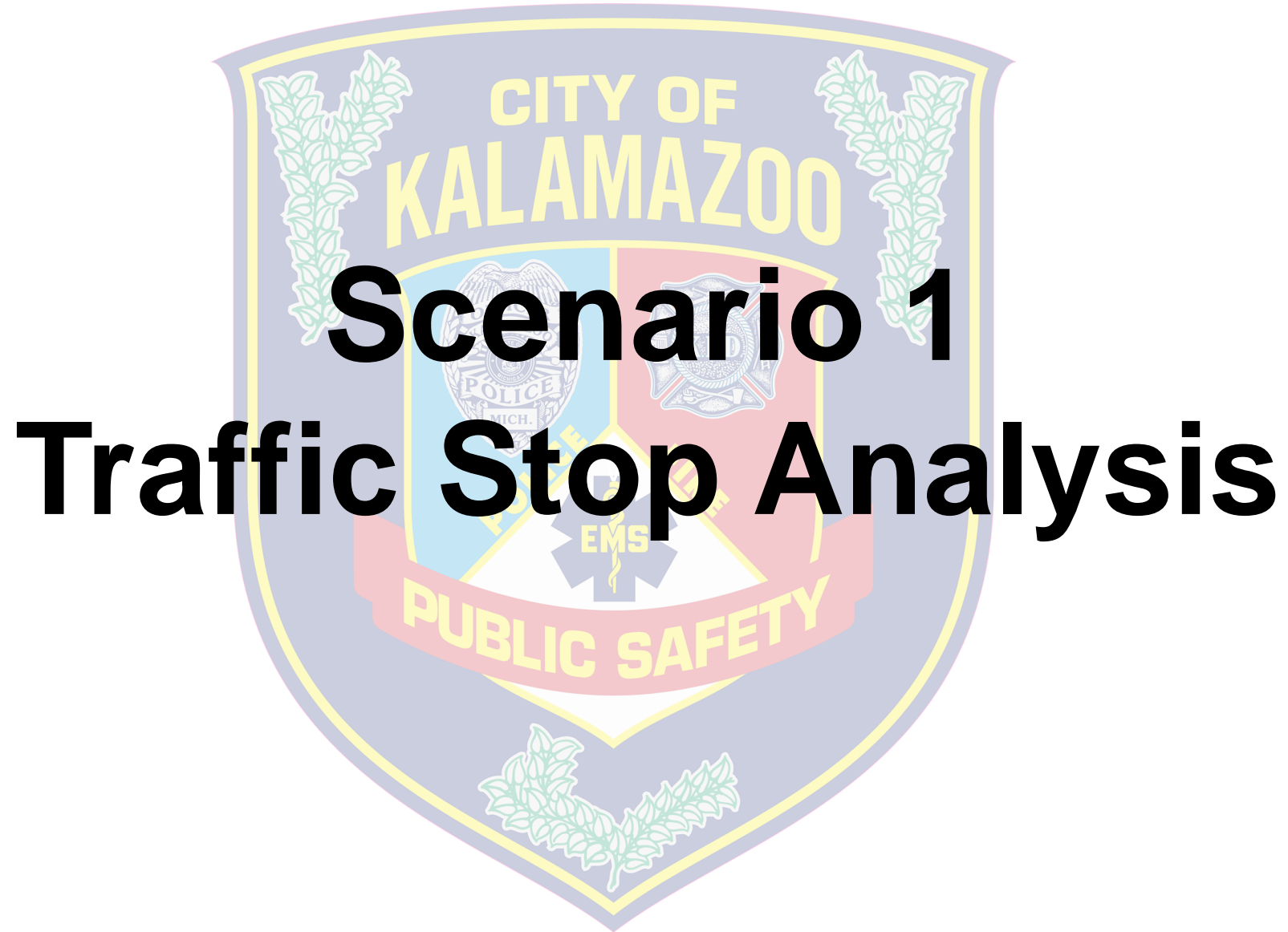


# Building Civility, Community, & Trust with Local Law Enforcement

James Ritsema, City Manager Kalamazoo, MI  
Dr. Ron Carlee, Old Dominion University





