing it. Therefore, it is ideal in field situations. OPI is also great for follow-up calls. Since no video screen is needed, it really is the most flexible option for ease of use (obviously not for the deaf and hard of hearing of course.) It can be used on any type of phone.

### WHAT IS VIDEO REMOTE INTERPRETATION?

Using a video device such as a computer with webcam, smart phone or tablet you can connect remotely to an interpreter in seconds. This service is used with the deaf, hard of hearing or LEP communities. You have the smart device or computer in front of you, the person needing the interpreter beside you. You go to a website or app and log in. An appointment is set up and you request the language. It's that simple.

### HOW ORGANIZATIONS BENEFIT FROM VIDEO REMOTE INTERPRETING SERVICES

- **Fast Response for Urgent Situations** – VRI allows you to provide a fast response for both spoken languages and deaf or hard of hearing clients/patients. When the need for communication is urgent, VRI provides an interpreter response in seconds.
- **On-Demand Interpreting Solution** - On-demand support means having access to professional interpreters 24 hours a day, 7 days per week, 365 days a year.
- **Enhanced Accuracy** – The visual support associated with Video Remote Interpreting can provide enhanced accuracy

for spoken language over using OPI. VRI allows for the interpreter to see body language and the ability of the LEP to see the interpreter's body language. Also, hearing loss crosses all boundaries, perhaps the LEP has a hearing loss as well, and needs to read the lips of the interpreter to fully understand them.

- **Cost-Effective** – Video remote interpretation fills the gap between over-the-phone and on-site interpretation services. Conventional on-site interpreting typically requires at least a two-hour minimum charge and possibly mileage and travel charges. VRI services can help optimize your interpretation budget while adding the benefit of visual support. When searching for a VRI provider, be sure to ask if there are hourly minimums associated with VRI technology. Additionally, some services require you to rent or purchase devices.

Benefits of video and phone interpreting for your department:

- Demonstrates your desire to engage and work with disabled and minority communities.
- Protects your department legally (you complied with laws requiring you to be accessible).
- Increases your efficiency by better understanding the communities you serve.
- Protects your cases from being dismissed due to ineffective communication or non-compliance with the ADA or Title VI.

Key Features to look for in a virtual interpreting provider

- Certified Interpreters
- Interpreters trained to work in the legal setting
- Tech support
- Wide selection of languages to choose from
- 24/7 Availability
- No special equipment
- No extra monthly or set-up fees
- Experience with Law Enforcement

While face-to-face interpreting will always have its place in law enforcement, video and phone interpreting are excellent tools to speed communication easily and inexpensively. They enable your department to be compliant with the ADA and Title VI as well as protect your department legally. The technology is available, and citizens are becoming more accustomed to using it every day. It is time to become fully accessible. 🗣️

Dawn Flanigan, CI, CT, NIC is the President/CEO and Dano Milunovich, BS, MS is the Executive Vice President of Global Interpreting Services, LLC. Dawn is a nationally Certified Sign Language Interpreter with almost 30 years' experience. Dano has over 30 years' experience in operations and logistics. In addition to foreign and sign language interpreting and document translation, Global provides an eLearning course for police departments educating officers on interacting with the deaf, hard of hearing, and low English communities. Their website is [www.myterps.com](http://www.myterps.com) and they can be reached at [dawn@myterps.com](mailto:dawn@myterps.com) or [dano@myterps.com](mailto:dano@myterps.com).

## VIDEO & PHONE INTERPRETING

Features & Benefits

NO SET-UP FEES OR ANNUAL USAGE REQUIREMENTS	SIGNIFICANT COST SAVINGS COMPARED TO AN IN-PERSON INTERPRETER
NO SPECIAL EQUIPMENT REQUIRED	NO NEED TO SCHEDULE PHONE IN ADVANCE & AVAILABLE 24/7
USE ON SMARTPHONES, TABLETS, DESKTOPS & LAPTOPS	MORE THAN 300 LANGUAGES AVAILABLE

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Community's First Responders!**

# CHIEF ERGANG ANNOUNCES CANDIDACY FOR MACP SECOND VICE-PRESIDENT

Dear Colleagues,

Please allow me to express my interest and announce my candidacy for the 2nd Vice-President position on the Michigan Association of Chiefs of Police Board of Directors. I am humbled and grateful to have received the endorsement of my peers from the West Michigan Association of Chiefs of Police.

