

Contemporary Challenges for Public Safety Officials: Taking a Systemic Approach

NLC-RISC Staff Conference 2023

Chief Mike Ranalli (Ret.) Lexipol Program Manager



DISCLAIMER

The materials provided in this presentation are for general informational and educational purposes only. The materials are not intended to be and should not be considered legal advice or opinions. You should not act upon any information presented without first seeking legal counsel on your specific matter.

The use of information and video from actual incidents is only intended to enhance the training value of the content—not to discredit or criticize officers or agencies. Fact patterns cited are from press sources and/or from the relevant case law and have not been independently verified.

This session is being presented on October 23, 2023.

A dark, atmospheric photograph of several police cars at night. The cars are positioned in a line, with their red and blue emergency lights flashing, creating a strong glow against the dark background. The scene is slightly blurred, emphasizing the lights and the overall mood of urgency or law enforcement.

NO NEW WAYS TO MESS UP

WHO IS RESPONSIBLE???

NEWS

Former deputy Zachary Wester sentenced to more than 12 years in prison for drug planting



Karl Etters

Tallahassee Democrat

Published 6:20 p.m. ET July 13, 2021 | Updated 11:07 a.m. ET July 15, 2021

[View Comments](#)



Zachary Wester sentenced to more than 12 years in prison | Video

Zachary Wester sentenced to more than 12 years for drug planting *Tallahassee Democrat*

WHAT HAPPENS WHEN WE DON'T TAKE CARE OF OUR OWN BUSINESS?



Topics > Suspect Pursuit

Wash. Senate

Bill increases the areas
communication requiren

Mar 10, 2023

By Laurel Demkovich
The Spokesman-Review

OLYMPIA, Wash. — Police officers
limited their ability to pursue crim

The controversial bill that passed
person in the car has committed
driving under the influence offenses

Virginia Be Knock Sear

October 29, 2020

By Nathan Diller



Gov. Northam announced the s
Tyrone Turner/DCist/WAMU

Gov. Ralph Northam
bans no-knock sear

Restrict Colorad

At least 22 per

Hannah Metzger hannah



After hundreds of protests
Sen. Cory Gardner on Sej
Breonna Taylor case.

Kathryn Scott

Citizens in Mich. city can report officers if they violate new traffic stop law

Citizens can file a complaint if they feel the officer violated the new ordinance; an
internal review of the complaint will determine if disciplinary action is warranted

Yesterday at 12:04 PM

By Sarah Roebuck
Police1

ANN ARBOR, Mich. — Citizens in Ann Arbor can file a complaint if they feel an officer has violated an ordinance
that prohibits police from conducting traffic stops for some minor traffic violations, according to MLive.