# Scenario 1

# Traffic Stop Analysis

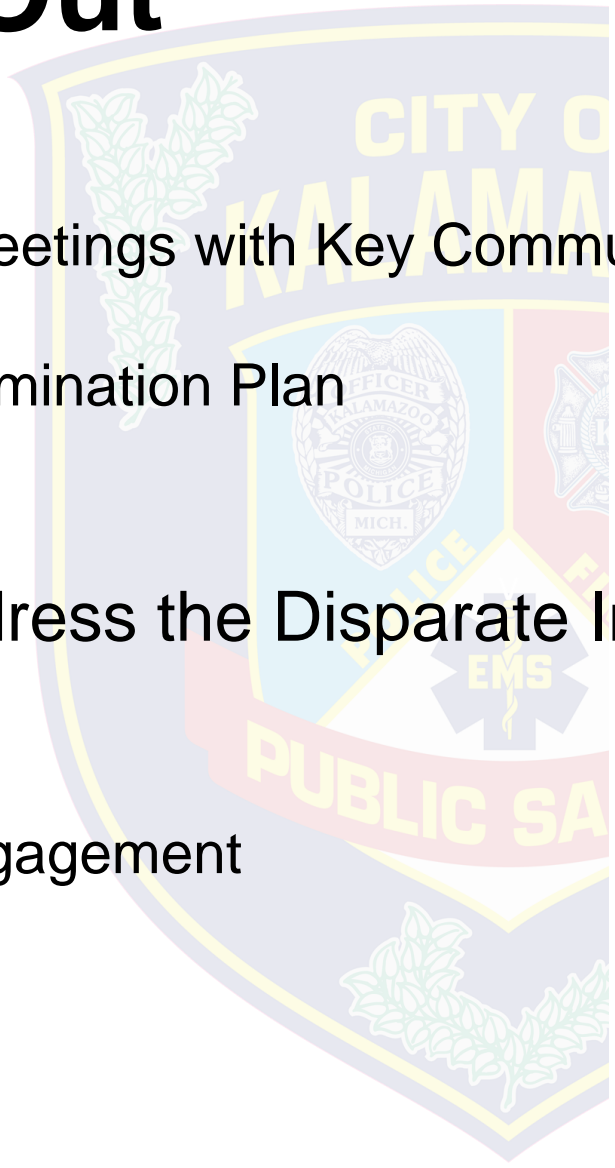
# Scenario 1 – Traffic Stop Data Analysis

The Results Show that there is a Disproportionate Number of African Americans that were Stopped and Searched.

1. How do you Communicate the Data?
  1. Internally – Employees, Elected Officials
  2. Externally
2. How do you Address the Disparate Impact
  1. Training
  2. Policy
  3. Community Engagement
  4. Trust Building

# The Roll Out

- Communication
  - Pre-Planned Meetings with Key Community Stakeholders
  - Strategic Dissemination Plan
    - Internal
    - External
- How do you Address the Disparate Impact
  - Training
  - Policy
  - Community Engagement
  - Trust Building



09:27 mlive.com 82%

## Kalamazoo Public Safety officers target black drivers in traffic stops, racial profiling study concludes

1.7K shares

By Rex Hall Jr. | [rhall2@mlive.com](mailto:rhall2@mlive.com)  
Follow on Twitter  
on September 03, 2013 at 7:20 PM, updated September 04, 2013 at 6:20 AM

[Print](#)  
[Email](#)

**UPDATE:** [Findings troubling, but not surprising, to city commissioners](#)



*Kalamazoo Gazette file photo*

**KALAMAZOO, MI** – Black motorists are more than two times as likely to be stopped by police in the city of [Kalamazoo](#) than a white person behind the wheel.

That's according to [a yearlong study by Lamberth Consulting, a West Chester, Pa. firm](#), that concluded that Kalamazoo Public Safety officers racially profile and target black motorists in traffic stops.

**MORE:** [Read the racial profiling study](#)

KDPS Chief Jeff Hadley released the results of the study -- which are contained in a 47-page report authored by Lamberth – to city commissioners Tuesday evening.



# Scenario 1B – Traffic Stop Incident

- A Latina member of the public complains that she was stopped by the police department and that she was treated with disrespect.
- She says that officer called her an illegal immigrant and threatened to call ICE to investigate her and her family.
- Her young child was in the car and started crying.
- The woman stopped is a U.S. citizen, an attorney, and connected with the activist community.
- The officer disagrees with her version of the incident, reporting that the woman was speeding, driving erratically, and talking on a cell phone. The officer says that when he made the stop, the woman became verbally abusive.

# Scenario 1B – Aftermath

- A Latino activist group has formed a coalition with the NAACP and the clerical association to demand change in the police department.
- Key to the demands is that all officers have body cams.
- The police chief says that in addition to the cost of the body cams, he needs to have funds to renovate space for the docking stations and that he needs staff to train officers, overtime for the officers' training, and personnel to manage video. The prosecutor's office says that it will also need personnel to review and manage the video. Finally, your IT department says that it has no capacity to support such an initiative.
- Your mayor and council want you to find a way to deploy body cams; however, you have just adopted a flat budget with no pay raises and a targeted freeze on non-essential positions.

IDEA FUSION

# Scenario 1B – Questions

- How do you deal with the citizen complaint?
- How do you respond to the demand for body cams...
  - Who says what to the activists?
  - What do you say to the mayor and council?