With over 27 years of law enforcement service at the Township of Kalamazoo Police Department, I have been blessed beyond measure to work alongside some the finest women and men in our profession. In that time, I have also learned to expect a high standard of professionalism and dedication from those who work in our vocation. I am a graduate of the 259th session of the FBI National Academy, hold a Master's Degree in Public Administration from Western Michigan University, and am a regular attendee to the MACP professional developmental conferences.

Since becoming Chief of Police, I have had the privilege to work with some remarkable chiefs and leaders on numerous committees and boards. I have previously served the as the MACP 5th District Alternate and then 5th District Representative, while also serving for a number of years on the MACP Awards & Citations Committee, the MACP Training & Curriculum Committee, the Michigan High Intensity Drug Trafficking Area (HIDTA) board as the West Michigan Chiefs' Representative (serving as chairperson in 2021), as well as many other regional and local committees.

It is my belief that the MACP is uniquely positioned to promote our profession, develop policy, influence effective legislation, build upon our values to enable the leaders of the today, and develop the leaders of our future to meet the changing paradigms of law enforcement. It is possible, that the mission of our organization has never been clearer than it is today.

I humbly request the honor of your support in obtaining an endorsement of support in my candidacy from each of your regional associations.

Respectfully,  
Bryan N. Ergang  
Chief of Police  
Kalamazoo Charter Township Police Department







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- Supervision / Management of the Training Program
- First-Line Supervision
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# NEW MEMBERS

## ACTIVE VOTING

Chief Dina Caringi ..... Clinton Twp Police Department  
 Chief Thomas Costello ..... Richmond Police Department  
 Chief Michael Cox ..... Ann Arbor Police Department  
 Chief Ronald Gwizdala ..... Ovid Police Department  
 Director Jason Hammerle ..... Harper Woods Department of Public Safety  
 Chief George R. Lasater ..... East Jordan Police Department  
 Chief William Leavens ..... Macomb Comm College Police Department  
 Chief Matthew S. Pumford ..... Stanton Police Department  
 Chief David Saad ..... Clare Police Department  
 Chief Michael D. Schmidt ..... Au Gres Police Department  
 Chief David Shaw ..... MI DNR - Law Enforcement Division  
 Chief Johnny Thomas ..... Highland Park Police Department  
 Chief Jeffrey B. Weiss ..... Lennon Police Department  
 Chief Eric Winstrom ..... Grand Rapids Police Department

## ACTIVE

Captain Timothy C. Bahorski ..... Muskegon Police Department  
 Lieutenant Christopher Bean ..... Port Huron Police Department  
 Acting Chief Robert P. Bemis ..... Riverview Police Department  
 Sergeant Brian Breuker ..... Zeeland Police Department  
 Lieutenant Seth Carter ..... Gun Lake Tribe Police Department  
 RAC Michael Coleman ..... U.S. Department of Justice-ATF  
 Lieutenant Bart Crane ..... Meridian Twp Police Department  
 Active Lieutenant Stephen Dooley ..... Oakland Co Sheriff's Office  
 Admin. Lt. Brandon Dowty ..... Shelby Twp Police Department  
 Lieutenant Jana Forner ..... Grand Rapids Police Department  
 Lieutenant Jason Ganzhorn ..... Jackson Police Department  
 Officer Jeffrey Garrison ..... Pinckney Police Department  
 Exec. Lt. Sean Gordon ..... Kalamazoo Department of Public Safety  
 Sergeant James Green ..... Gun Lake Tribal Police  
 Active Lieutenant Eric Gruenwald ..... West Bloomfield Twp Police Department  
 Lieutenant Michelle Hesse ..... Auburn Hills Police Department  
 Sergeant Dustin Hubbell ..... Western MI Univ Police Department  
 Dep. Chief Labrit Jackson ..... Detroit Public Schools DPS