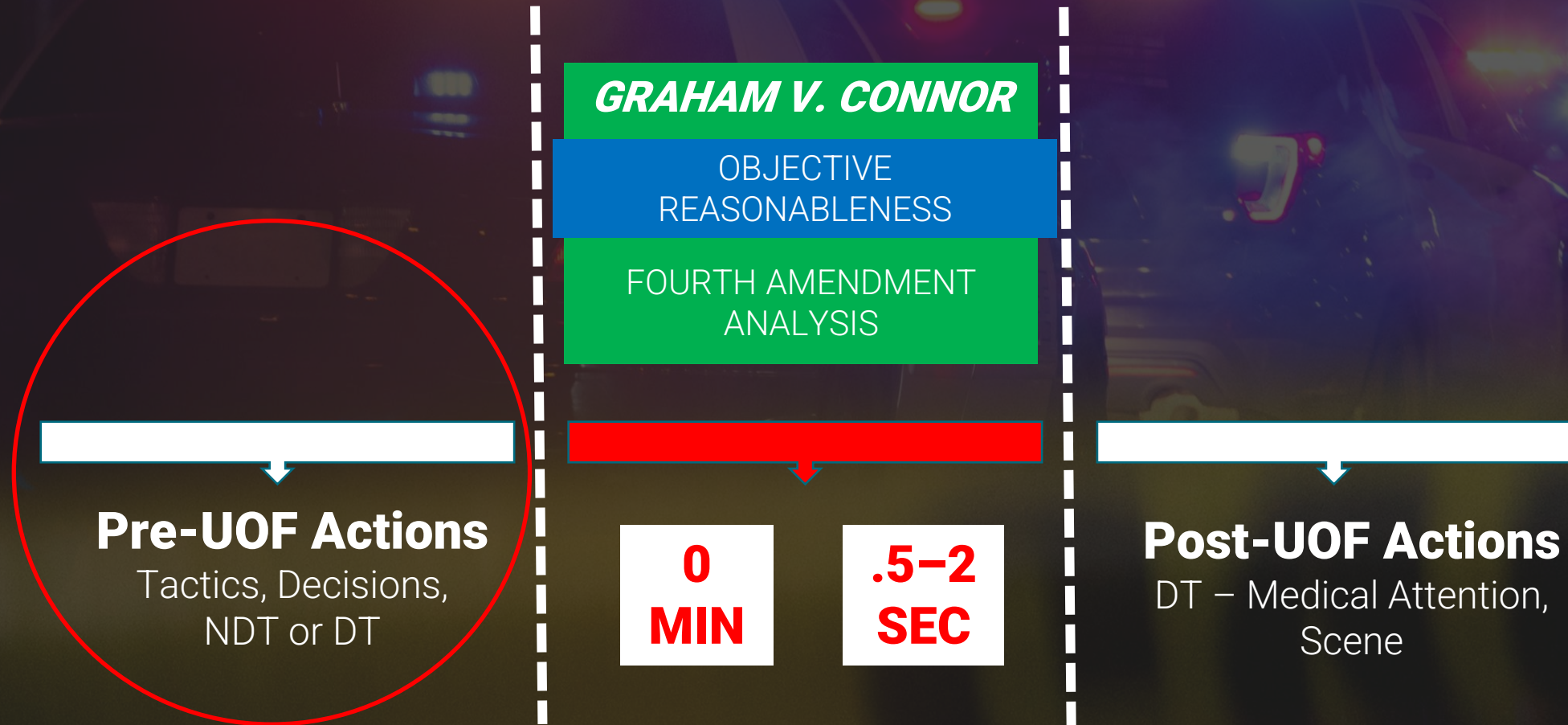
The minor traffic violations that fall under the new driving equality ordinance include cracked windshields, objects
hanging from the rearview mirror, loud exhaust, expired registration tags on its first read and cracked taillights.

Citizens who are pulled over for any violations against the new order can file formal complaints against the city. If a
driver feels the traffic stop was in violation of the law, they can file a complaint through the Independent
Community Police Oversight Commission, which is a citizen-led body that oversees the Ann Arbor Police
Department, or they can file a complaint directly with the police department.

Once a complaint is filed, an internal department review will determine the facts and whether officer discipline is
warranted. The police chief has the final say. The oversight commission can conduct its own review, but they do not
have discipline authority.

The punishment if an officer violates the ordinance has not been finalized.

DISCRETIONARY TIME (DT) VS. NON-DISCRETIONARY TIME (NDT)