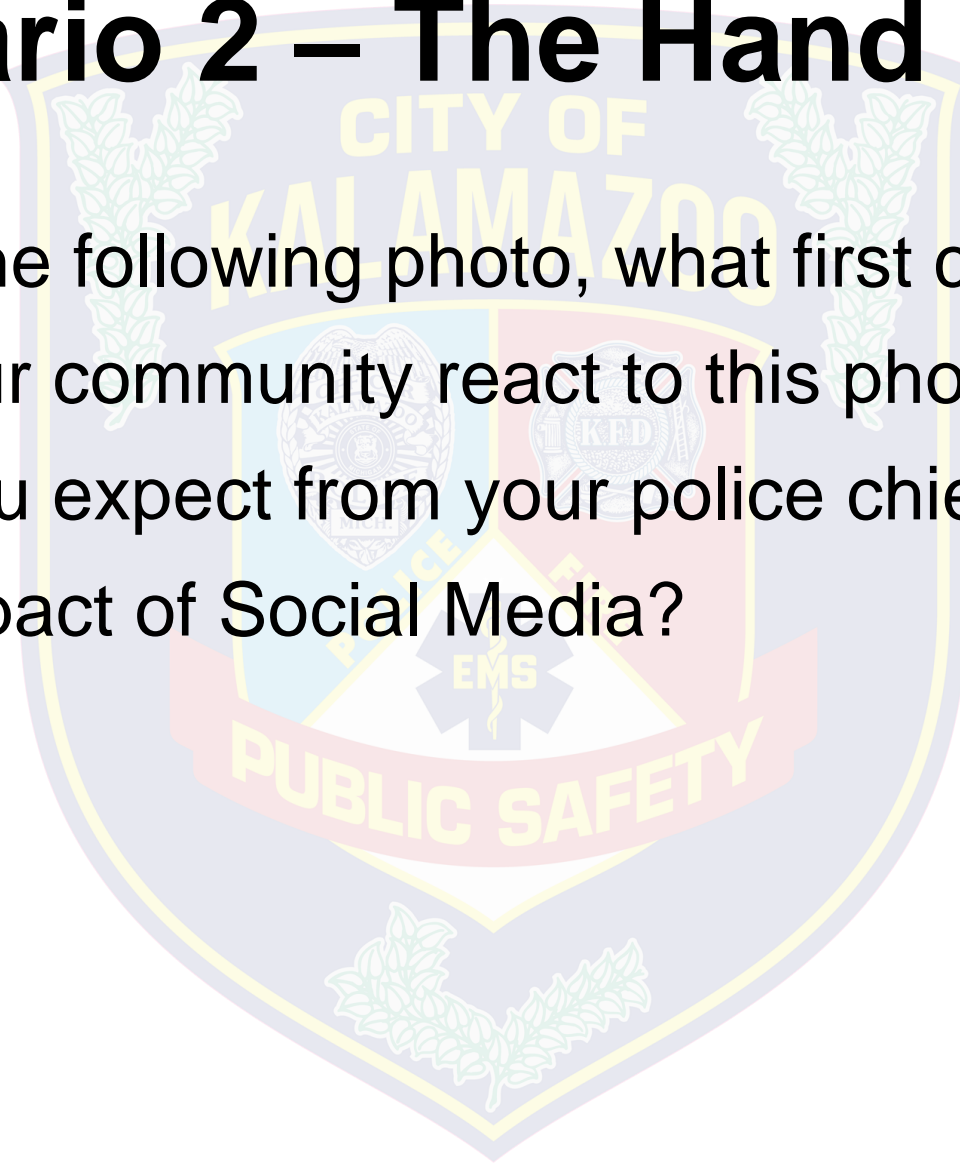
# Scenario 2

# The Hand Gesture



# Scenario 2 – The Hand Gesture

- After viewing the following photo, what first comes to mind?
- How would your community react to this photo?
- What would you expect from your police chief?
- What is the impact of Social Media?