Sergeant Scott Johanson ..... Gun Lake Tribal Police  
 Det. Rep. Adam Jones ..... Nat'l Counterterrorism Cntr  
 Asst. SAC Craig Kailimai ..... U.S. Department of Justice-ATF  
 Captain Kourosh Khatir ..... Grand Valley State Univ DPS  
 Dep. Chief Steven J. Kramer ..... Green Oak Twp Police Department  
 Captain Dietrich Lever ..... Detroit Police Department  
 SSAC Mark A. Lewandowsky ..... MI Attorney General Office  
 Lieutenant Robert Lukofsky ..... Southgate Police Department  
 SAC John Marengo ..... US Secret Service  
 Dep. Chief Aimee Metzger ..... Ann Arbor Police Department  
 Lieutenant Michael Murphy ..... Metro Police Auth of Genesee Co.  
 Lieutenant Andy Myers ..... Saginaw Twp Police Department  
 Sergeant Chris Parks ..... Brighton City Police Department  
 Lieutenant Joshua Pike ..... Northville Twp Police Department  
 Captain Timothy Pols ..... Wyoming Department of Public Safety  
 Det. Sgt. Chad Radabaugh ..... Ishpeming Police Department  
 Captain Marc J. Rifenberg ..... Kalamazoo Valley Comm College DPS  
 Sergeant Brent Roersma ..... Gun Lake Tribe Police Department  
 Lieutenant Holly Rose ..... Jackson Police Department  
 Lieutenant Scot Sexton ..... East Lansing Police Department  
 Lieutenant Scott Sheets ..... Macomb Comm College Police Department  
 Lieutenant Michael P. Smith ..... Western MI Univ Police Department  
 Sergeant Brandon Sparks ..... Gun Lake Tribe Police Department  
 SAC Paul D. Vanderplow ..... U.S. Department of Justice-ATF  
 Sergeant Douglas A. VanSickle ..... Manistee Police Department  
 Sergeant Lloyd Walerczyk ..... Nwaygo Police Department  
 Dep. Chief Justin R. Weber ..... Bangor Police Department  
 Lieutenant Robert Wilkie ..... Westland Police Department  
 Lieutenant Scott Zonnebelt ..... Muskegon Police Department  
 Sergeant Christopher Sederlund ..... South Lyon Police Department  
 Commander Issa Shahin ..... Dearborn Police Department  
 Lieutenant Preston Susalla ..... Clinton Township Police Department  
 Lieutenant Erik Tilli ..... West Bloomfield Twp Police Department  
 Lieutenant Dale Young ..... West Bloomfield Twp Police Department



# HIGHLIGHTS

## CHIEF MARK HOORNSTRA RETIREMENT CITY OF FLUSHING POLICE DEPARTMENT

After nearly 42 years in law enforcement, City of Flushing Police Chief Mark Hoornstra retired on January 28, 2022. Chief Hoornstra graduated from the Oakland Police Academy in 1980. The following year, he entered law enforcement as a deputy with the Livingston County Sheriff's Department. In 1984, Chief Hoornstra was hired by the Ann Arbor Police Department.

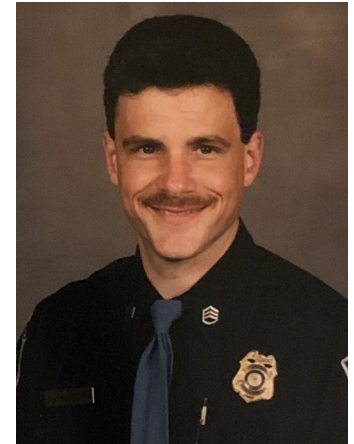
Over the next 22 years, he rose through the ranks from officer to sergeant to lieutenant. In his time with AAPD, Chief Hoornstra managed the Budget and Payroll Section for both the AAPD and the Ann Arbor Fire Department, a \$3 million budget that included a payroll of 240 employees.

Community-oriented policing has always been a priority to Chief Hoornstra. He was one of AAPD's first foot-patrol officers in the department's community policing initiative. In this role, he worked closely with several community members, ranging from local business owners to University of Michigan staff to the homeless population. Later in his tenure at AAPD, he oversaw the Community Policing Section, where he supervised numerous community-oriented policing initiatives, such as DARE (Drug Abuse Resistance Education) and GREAT (Gang Resistance Education and Training).