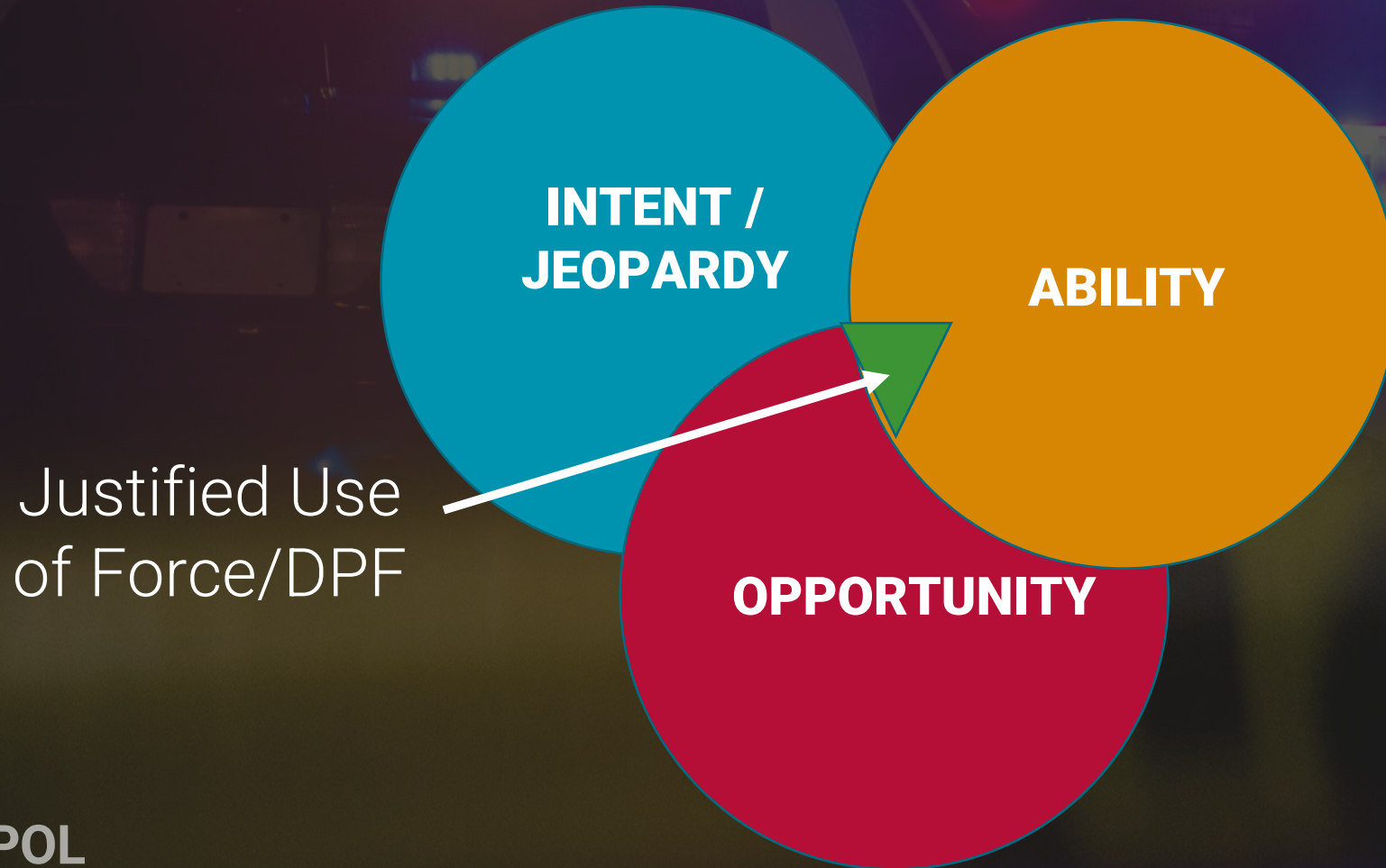
IS FORCE NECESSARY?

**INTENT /
JEOPARDY**

ABILITY

OPPORTUNITY

IS FORCE NECESSARY?



IS FORCE NECESSARY?