Kalamazoo Public Safety

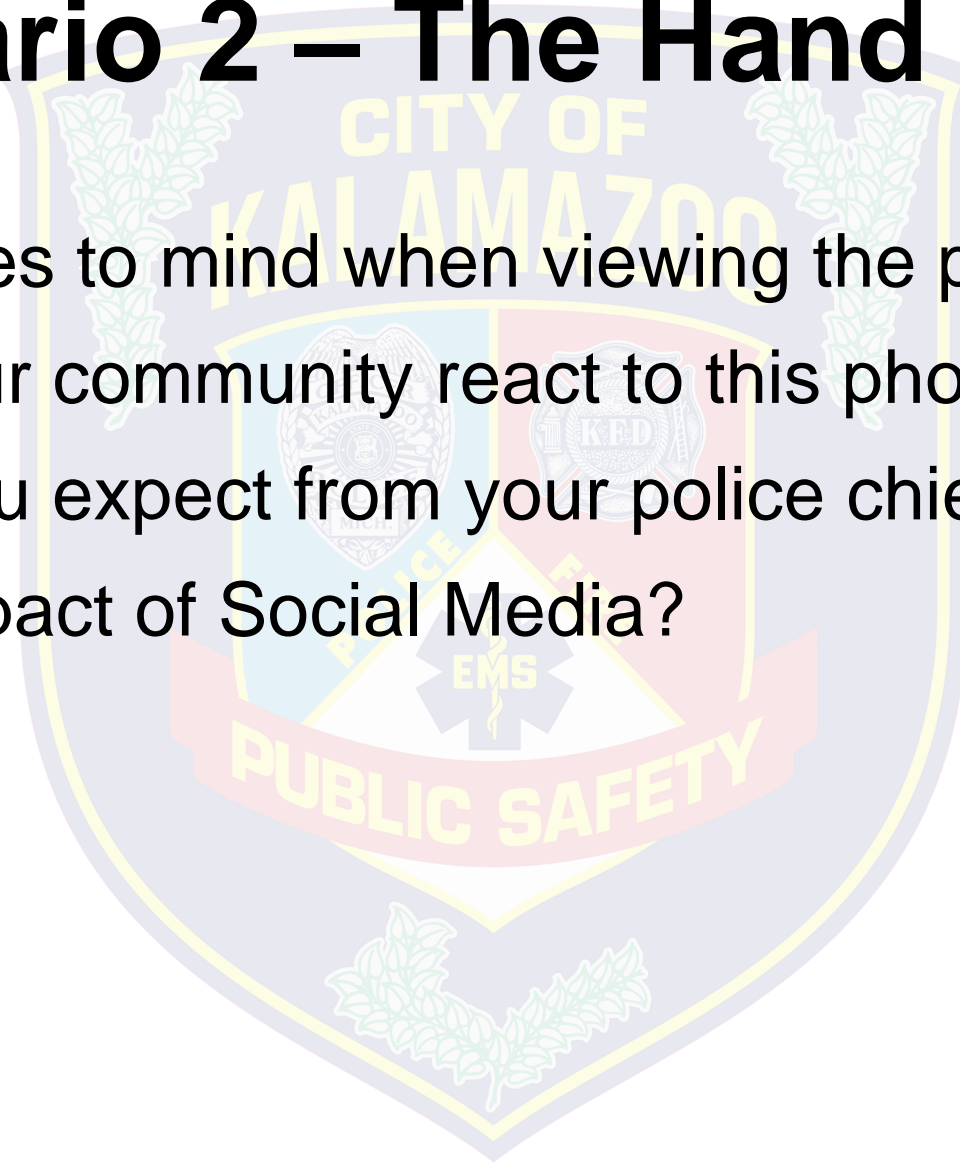
**POLICE**

A news anchor, a Black man with glasses, wearing a dark suit, white shirt, and tie, is shown from the chest up. He is looking slightly to the left of the camera with a serious expression. The background is a blue studio set with a large graphic on the left. The graphic features a stylized '8' and the text '24hour news 8'.

24hour  
news 8

# Scenario 2 – The Hand Gesture

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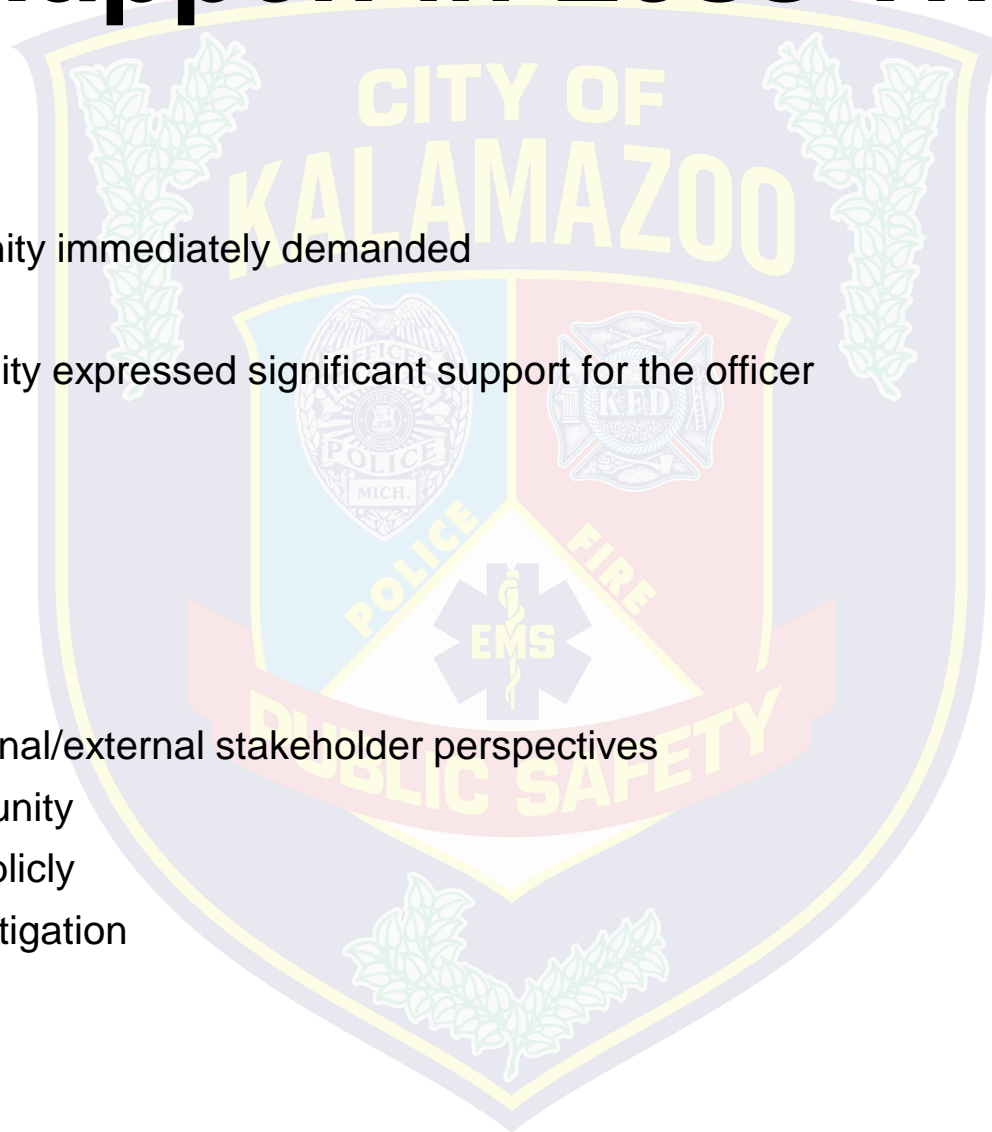
# A Lot Can Happen in Less Than 2 Seconds