In an effort to further connect with the community, Chief Hoornstra developed a weekly local television program called "Crime Beat," which he hosted as broadcaster. The Michigan Association of Chiefs of Police granted Chief Hoornstra special recognition for his commitment to community-oriented policing through this local television program.

Chief Hoornstra received a Bachelor of Science in Public Safety Administration from Eastern Michigan University, graduating *cum laude* in 1995. In 1997, he graduated from EMU's School of Police Staff and Command. In 2000, he earned his Master of Science degree in Public Safety Administration from Eastern Michigan, again graduating *cum laude*.

In 2007, Chief Hoornstra retired from the AAPD and became the Chief of Police of the Flushing Police Department with the expectation that he would work for only a few years. But he fell in love with the community and continued working there for nearly 15 years.



Mark maintained his community-oriented policing approach throughout his tenure with the City of Flushing and he fostered strong relationships with citizens and local business owners, as well as leadership in the school district.

From March 2014 to January 2015, Chief Hoornstra was named Interim City Manager for the City of Flushing. As Interim City Manager, Chief Hoornstra was responsible for running all day-to-day operations to include oversight of the city budget and supervision of all division heads. All while maintaining his responsibilities as Police Chief.

Chief Hoornstra was a member of the Genesee County Association of Chiefs of Police—serving as Secretary/Treasurer (2008-2010), Vice President (2010-2012) and President (2012-2014). Additionally, he served on the Executive Board of the Law Enforcement Officers Regional Training Counsel and as a District Alternate for the Michigan Association of Chiefs of Police.

In retirement, Chief Hoornstra looks forward to traveling with his wife of 36 years, Donna and is eager to spend more time with his children, as well as his five young grandchildren, all of whom live out of state. His free time will allow him to spend more time engaging in two of his favorite hobbies—golf and flying (having obtained his general aviation pilot's license).

Congratulations Chief Hoornstra on a well-deserved retirement and we offer our appreciation for your 42 years of commitment and service to the police profession.

# HIGHLIGHTS

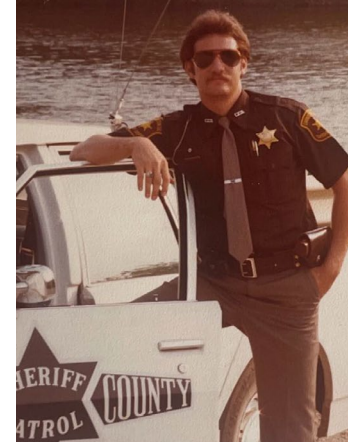
## DIRECTOR JEFFREY LEWIS RETIREMENT CITY OF MUSKEGON PUBLIC SAFETY

Director Jeffrey Lewis became the Director of Public Safety for the City of Muskegon on January 1, 2012 and worked in that capacity until his retirement in April 2022. Director Lewis served the law enforcement community for over 44 years.

After attending the Jackson Police Academy in 1978, he was hired by the Livingston County Sheriff's Office. A year later, he returned home and was hired as an officer with the Ypsilanti Police Department where he served for 20 years, holding the positions of Patrol Officer, Detective, Sergeant, Lieutenant, and Commander. In 2006, the City of Milan hired Director Lewis as their Police Chief, where he remained until being selected to lead the Muskegon Department of Public Safety in 2012.

Director Lewis received his bachelor's and master's degrees from Eastern Michigan University (EMU). He graduated from the 234th session of the FBI National Academy (FBINA) and attended the 41st class of the Police Staff & Command Program at Northwestern University. In 2010, Director Lewis received his Fire Certifications at the Big Rapids Fire Department, which broadened his skillset and opened a new door to future potential job opportunities.

Upon retiring from the Ypsilanti Police Department, Director Lewis served as the Co-Director for the Center for Regional & National Emergency Security at EMU, where he conducted trainings in Police/Fire/Emergency Management disciplines.



He was the past President of the West Michigan Police Chiefs Association, FBINAA Curriculum, and served on numerous MACP training committees. He has been a member of the MACP since 2002.