**INTENT /
JEOPARDY**

ABILITY

OPPORTUNITY

Officer Safety = Prevent or Remove Opportunity = Time

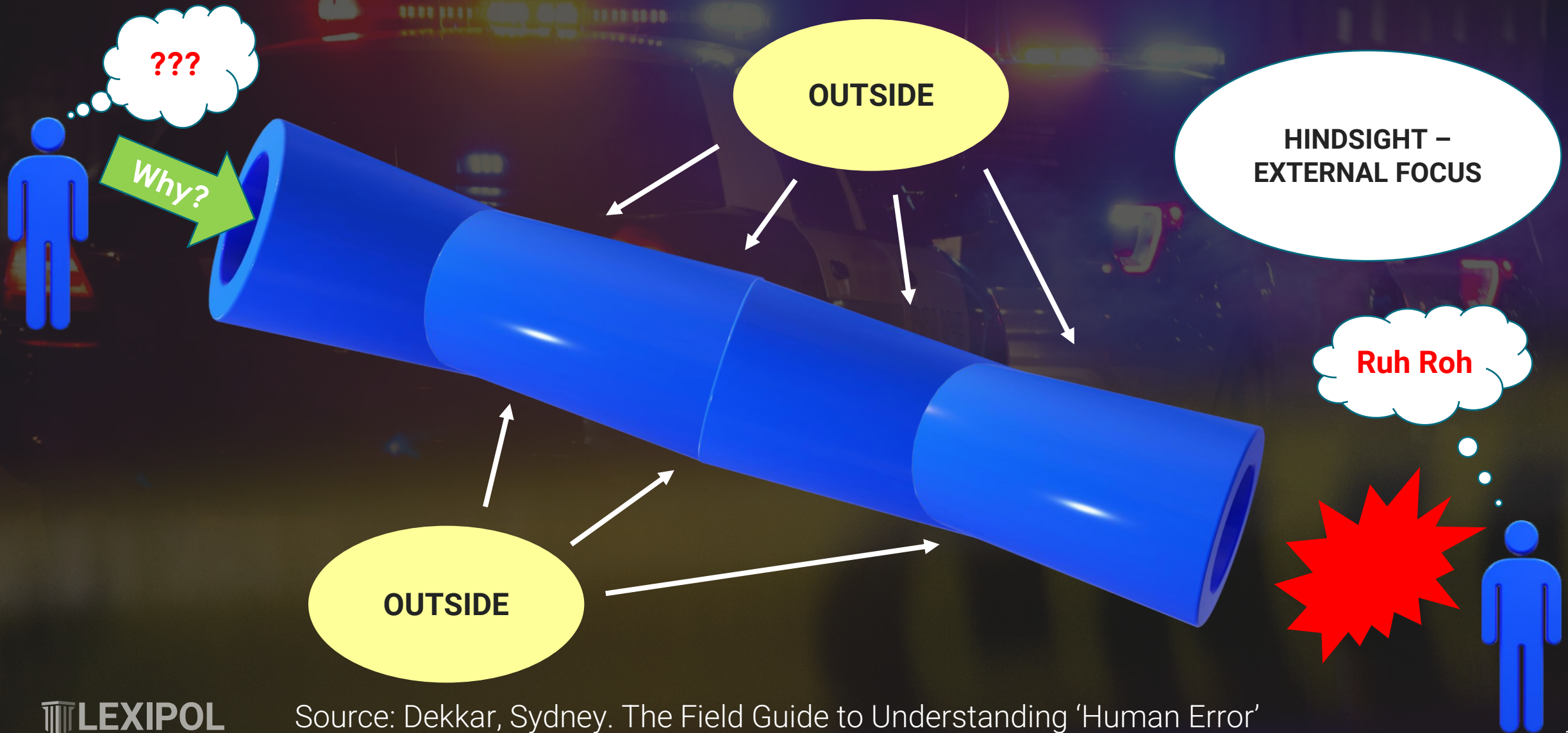
WHAT ARE THE ROOT CAUSES?