## Response from Community

- Press conference/rally
- Some members of community immediately demanded that the employee be fired
- Other members of community expressed significant support for the officer

## Response from Department

- Attempted to balance internal/external stakeholder perspectives
  - Open letter to community
  - Supported officer publicly
  - Formal internal investigation



## Officer making 'threatening' gesture should have known better: Kalamazoo official

194

Updated on July 31, 2016 at 8:23 AM, Posted on July 30, 2016 at 1:20 PM



By [John Tunison](#)

 **King Mansa Musa** added 4 new photos.  
*poli* 15 hrs · 🌐

So while standing outside the barbershop waiting for my turn I captured this..... "Feeling threatened"



This Facebook photo showing a Kalamazoo Public Safety officer's gesture to a bystander is causing a social media firestorm (Courtesy photo)

KALAMAZOO, MI -- A county official has scheduled a press conference



**Scenario 3**  
**Citizen Broadcast**  
**Internationally**

UNIVERSITY OF LONDON  
IDEA FUSION

# Scenario 3 - Citizen Broadcast Internationally

- The police in your city shot and killed a man.
- This video is being shown on all news outlets, major and fringe.
- Social media suggests that major demonstrations are being planned.

<https://www.youtube.com/watch?v=Dih5ako1XI0>

*"He got out his car with his hands up to comply because the police told him to get out of the car. He got out the car and the book fell off his lap, the book he was reading. He got out the car and then he walked around his car to the back of his car. When he walked back there, when his wife was running down saying no, stop, don't do that, by the time she got right here to his car was they had done shot that man four times.*

*...It was not a black officer that killed him. It was a white officer that killed him. He was bald headed. The black officer came on the scene 15 maybe 17 minutes later. He was the one doing the CPR on him.*

*I actually saw the shooting. I saw the shooting and I saw that man die..."*

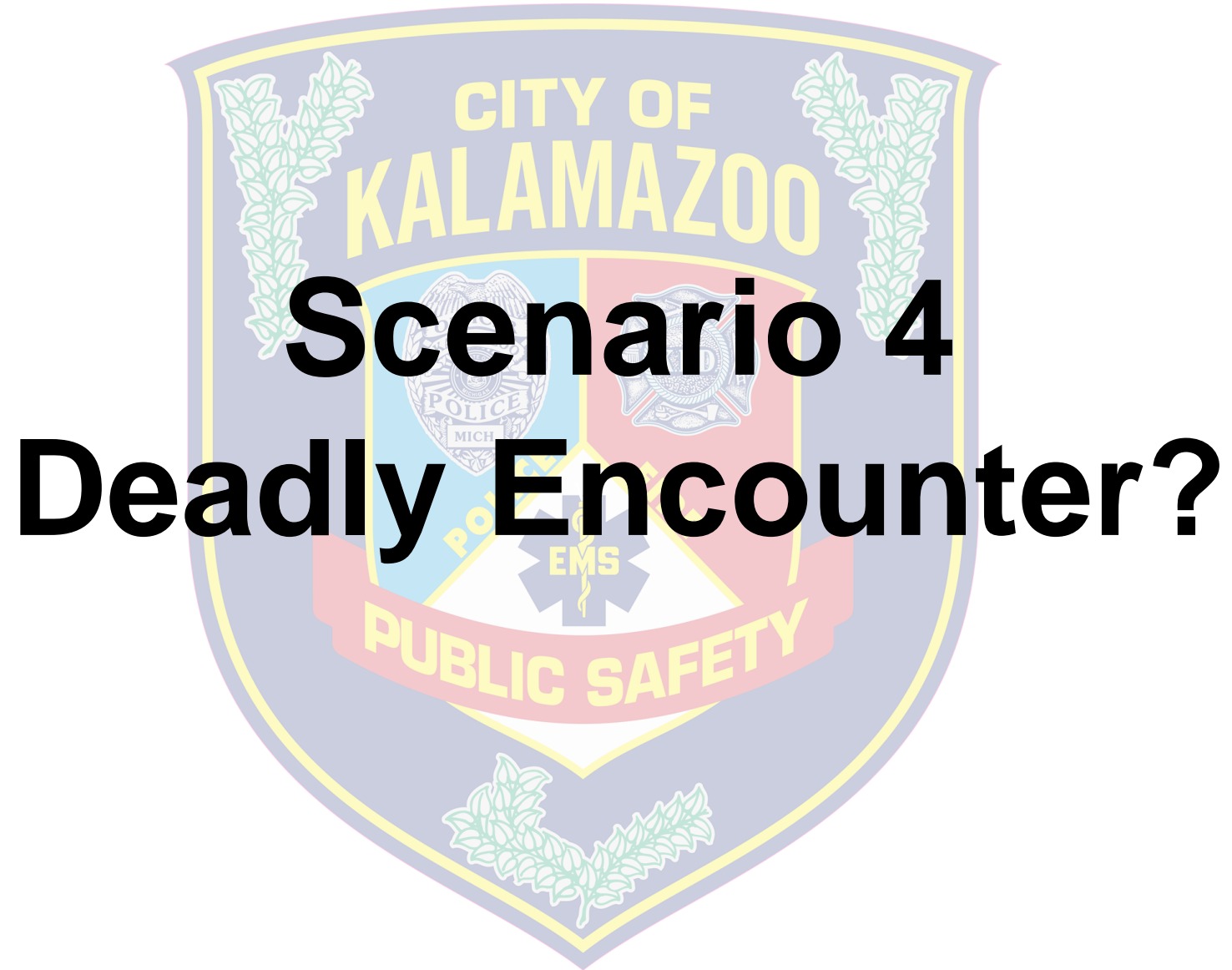
# Scenario 3 -- Citizen Broadcast Aftermath