During his time in Muskegon, Director Lewis modernized and professionalized the department with the implementation of body worn cameras, tasers, and acquiring electric bicycles. Director Lewis raised the standards and expectations for their police officers, achieving accredited status through the Michigan Law Enforcement Accreditation Commission, putting the department in the top 35 police agencies in the State of Michigan.

We wish Director Jeff Lewis a happy retirement and much success in his future endeavors.

## CHIEF DONALD PUSSEHL RETIREMENT SAGINAW TOWNSHIP POLICE DEPARTMENT

Chief Donald Pussehl began his law enforcement career with the Bridgeport Township Police Department in September 1978. After serving as a patrol officer for 7 years, he joined the Saginaw Police Department in 1985. During his 29-year tenure with the Saginaw Police Department, he was a patrol officer, detective, SWAT Team member, patrol sergeant, detective sergeant, patrol lieutenant, administrative lieutenant and deputy chief. In 2000, Don was promoted to Chief of Police and served until 2004.

In 2004, he transferred to the Saginaw Township Police Department as Chief for 17-1/2 years. He graduated from the 199th Session of the FBI National Academy, is an adjunct faculty member at Delta College and Saginaw Valley State University and has served on numerous boards and committees within the Saginaw community.

Chief Pussehl served on the MACP Board of Directors and was



President of the MACP from 2013 – 2014. In April of 2022, Chief Pussehl retired after a law enforcement career that spanned over 43 years. We wish Don good luck and good health in a well-deserved retirement!



## CHIEF DAVID MOLLOY RETIREMENT NOVI POLICE DEPARTMENT

On February 18, 2022, Chief David Molloy retired from the Novi Police Department after 33 years of service. During his career, he served as a Police Officer, Detective, Undercover Officer, Uniform Sergeant, Detective Sergeant, Lieutenant, and Deputy Chief of Police. He was appointed Chief of Police in 2005 and appointed Director of Public Safety in 2010. As Director, Molloy was responsible for leading and guiding the Novi Police and Fire Departments as well as the City's emergency preparedness efforts.

Chief Molloy earned a BA in Criminal Justice from Saginaw Valley State University and a master's degree from Eastern Michigan University. He is a graduate of Eastern Michigan University's School of Police Staff and Command and the Center for Excellence in Police Management Studies. In 2007, he graduated from the 228th Session of the FBI National Academy. In 2010, Chief Molloy graduated from the Senior Executive Institute at the University of Virginia's Darden School of Business.

Chief Molloy is a member of the International Association of Chiefs of Police (IACP) and the Police Executive Research Forum (PERF). He has served as the President and Executive Board Member of the Oakland County Association of Chiefs of Police and Southeast Michigan Association of Chiefs of Police. He was an Executive Board member and two-term chairperson of the Michigan High Intensity Drug Trafficking Areas (HIDTA).

Chief Molloy has served on the IACP's Narcotics and Dangerous Drugs Committee since 2006 and is a former member of the



Governor's Council for Law Enforcement and Reinvention (CLEAR). In addition, he served as Chairperson of the Michigan Commission on Law Enforcement Standards (MCOLES) and as the Advisory Board Chairperson for Oakland County's Courts and Law Enforcement Management Information System (CLEMIS).

He served as President of the MACP Board of Directors from 2018-19 and was the recipient of the MACP's prestigious Presidential Medal in 2020, awarded for outstanding and extraordinary professional and personal service to the criminal justice system, the law enforcement profession, and the MACP.

Chief Molloy is a lifelong learner and takes great pride in mentoring, guiding, and leading police officers, command officers, public safety personnel, and business professionals. Chief Molloy and his wife Sheryl have four children.

## CHIEF SCOTT SARVELLO RETIREMENT CLAWSON POLICE DEPARTMENT

Chief Scott Sarvello retired in April 2022 after serving nearly 29 years with the Clawson Police Department. Chief Sarvello graduated from Northern Michigan University with a bachelor's degree in Criminal Justice and attended the Oakland Police Academy in 1991, where he began building his network of law enforcement connections.