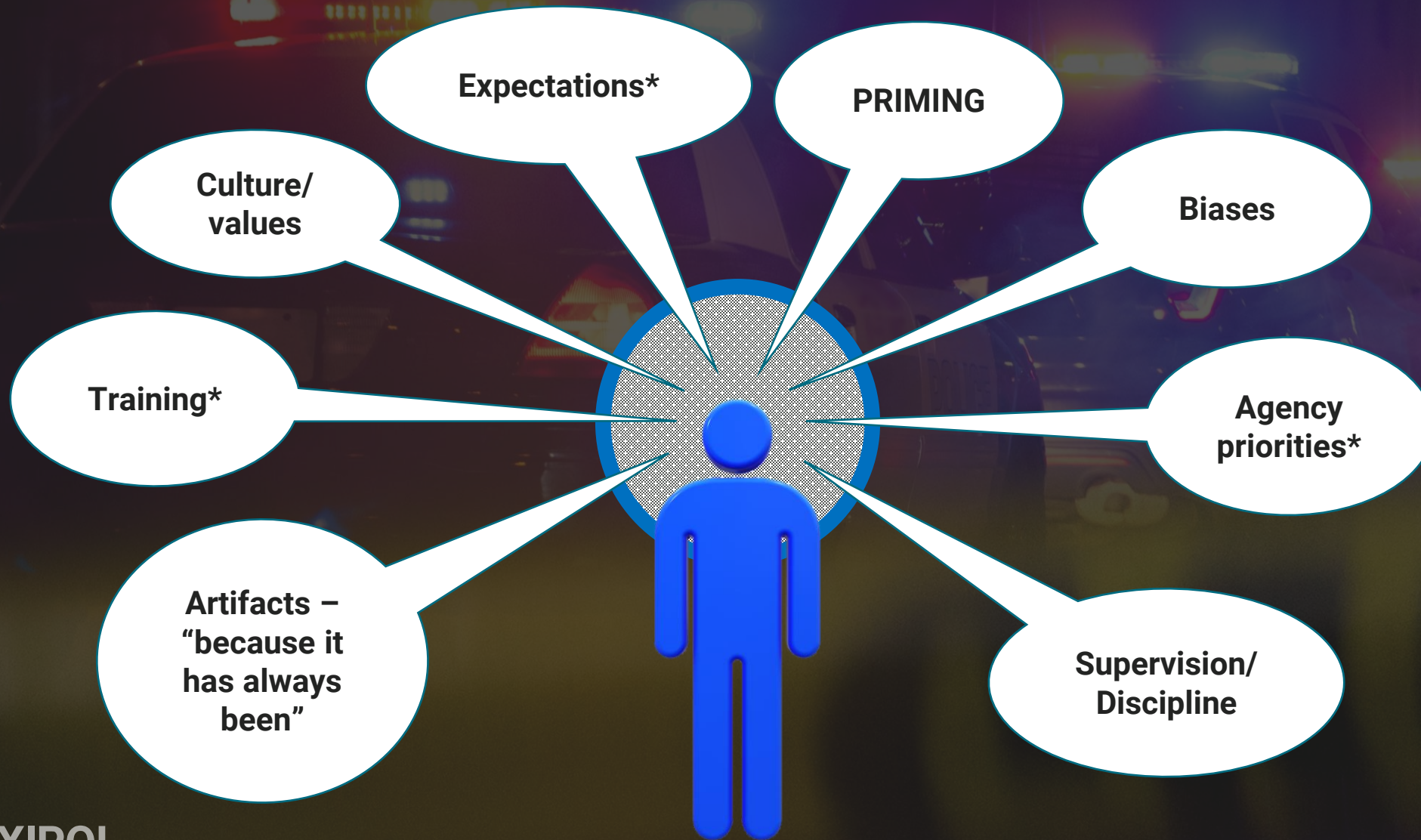
WHAT ARE THE ROOT CAUSES?

- The PROCESS of determining CAUSE or – more importantly – discovering issues BEFORE there is a problem (proximate and root) is crucial to the prevention or mitigation of similar incidents
- Otherwise, flawed conclusions may result in flawed or inadequate responses – BLAME is easy and counterproductive from a systemic organizational perspective
- This process is the same in any incident analysis
 - ask the WHY – could this happen here?

PROPER FOCUS: WHO OR WHY? CAUSE OR SYMPTOM?



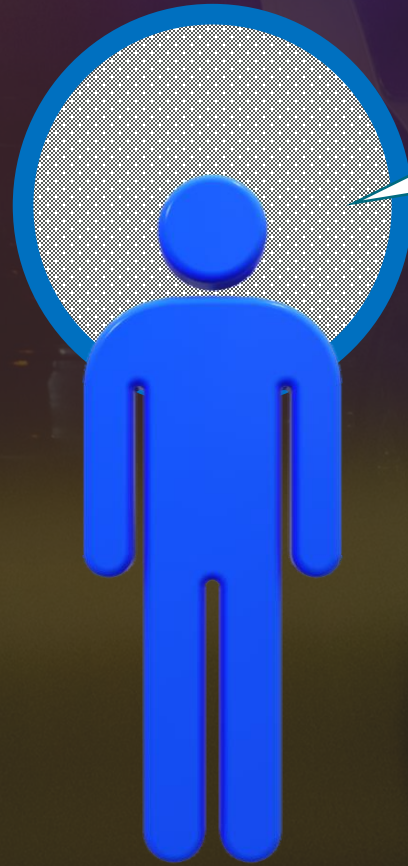
WHAT DID THE OFFICER “SEE”? *INSIGHT*



THE DEATH OF JUSTINE RUSZCZYK-DAMOND



WHAT DID THE OFFICER “SEE”? TRAINING ARTIFACTS



Ambush training
= limited options

WHAT DID THE OFFICER “SEE”?

Hmmm, what do I *know*?

What options do I have?

Perspective or purpose
of persons involved?