- The police chief says that the woman in the video is completely wrong. The man shot was armed and presented an imminent threat to the police.
- There is police video of the incident.
- The mayor insists that the video be released.
- The police chief statutorily has exclusive prerogative on releasing video and says that it would be improper and unprofessional to do so before the investigation is complete. People should trust his explanation.



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# Scenario 4

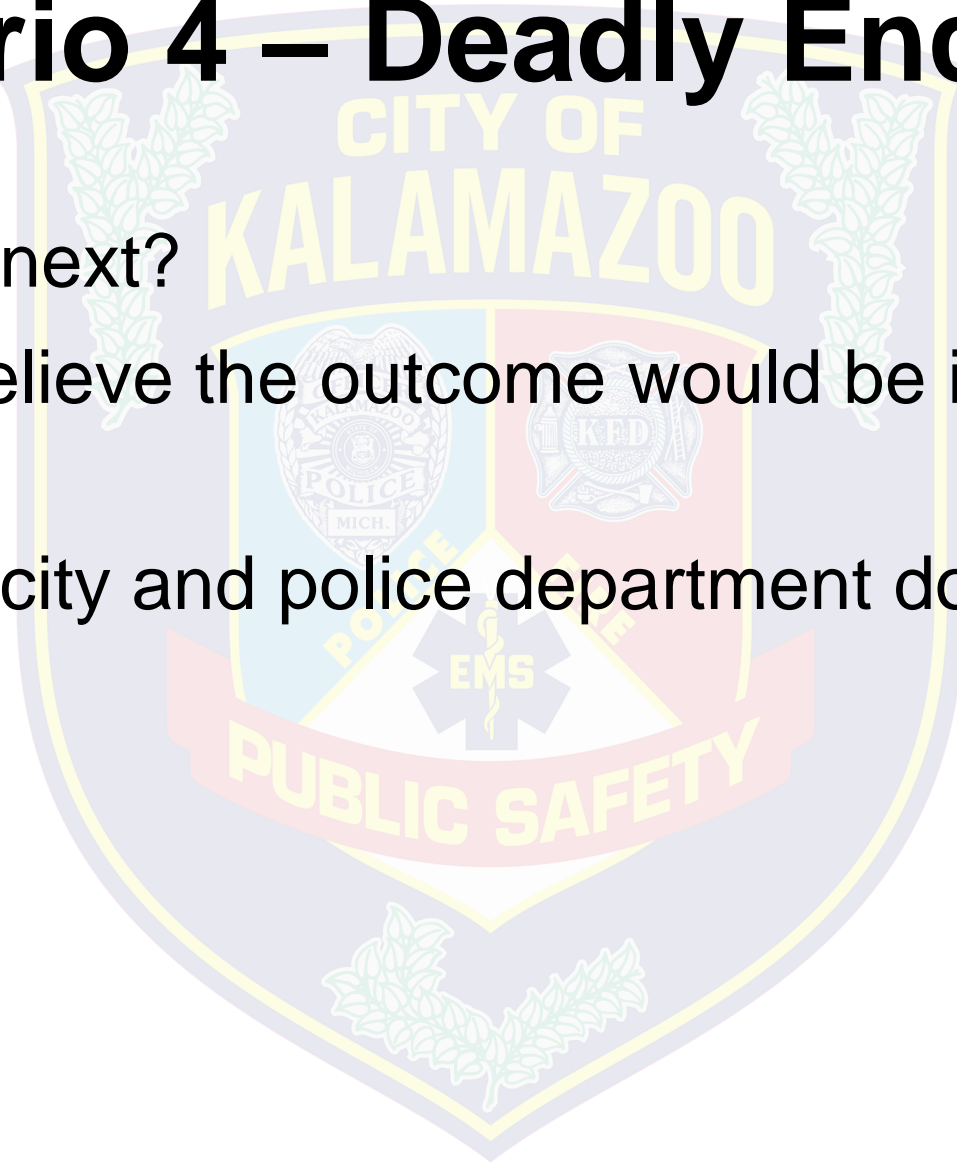
# Deadly Encounter?





