



# MNPD NEWSLINE

THE OFFICIAL EMPLOYEE NEWSLETTER OF THE MNPD

July 17, 2015

## News from the Chief



On July 1, I invited all members of the department to share the interpretation/analysis of the statement, **“Organizational culture eats policy for lunch.”**

Your responses continue to come in. If you care to share yours, it's not too late.

With rare exception, the responses received to date have been very informed, insightful, inspiring and articulated in a very thoughtful manner. It is also very inspiring and encouraging to see how well written the responses have been. Your English composition teachers from the past would be very proud.

I must admit that your responses and analysis were much more perceptive than my initial understanding as to the gravity of this statement. Many of you correctly identified this statement as being excerpted from the report from The President's Task Force on 21<sup>st</sup> Century Policing (page 11). The text from page 11 is as follows:

*There's an old saying, “Organizational culture eats policy for lunch.” Any law enforcement organization can make great rules and policies that emphasize the guardian role, but if policies conflict with the existing culture, they will not be institutionalized and behavior will not change. In police work, the vast majority of an officer's work is done independently outside the immediate oversight of a supervisor. But consistent enforcement of rules that conflict with a military-style culture, where obedience to the chain of command is the norm, is nearly impossible. Behavior is more likely to conform to culture than rules. The culture of policing is also important to the proper exercise of officer discretion and use of authority, as task force member Tracey Meares has written. The values and ethics of the agency will guide officers in their decision-making process; they cannot simply rely on rules and policy to act in encounters with the public. Good policing is more than just complying with the law. Sometimes actions are perfectly permitted by policy, but that does not always mean an officer should take those actions. Adopting procedural justice as the guiding principle for internal and external policies*

*and practices can be the underpinning of a change in culture and should contribute to building trust and confidence in the community.*

The first two times I read this report, the meaning and value of this statement did not resonate with me. It went over my head, unnoticed. The third time, something made it pop off the page. It was then I realized that this was a concept that I knew and understood, but would not have had the ability to articulate in such a succinct manner.

My eye is always on the future and where we need to be 5 and 10 years from now. Occasionally, however, moments like this give me pause to examine the past. There was a time we did not have the caliber of people we have today, both in the sworn and non-sworn ranks. There was a time when we did not serve the public in the manner we do today. When I was a rookie officer, one of the first things I was told by many older officers (and supervisors) was to “Forget everything you learned at the Academy, we’re going to teach you how to ‘pole lease.’” First, I was puzzled as to why they would elect to substitute two words for the one word that would more accurately describe the concept they were talking about. Second, even as a rookie officer, it seemed nonsensical that we would maintain a Training Academy to indoctrinate new officers with the latest policies, procedures and law enforcement techniques, only to be told to forget everything learned over the last six months. Clearly, as this same statement was repeated to me many times, the message being conveyed to me was:

- We are going to do things we way we have always done them.
- We are going to do things in a manner that best suits our purposes and not necessarily the purposes of the public.
- They can make all the policy they want, we are going to do what we are going to do.

Those days certainly exemplify the statement I asked you to give your thoughts about—**organizational culture eats policy for lunch**. The culture of the MNPd was eating the policy of the MNPd for lunch—and for breakfast, dinner, and a late night snack.

As I have said previously, we, today, are where we need to be as a police department. The public is very satisfied with the work you are doing. We have to take into account, however, that we need to evolve with the times. The way we do things now will likely not be the way we need to serve the public 5 and 10 years from now. That is why we have formed a steering committee comprised of both sworn and non-sworn colleagues to work our way through the report of the President’s Task Force on 21<sup>st</sup> Century Policing. Through this committee, the entire department will have the opportunity to be involved in the process.

Again, I was overwhelmed by the very insightful comments and analysis in the responses submitted. Maybe the most inspiring response was the very simple, “You made me think.” That is what we have to do for the future. The expectations of the public are constantly increasing. Much thought, from everyone in the department, will be needed to formulate the procedures that will be necessary to meet those expectations.

Most of my best thoughts come from other people. Thank you for helping us form the thoughts that will shape our future.

Below are excerpts from some of the responses you have submitted:

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The phrase implies that policy is at the mercy of the organization's culture. By its very nature, organizational culture tends to determine the efficacy of policies throughout the organization. Policy is much easier to change than culture. Policy can be changed in an instant, but culture takes time to develop through action and reaction; thus it is much more difficult to change. Organizational culture and policy can, and should be in harmony. Fostering a culture to accomplish this rests in the leadership's ability to create the culture within the organization to achieve the desired equilibrium.  
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It is difficult to determine the meaning of this quote, when the quote stands alone and not associated with an article. But my interpretation in the police arena is the organizational culture will sometimes over ride policy. As an older officer I have seen organizational culture do certain things that although not in policy it was ok because that's "the way we have always done things". But throughout my career in this department I have notice a shift away from that type of behavior  
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I was watching a COPS episode that was filmed in Nashville on TV a while back...in this particular episode, a few officers were taking a subject into custody and one of the officers had a cigarette hanging from his mouth. It struck me as funny, because the thought of an officer walking around today with a cigarette in his mouth is unbelievable.  
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Organizational culture and integrity go hand and hand in police departments. Just as we train muscle memory with our tactics so should we build a system of shared values that govern our behavior, even when no one is around; sort of an ethics muscle memory. That is "organizational culture" as I see it and when you have that foundation in place, the policies are eaten for lunch because you know the right thing to do and you do it because you want to be a better person, not because you don't want to get in trouble.  
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"Organizational culture eats policy for lunch," yes it usually does, all day and every day. "Organizational Culture," also eats young officers for lunch. "Organizational Culture" can cripple a police career. I was a young officer with a few years on the police department, and made the biggest mistakes of my career. The mistakes I made where not mistakes when looking at them through the rose colored "Organizational Culture" glasses but they were huge when looked at through policy. My mistakes were glowing when viewed through departmental policy and never was I more embarrassed. I came on the police department when the culture was

“Whatever it takes,” and I bought into this mentality, and it was reflected in my policing. I had supervisors that would literally sign the 108 and give back for me to fill out after the arrest was made.” I had supervisors that you would only see at roll call, and if you had a question you would not bother them, but rely on the senior officer for the answer. These supervisors were some of the most liked, and everyone wanted to work for them. I made poor decisions, and a lot of these decisions were based on the “Organizational Culture,” on the police department at the time. These supervisors were the leaders, and they would perpetuate this “Organizational Culture,” that was in direct conflict with departmental policy. This culture changed and it needed to, but for me it was too late. I view policy now, using the analogy of an umbrella that I and my officers want to be protected within policy. I often tell my officers now, that I was stupid and I thought I knew everything, but needed someone to bring me in under this umbrella of departmental policy. When I came on the police department you carried around the policy in large books in the trunk of your police car, they were so close but yet you were so far away from them. “Organizational Culture” however was always with you. As a young officer you would hear, forget about what you learned in the police academy, you are on the streets now, and the real learning begins. A supervisor would bring you in and inspect your policies to make sure you had signed for them. These policies were rarely discussed and less time was spent on analysis or application. The times and I have both changed, and it was necessary. As a leader now, I take every moment for a little preventive maintenance with my officers. As part of this maintenance we discuss policies, and if I ever see any resemblance in them of my younger me I root it out. No longer can officers adopt the mentality of, “Whatever it takes,” but actions should be guided by policy and not the ever changing “Organizational Culture.” I firmly believe in the quote, “In my view, good police work is something far different from catching the criminal at any price, It is equally important that the police, as guardians of the law, fulfil their responsibility to obey its commands scrupulously, for in the end life and liberty can be as much endangered from illegal methods used to convict those thought to be criminals as from the actual criminals themselves.” *Spano v New York, 360 U.S. 315, 320.*

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Organizational culture eats policy for lunch to me means that a conditioned mindset will not be changed by policy. The interpretation provided by the USDOJ of the majority of police officers having a warrior mindset that will not be changed by policy into that of a guardian style mindset

Each of us, individually, must constantly evaluate our contribution to the culture by evaluating and taking into account the public expectation

Years ago I watched a seminar conducted by a sheriff or chief from a department in South Carolina and it has stuck with me since. He described policy, laws, and the Constitution as an umbrella for police officers. This umbrella protects officers from civil liability, criminal liability, and helps to ensure justice for the guilty. Our policy grants us all of these protections. If someone decides to work outside this protective umbrella we find ourselves open to civil litigation sometimes personally and sometimes with the government we

serve. Certainly if someone decides to violate laws then they are subject to arrest and the end of their career. If we do not follow policy we have the potential to harm victims who expect us to follow policy to bring the guilty to justice. (Detective Furman in the O.J. Simpson case). This umbrella requires all personnel to work under it, support it, and to be content to have these protections. If your organizational culture does not do these things then the umbrella fails and the entire department, citizenry, and government suffer. This is similar to the illustration that an organization culture that doesn't have policy interwoven within it simply overrules policy and thus "eats it for lunch." We must all work to communicate and demonstrate the importance of policy to each other and to new officers on the department.

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At roll calls we always talk about how we must effectively communicate to the citizenry, so they understand what we are doing, why we are doing it, and how we are doing it. We want the citizens to understand our motives and what we are trying to accomplish with them – not in spite of them. We must have "buy in" from the citizens for us to be successful. I believe the same is true when dealing with our officers and supervisors. We must communicate effectively what we as an organization is doing, why we are doing it, and how we plan to do it. I also believe we need their input so they can feel they are part of it, and then policy and culture blend.

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This means taking different approaches to things that we have "always" done. Police officers, including myself, often resist change. We often resist change for no other reason than it is change. I do believe that it is time to analyze ourselves and find ways to improve our service to the community. As I read the report, I felt a sense of pride, because we have already implemented most of the action items and recommendations that have been set forth. We are definitely ahead of the curve. However, that does not mean that we can sit back and be content with our accomplishments

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As Officers we should be flattered by the high standards we are held. Society expects us to be flawless in all aspects of our jobs, and we should do our best to deliver.