Adaptive training =
unlimited responses -
adapt to known facts

"FIVE PILLARS" ROOT CAUSATION



CHALLENGES TO BECOMING A LEARNING ORGANIZATION

- Doing things “because it’s just the way it has always been” — but why?
- Failure to integrate duty to intercede into culture — not just about the LEGAL requirement — ABLE a valuable tool
- Difficult to overcome natural defense mechanism — *“It’s not our fault!”*
- No longer recognizing that current practices and procedures have deviated from established rules

NORMALIZATION OF DEVIANCE (aka DRIFT)

Normal or acceptable practice

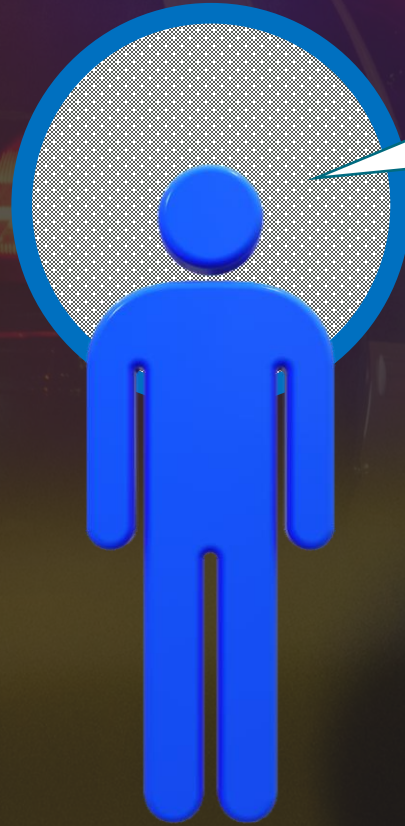
- Flawed priorities
- Shortcuts
- Lack of training
- Insufficient supervision
- NOBLE CAUSE

"Drift" becomes new normal – proper way forgotten or ignored

SAFETY PRIORITIES

1. Hostages/victims
2. Innocent bystanders
3. Public safety personnel (Police, EMS, Fire)
4. Suspect(s)
5. Drugs/evidence

WHAT DO OFFICERS “SEE”?



Drug warrant – Cool!
No-knock warrant!!

WHAT DO OFFICERS “SEE”?

Hmmm, what do I *know*?

What other options do I have?

What do I **NOT** know about the home?

Adaptive training =
adapt to known facts
and alternatives



Why is accreditation important for LE?



Strengthen community relationships
through accountability
and transparency



Reduce risk by
demonstrating
adherence to best
practices



Enhance professionalism
with training built on high
standards



Reduce costs through
lowered premiums and
operational efficiencies



Achieve operational and administrative goals with
uniform directives

How Does An Agency Become Accredited: 5-Step Process



ENROLLMENT

For each accrediting body, there is an enrollment process where agencies choose accreditation program, review requirements, pay fee, and submit application. Accrediting bodies sometimes offer training to newly assigned accreditation managers to help them understand the specific accreditation process and what is required.



SELF-ASSESSMENT

Each accrediting body has a self-assessment phase, where departments conduct a thorough internal review of policies and practices against accreditation standards.



PROOFS OF COMPLIANCE

When the agency feels they can demonstrate compliance with a particular standard, they gather compliance files.



ONSITE/FINAL ASSESSMENT

Trained assessors from the accrediting body conduct an onsite assessment and provide a report detailing the findings and recommendations for improvement. Based on the report, the accrediting body will make a decision on whether to grant accreditation.

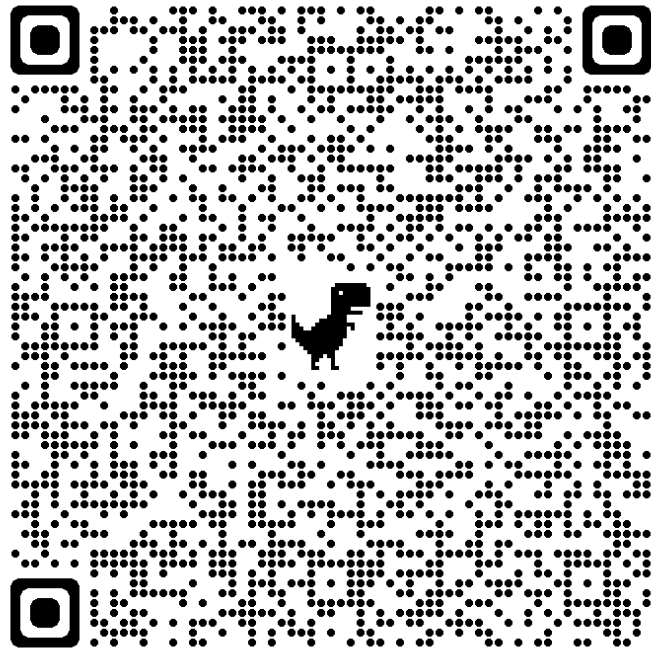


REACCREDITATION

Once accredited, the agency must maintain compliance with the standards on an ongoing basis and undergo periodic re-assessments to maintain its accreditation status. Most accrediting bodies re-accredit every two to three years.