# Scenario 4 – Deadly Encounter?

- What happens next?
- What do you believe the outcome would be if this was your department?
- What has your city and police department done to prepare for this moment?





# Strategies for Success



- Crisis Intervention Training (2009)
- Fair and Impartial Policing (2014)
- De-Escalation Training (2015)
  - Communication and Use of Force
- Foot Patrol Initiative (2015)
- Legitimacy and Procedural Justice Training (2015)
- Community Relationship Philosophy
- Body Worn Camera Deployment (2016)



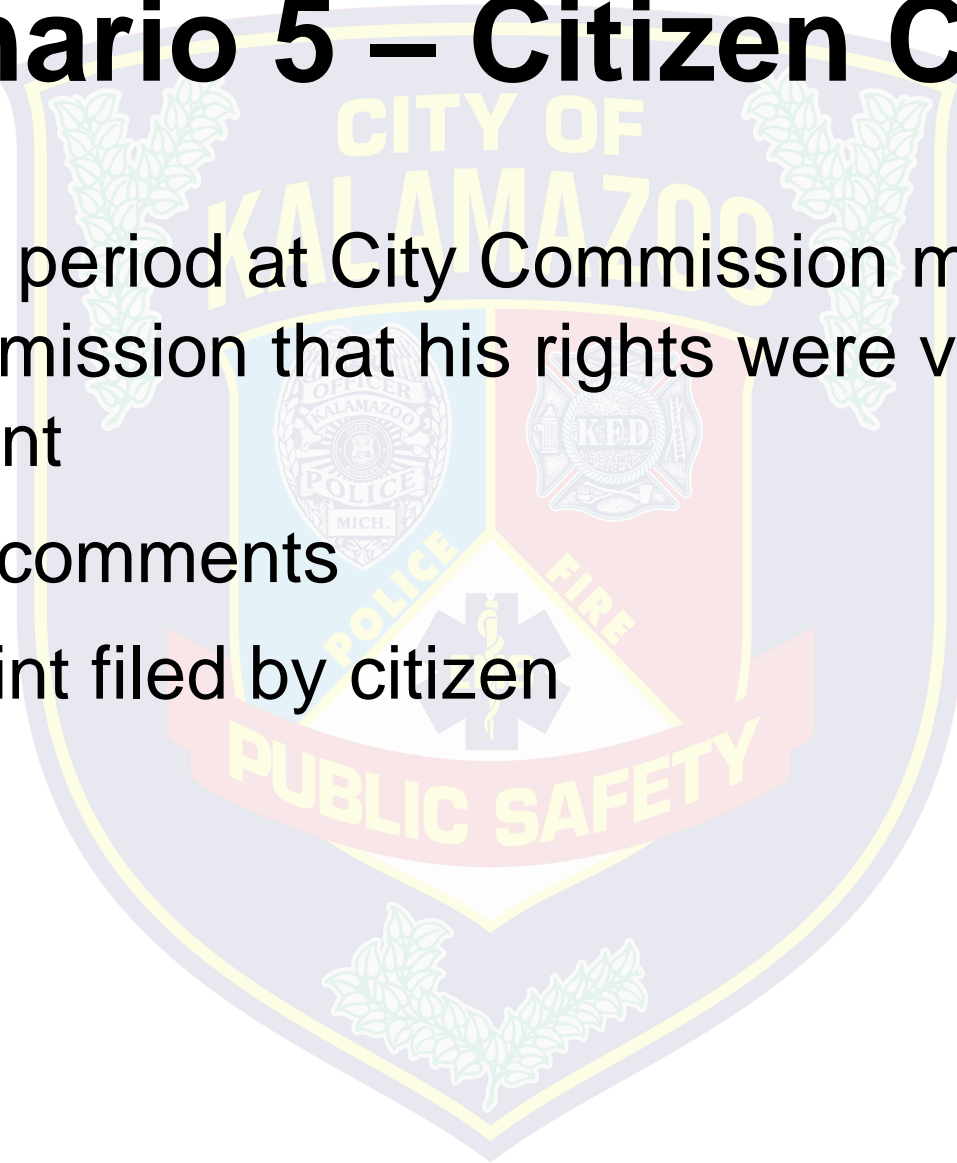
# **Scenario 5 Citizen Contact**



# Scenario 5 – Citizen Contact

During comment period at City Commission meeting, a citizen informs the Commission that his rights were violated by the Police Department

