

**Chief Messer provides a list of bulleted thoughts below on culture, training, data, community involvement:**

\* We work very hard to create a culture of caring and commitment to the community. Part of this is our strong focus on our organizational core values. These values are central to our operations and each employee has been provided with a core values booklet that I have given them. We continuously focus on them during evaluations, conversations, and our interactions with the public. Two of these core values are compassion and respect. I have personally handed these booklets out to all employees and have had specific conversations with officers about showing compassion to all people and respecting all people, throughout our entire contact with them.

\* Our policing philosophy is built around a Community Policing focus that was initiated in 1994. This isn't something that we do, this is who we are!! We are known throughout the state as the community policing department. We have a proactive mindset to prevent crime and solve problems. Arrests are not the preferred method or action to solve problems. Creating partnerships, trust and community involvement are our preferred ways to interact with the community. Our officers are frequently involved with helping out people in need. They are known to purchase needed items for individuals using their own money or using donated money that we have in place to help out people with gas, groceries, transportation, medical needs, clothing, etc.

\* Our Community Police and School Resource Officers are involved in the schools and in many community organizations. We have representation and participation with LAUP, the Boys and Girls Club and Midtown Counseling. We actively connect with other organizations such as LEDA (we send officer to their annual Summit on Race and Inclusion), Out On The Lakeshore, various faith based leaders, as well as other stakeholders in a specific strategy to connect with groups which represent ALL of our community.

\* The list of community events provided by public safety is very long. Some of these events or programs include:

- \* Junior Police Academy
- \* Citizens Police Academy
- \* Police Reserve Team
- \* Victim Services Unit
- \* Volunteers in Policing
- \* Police Community Relations Commission
- \* Educational Scholarships
- \* Community Cook-outs
- \* Coffee with Cops
- \* Shop with a Cop
- \* Gas Giveaway Events
- \* Coffee Giveaway Events
- \* School Resource Officers

- \* “No Ticket Day” Events
- \* Hope College Community Officer
- \* Polar Patrol - Ice Cream Truck

\* Police academies in Michigan train officers very well. This includes training in areas such as trust, professionalism, implicit bias, procedural justice and police-community relationships.

\* We hire the best people to fit our culture. Many of the officers that we hire are part of our cadet program and have worked for our department for years prior to being hired. We are able to filter these candidates and hire the best fit based on past experience within our organization. We have been somewhat successful historically with having officers that represent the demographics in our community, particularly with having Hispanic officers serve the community. We continue to focus upon this as a key goal, supported by efforts such as Junior Police Academy, targeted recruitment in police academies, and other city-wide HR initiatives to have a representative city staff.

\* Our hiring process involves multiple people interacting with each candidate through interviewing and assessments. Each candidate is required to pass an extensive background investigation. Our detectives are assigned to investigate every aspect of the candidates past and current life. Each candidate must also pass a physical exam and a thorough independent police psychological examination prior to hiring.

\* After being hired, every officer is on a 1-year probationary period. During this period, they are required to complete a 19-week field training process. This includes mandatory training with command staff and three field training officers under the supervision of our training sergeant and patrol captain. If there are any issues or concerns during this process, they are considered to have not completed field training and are released from employment.

\* Our training is really second to none. We are one of the best trained departments in the state and most likely beyond. Our department logs an average of 11,500 training hours annually for full time officers. We have a sergeant that is specifically assigned to a singular focus of providing the best training possible to all staff throughout the year. We also have our patrol captain certified by the Force Science Institute and two additional trainers scheduled to be certified this year.

\* All of our officers have been through the nationally recognized Fair and Impartial Policing Training. This training is a science-based perspective originating out of the University of South Florida. The training is based on identifying implicit biases, associations and contact theory. It focuses on how individuals in any profession can reduce and manage biases. We were one of the first departments to bring it into Michigan and send our officers through this training. We currently have two officers that have been extensively trained in this model and they are certified to provide full training and refresher training modules to all of our current staff members. We also have a model policy from this training in place within our organization.

\* Within the 11,500 hours of annual training, there are other cultural awareness, hate crimes, bias, de-escalation, crisis intervention, etc. trainings that officers attend. Officers are also trained via video simulation training on an annual basis. This includes shoot/don't shoot scenarios, de-escalation training and situational awareness training.

\* We utilize an internal personnel tracking software, which includes a use of force component and an early intervention system integrated within the software. This is used to track each individual employee, with the ability to set flagging mechanisms within certain categories to notify supervisors and command staff.

\* Our organization has also been involved with a local brain health research institute. Most of our officers have completed phase 1 of this assessment. This is a science-based physiological program that is in place to help identify and minimize consequences of disease, moods and behaviors that are associated with brain chemistry. The program uses award winning artificial intelligence software combined with predictive analytics to deliver an individualized assessment of brain chemicals and recommendations on how to normalize each brain chemical level. There are 287,000 variables considered during these assessments. The data is then analyzed through clinical weighted preferences, predictive risk factors and population groupings to develop a predictive response for individuals, groups and the over-all organization.

\* We have completed phase 1, which is the individual focused phase, and are moving into a second phase that will focus on groups and organization results. Our police department has become the model department for the brain health research institute. We are used as the goal for other police organizations to reach. In a recent presentation to city council, this was mentioned, along with the following quote based on the data gathered from our police organization: "based upon the ability to accept differences in others, above average communication skills, people orientation and lesser likelihood to over-react, this team is more likely to have a positive impact on the community and make quality community-based decisions than the average law enforcement team."

\* Our department has a peer support team in place that will debrief certain calls or situations with the officers involved. The city has a very good Employee Assistance Program that can be utilized for free, if needed by any employee. We have had members from Pine Rest visit our staff to discuss specific incidents and provide support and advice to individuals and teams. We also have a Victim Services Unit which is very rare for municipal police departments to have. This team responds to traumatic events in the community such as death calls, fires, suicides, etc. to assist victims and loved ones in dealing with the initial shock and loss.

\* We have a supervisor on duty 24/7/365 days a year to oversee field operations and to be present on major calls. We also have a member of the command staff on-call at all times.