Recruiting and Retention Challenges

-
- ***Stressed and Short Staffed: Challenges Facing First Responders and the Impact on Community Safety***



Recruiting and Retention Challenges

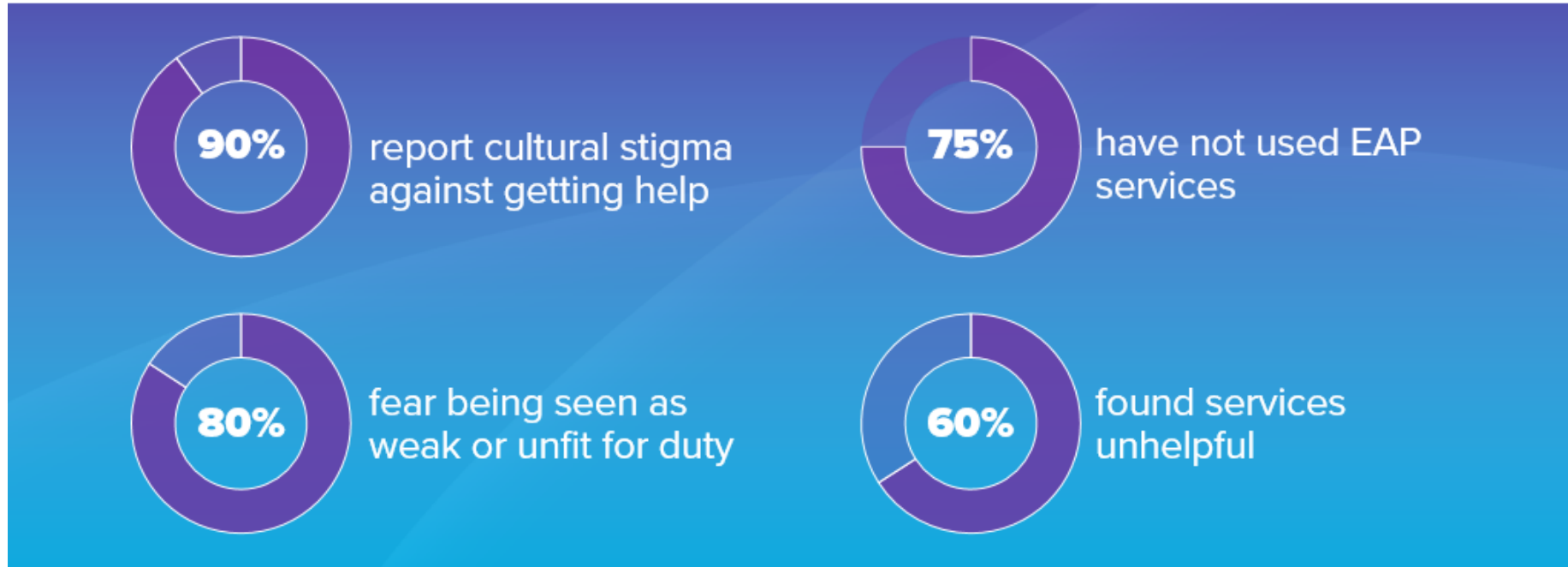
POLICE OFFICERS



GE LINE DO NOT CROSS

Wellness Programs

Barriers to Getting Help



Sources: Fraternal Order of Police, International Association of Fire Fighters

For More Information/ Resources

www.lexipol.com/webinars/

- Various webinars on contemporary issues

www.lexipol.com/todays-tip/

- Gordon Graham on critical public safety issues

<https://www.lexipol.com/author/chief-michael-ranalli/>

- Articles on contemporary public safety issues

Questions?

Chief Mike Ranalli (Ret.)

949-281-3907

mranalli@lexipol.com