While attending the academy, Scott was hired by Negaunee Police Department Chief Paul Waters, near his hometown of Marquette. In 1993, Chief Sarvello was hired by the Clawson Police Department. He was promoted to Sergeant in 2000 and Lieutenant in 2002, overseeing road patrol. In 2009, he moved to investigations, while also serving the Multi-jurisdictional Major Crimes Assistance Team. In January 2019, he was promoted to the Chief of Police in January 2019. In February 2020, the duties of Assistant City Manager were added to his responsibilities. His father, Sal Sarvello, retired as the Police Chief for the City of Marquette. Unfortunately, he passed away a few years



ago and was unable to see his son achieve this milestone in his law enforcement career.

In addition to spending time with his four children and wife, Lisa, Scott will begin a new career in security management for the Ascension Hospital organization.

# HIGHLIGHTS

## CHIEF STEVEN SNOWAERT RETIREMENT ISHPEMING POLICE DEPARTMENT

Chief Steven Snowaert's nearly four-decade long law enforcement career began at birth. In 1982, his dad retired from Michigan State Police (MSP) as a Sergeant, but cancer took his life at the age of 51, a few months into his retirement. In 1983, Chief Snowaert graduated from the Northern Michigan University (NMU) Regional Police Academy. He worked part-time for both NMU Public Safety and Chocolay Township Police Department while earning his Degree in Criminal Justice. In January 1984, he was hired full-time at NMU Public Safety.

In February 1988, Steve began working for the Marquette Police Department (MPD) and in 1999, he received his Master's Degree in Public Administration from NMU. In the early 2000's, Steve built the U.P.'s first forensic computer which assisted agencies throughout the U.P. with computer crimes.

In 2010, after teaching part time for three years, he took a year's leave of absence from MPD to teach full-time at NMU in Criminal Justice. Upon his return to MPD, he worked with the FBI Cyber Crime Task Force until retiring in 2014. He worked part-time for the Ishpeming Police Department (IPD) and in



2017, Steve became Chief of the IPD. Chief Snowaert retired on March 1, 2022 and is very grateful for the learning experiences offered by the MACP and the relationships he made throughout his years in law enforcement.

Steve plans on spending more time at the lake, boating, fishing, woodworking, and hanging with friends and family.



## CHIEF DAVE TESKE RETIREMENT RICHMOND POLICE DEPARTMENT

Chief Dave Teske retired on February 2, 2022 after serving as Chief of Police for the City of Richmond. Chief Teske began his law enforcement career in 1981 as a Park Ranger with the HCMA Metro Parks. Prior to that, he was an EMT with the Detroit Fire Department-EMS for seven years. In 1982, he was hired by the Macomb County Sheriff's Office where he served 28 years in every capacity and held every rank until retiring as Captain of the Uniform Services Division. Chief Teske was then hired by the City of Richmond and served almost 12 years as Chief of Police.

Chief Teske graduated from Michigan State University and attended the FBI National Academy Session #204. He was also on the Executive Board of the Macomb County Chiefs of Police Association and the Advisory Board for the Macomb College Criminal Justice Training Academy.

He and Mary, his wife of 42 years, have a daughter (Lieutenant)



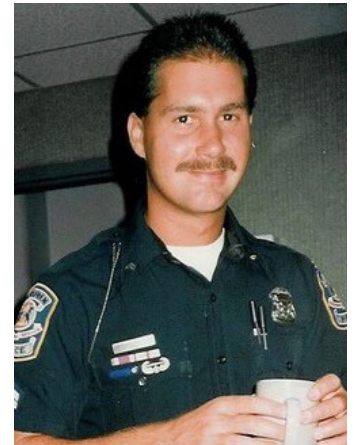
and a son (Deputy Sheriff) in law enforcement, who in turn, both married police officers as they carry on the "family business." They have three grandchildren and plan on traveling and spending more time with all of them.