- Commissioner comments
- Formal complaint filed by citizen

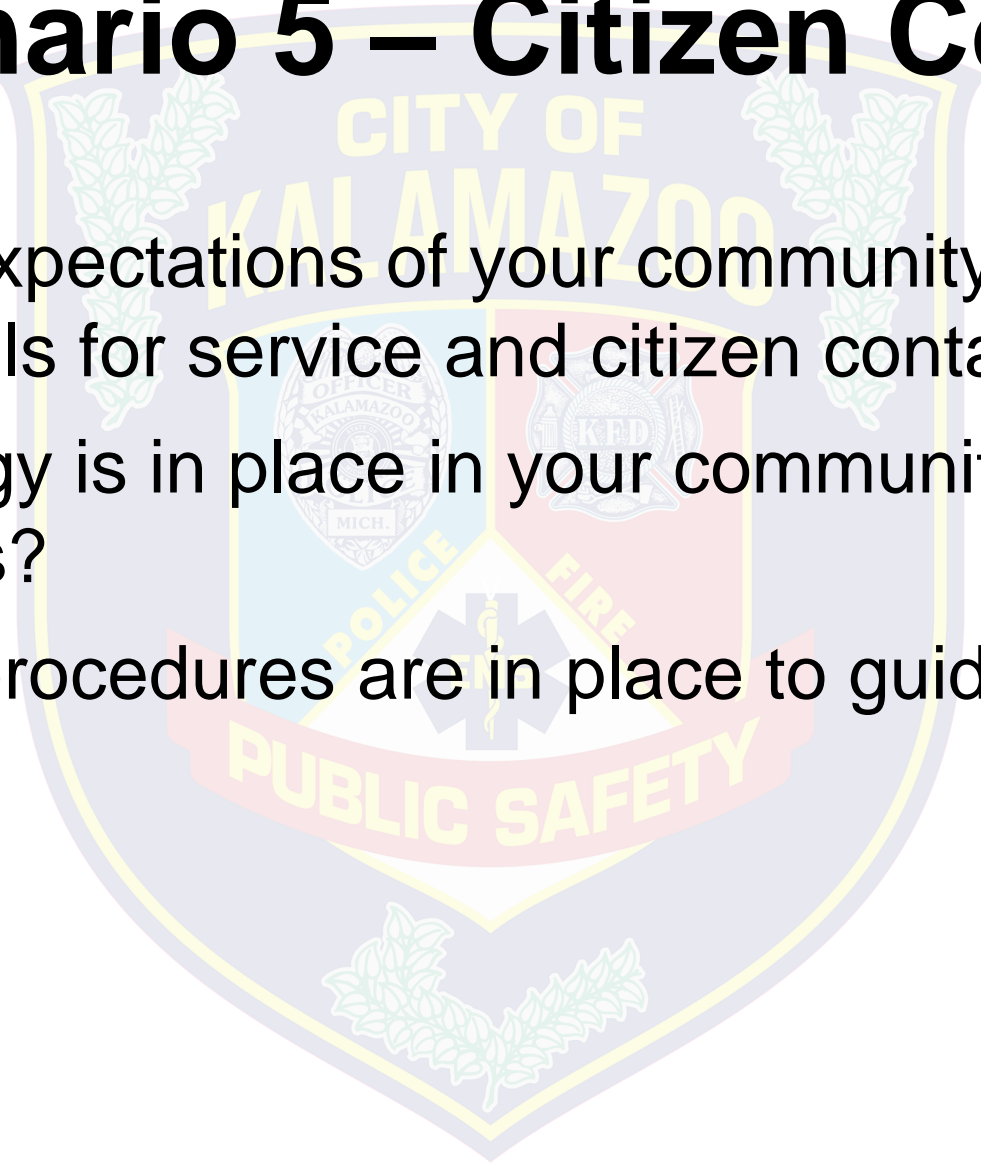




Kalamazoo City Commission

# Scenario 5 – Citizen Contact

- What are the expectations of your community relative to response to calls for service and citizen contacts?
- What technology is in place in your community to document citizen contacts?
- What policies/procedures are in place to guide your employees?





**Call for service:**



# Scenario 6 - A Plea for Justice

- The police shoot an African-American man.
- Video over the legitimacy of the shooting is ambiguous.
- The police are adamant that the man posed a threat.
- Significant segments of the community and some Council Members are insistent that this is just another example of over reaction to African-American men, who are being killed by police across the country.
- A large number of loud protestors fill the Council chamber at the next meeting with at least as many people unable to get inside.
- The following is one of the speakers.

City Council meeting, starts at 50:05, end at 52:20



Zianna Oliphant :

*“I come here today to talk about how I feel, and I feel like we are treated differently than other people, and I don’t like how we are treated. Just because of our color doesn’t mean anything to me. I believe we are black people, and we shouldn’t have to feel like this; we shouldn’t have to protest because you all are treating us wrong. We do this because we need to and have rights. I been born and raised in Charlotte, and I never felt this way until now. It is a shame that our fathers and mothers are killed, and we can’t see them anymore. It is a shame that we have to go to their graveyard and bury them, and we have tears, and we shouldn’t have tears. We need our fathers and mothers to be by our side.”*

# Scenario 6 - Questions

- What role would you play at the Council meeting?
- What do you do after the meeting...
  - With the Mayor and Council?
  - With the Police Chief?
  - With other department directors and city employees?
  - With the community?
- Should the city follow-up with the young girl?
  - Why? Why not?
  - If so, who and how?



Charlotte, North Carolina

**CHARLOTTE POLICE SHOOTING**

**9-YEAR-OLD GIRL'S EMOTIONAL PLEA TO CHARLOTTE CITY COUNCIL**

CNN

8:52 PM PT

0:10 / 3:45

CNN TONIGHT

<http://www.cnn.com/videos/us/2016/09/30/zianna-oliphant-charlotte-city-council-sot-lemon-tonight.cnn>

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