## DIRECTOR GREGORY LAURAIN RETIREMENT VAN BUREN TOWNSHIP DEPARTMENT OF PUBLIC SAFETY

Director Gregory M. Laurain retired in February 2022 after serving with the Van Buren Township Department of Public Safety for more than 40 years. He began his career as a Reserve Police Officer in 1980 and after graduating from the Oakland County Police Academy in 1981, he was hired by Van Buren Township. He served in many capacities before being appointed as Public Safety Director for Van Buren Township in 2013. He was assigned to the Drug Enforcement Agency Airport Interdiction Team, the Michigan State Police Narcotic Interdiction Team, the Western Wayne County Special Operations Team (SWAT) and served 10 years as the SWAT team's Commander.

Director Laurain is a graduate of Northwestern University's School of Police Staff and Command, the FBI National Academy session #220 and the Van Buren Township Fire Department's Fire Academy. He is a Past President of the Wayne County Chiefs



Association and remains an active member of the Michigan Association of Chiefs of Police, Southeastern Michigan Chiefs of Police and the Wayne County Chiefs of Police.

## ACCREDITATION RECOGNITION

Congratulations to these departments for achieving accredited status. Each department was presented a framed accreditation award certificate during meetings with their local government officials. The Michigan Law Enforcement Accreditation Program now has over 100 departments under its state accreditation program.



Pictured from left to right: Chief Cory Haines and Accreditation Manager / Deputy Chief Brent LeMerise.



Pictured from left to right: Chief Jason Wright, Director Greg Laurain, Sergeant Louis Keele and Officer Adam Byrd.

# HIGHLIGHTS

## CONGRATULATIONS TO THE WINTER 2022 POLICE EXECUTIVES' AND NEW CHIEFS' SCHOOL GRADUATES!



Row 1 (Left to Right) Sergeant Thomas Hickman, Huron Township Police Department, Captain Dietrich Lever, Detroit Police Department, Lieutenant Bryan Mayhew, Portage Department of Public Safety, Deputy Chief Steven Kramer, Green Oak Township Police Department, Captain Eric Wiler, Wyoming Department of Public Safety, Captain Nathan Webster, Bay City Police Department, Sergeant Andy Hartwig, Saline Police Department, Supervisory Special Agent Mark Lewandowsky, Office of the Attorney General, Lieutenant Robert Wilkie, Westland Police Department, Interim Chief Bob Bemis, Riverview Police Department, Captain Josh Gilbert, Livonia Police Department, Sergeant Blake Matatall, Southfield Police Department, Sergeant Chris Parks, Brighton City Police Department, Police Officer Jeffrey Garrison, Pinckney Police Department, Deputy Chief Patrick Beeman, Coldwater Police Department.

Row 2 (Left to Right) Captain John Bylsma, Grand Rapids Police Department, Lieutenant Bill Renye, Grand Blanc Township Police Department, Chief Ronald Keck Jr., Hudson Police Department, Captain Jeffrey Lillard, Western Michigan University Police Department, Lieutenant Eric Gruenwald, West Bloomfield Township Police Department, Lieutenant Dale Young, West Bloomfield Township Police Department, Captain Richard Bledea, Farmington Hills Police Department, Lieutenant Jai Mahabir, Midland Police Department, Captain Tharadrous White, Detroit Police Department, Lieutenant Patrick Culter, Lincoln Park Police Department, Lieutenant Veronica Lyles, Lincoln Park Police Department, Lieutenant Dan Kuzdzal, Ferndale Police Department, Captain Jamar Rickett, Detroit Police Department, Lieutenant Jason Ganzhorn, Jackson Police Department, Sergeant Michelle Dowling, Southfield Police Department, Captain Brandon Lewis, Detroit Police Department.

Row 3 (Left to Right) Captain Tim Pols, Wyoming Department of Public Safety, Lieutenant Christopher Bean, Port Huron Police Department, Chief Steve Colosky, Flushing Police Department, Chief Jerry Page, Flat Rock Police Department, Lieutenant Eric Rottman, Paw Paw Police Department, Sergeant Mark Lindner, East Grand Rapids Department of Public Safety, Lieutenant Andy Myers, Saginaw Township Police Department, Captain Keith Mulder, Holland Department of Public Safety, Lieutenant David Quaiatto, City of Troy Police Department, Sergeant Eron Feltz, Allen Park Police Department, Police Officer Shawn Webber, Bad Axe Police Department, Lieutenant Joshua Pike, Northville Township Police Department, Captain Ryan Grim, Marquette Police Department, Detective Sergeant Chad Radabaugh, City of Ishpeming Police Department, Sergeant Kevin Gleesing, Portage Department of Public Safety, Lieutenant Eric Harris, Romulus Police Department.





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**IN MEMORIAM: Chief Dave Hall | Croswell | E.O.W. September 16, 2021**

Dave Hall, long time Chief of Croswell Police Department, passed away on September 16, 2021 at the age of 68. Chief Hall began his career in law enforcement as a Police Cadet in the Lexington Police department at the age of 17. He also served in the Peck Police Department and joined the Sanilac County Sheriff's Department in 1974, where he worked for 30 years and retired with the rank of Detective Sergeant. In 2002, Chief Hall was hired as Croswell's Police Chief and served for 17 years before retiring once again.

During his 49-year career in law enforcement, Chief Hall received numerous awards and recognitions. One special recognition he received was that while working for the Sanilac County Sheriff, Chief Hall was the first to identify the suspects in the Oklahoma City Federal Building bombing case of Timothy McVeigh, Terry Nichols, Jim Nichols, and other involved suspects as they had

gathered in Sanilac County and had been under surveillance by then Sgt. Hall.

Chief Hall was dedicated to the people he served. He cared deeply not only for his own family, but for his first responder family in law enforcement, dispatchers, fire, and EMS. He is remembered by his colleagues as a man with a strong passion for law enforcement. He was also a long-time member of the MACP.



Dave will be greatly missed by his family, his community and all those in law enforcement that had the privilege of serving with him.

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**IN MEMORIAM: Chief Nelson Gates | Owosso | E.O.W. January 26, 2022**

Nelson Edward Gates, age 82, of Owosso, passed away on January 26, 2022, at his home surrounded by his loving family. Nelson served as a police officer from 1966-1988 and served as the Chief of Police in Owosso from 1988-2002. He loved his fellow police officers and saw them as a second family.

Nelson worked at Dyncorp, where he trained Kurdish police officers in Iraq. He was also employed as a driver for Indian Trails for five years and worked security at General Motors since 2008.

Ret. Chief Nelson was married to Janice Houseman, who predeceased him in 2007. He is survived by his daughters, Diane (David) Sedlar and Nicole (Kevin) Clifford, 16 grandchildren and 20 great-grandchildren.



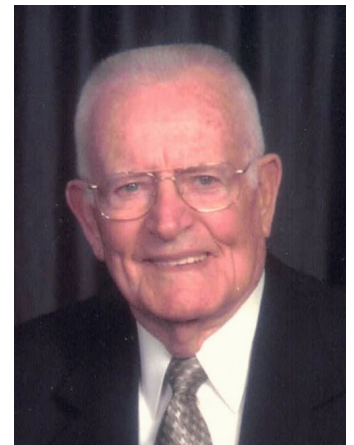
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**IN MEMORIAM: Chief Paul Peters | Monroe | E.O.W. April 25, 2022**

Retired Chief Paul Ellsworth Peters passed away on April 25, 2022, at the age of 101. Chief Peters joined the City of Monroe Police Department in 1950 and rose through the ranks to become Chief of Police in 1970. In 1962, he graduated from the FBI Academy in Washington D.C. In addition, he served as Traffic Engineer for the city from 1966-1979. He retired as Chief of Police in 1979 after 29-½ years of service.

In 1980, Paul began working for the County of Monroe as First District Court Magistrate before finally retiring in 1992. He took great pride in his work and enjoyed serving the community of Monroe for over 41 years.

During his retirement years, Paul loved to play golf, walk, and garden. He and his wife, Virginia, enjoyed eating out, playing cards and spending time with their family. Paul and Virginia enjoyed 79 years together before her passing in February 2021. Paul was a loving husband, father, and grandfather. He will be greatly missed.



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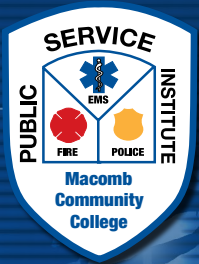
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