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The culture of our organization is our personality and character. This means each person in the department shapes and forms our department's personality/culture. We show our culture/personality each time anyone in the organization has an interaction of any kind. These interactions, big or small, leave a lasting impression on all we interact with each minute. Some of the most crucial functions we have as an organization are to foster a culture professionalism, compassion, integrity, and transparency. This culture puts our strengths and weaknesses on display, which in turn holds us accountable for improving with each interaction. We have to strive to improve each day.

Cultures are carried over into all aspects of our lives. Anyone who has kids, learns how cultures influence and impact their kids very quickly. This is called the school of hard-knocks. Kids with homes that require discipline and responsibility develop and mature into individuals who willingly make positive impacts on the ones around them. I would contend that there is little difference in the organization and the family. I continually work on this in my own family and stumble often.

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By the nature and importance of the responsibilities law enforcement agencies have, there must be trust by the public we serve. By showing the public we have nothing to hide it can help us defeat the “us against them perception many may have” and ultimately further our goal to serve the public.

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For years a common phrase in Law Enforcement was “Protect and Serve”, but some agencies using this Motto and similar Mission Statements operated with an “Us vs. Them” mentality. It does not matter what phrase you hang on the wall or what policies are in the Manual if in the daily operations we accept or encourage behavior that is contradictory to our true mission and purpose; Reduce Crime and Improve Quality of Life within our Community. It is for this reason that it is the responsibility of every member of the organization to hold themselves and each other to the highest standards and treat everyone they encounter (including each other) with the same respect and quality of service we would want our family members treated with.

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I think back to when I was in the formative years of my police career and how I was susceptible to be influenced in some ways by this very notion. I know that my resolve to uphold the law and citizens’ constitutional rights was always sound. But, I remember an undercurrent of organizational culture in those days which subtly espoused that some ends justify some means. Maturity often comes with experience if you allow it. I’m a different person than I was a decade or even maybe a year ago. I’m so glad that eighteen years of police training, a law school education coupled with much more departmental and social awareness these days, has solidified in my mind the understanding that even a moderate dose of organizational culture is a cancer.

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We have policy and procedures that guide us along the 25, 30, 35+ year career, but we must adapt to the culture changes (i.e. social media, community interaction-CoCo’s, electronic crimes, etc.) along the way. If we policed now, like officers did 25 years ago, Nashville would be a disaster.

Below, please see a response from Sergeant Mark Byrne regarding a recent conversation across the Department about our future. One of the topics mentioned is how the public perceives us. Are we warriors or are we guardians, in the minds of our citizens?

Thank you all very much for your insight and for your dedicated work in serving Nashville's citizens and visitors today and in the years ahead.

From Sergeant Byrne:

*In a recent email, you asked for our thoughts, and you touched on the Warrior v. Guardian perception that we portray to the public.*

*Well, I thought that you might enjoy seeing this recent interaction as much as I did.*

*The scene was the Subway Restaurant in the Gulch on July 9, 2015, Officers Michael Douglas (pictured), Michael Schlegel and I were in the restaurant for a dinner break. In walks this three year old young man with his mother to use the bathroom. When he came out (his mother had not come out yet), he headed right to our table, and proceeded to have Officer Douglas re-tie his shoe!*

*All this while he talked candidly to us and explained that he was "just three!"*

*From this, there are several thoughts that came to my mind.*

*This young man and his family see us as the Guardian, and are willing to interact with us. His mother, an educator, has done a tremendous job with this little man. She has obviously taught him that we are his friends (or at least not his enemy).*

*That the image portrayed by our department is one that both deserves the trust of our city's citizenry, and one that has earned it. In today's environment, that is not an easy task, but it is one that should make every man and woman that makes up our agency very proud.*

Mark Byrne, Sergeant



## **Happenings**

### **Investigative Services Bureau**

From Deputy Chief Todd Henry:

POIIs and FTOs,

As many of you have already heard, the MNPD is forming a new unit within the Specialized Investigations Division, the Major Case Task Force (MCTF). This unit will concentrate on cases that call for investigative resources beyond those of individual precincts or divisions. The goal of the unit is to bring about a higher degree of case resolution and increased public safety. The MCTF will operate as an initiator of stand-alone investigations or as part of a collaborative effort involving multiple precincts, divisions or law enforcement agencies within adjacent/overlapping jurisdictions. The unit will be tasked to work on a variety of crimes to include, but not limited to: narcotics trafficking, gang-related crimes, firearms trafficking, murder, murder for hire, kidnapping, serial crimes, wire fraud, identity theft, and foreign or domestic terrorism.

The Major Case Task Force will be led by Sergeant Gene Donegan who brings extensive experience to the job. He will report to Lieutenant Mitch Fuhrer in the renamed Narcotics/Major Case Section of SID. To staff this unit, we are looking for a group of self-



motivated, intelligent, team oriented, articulate, and virtuous guardians who will bring their positive attitude and invest their time, talent, and training to this assignment.

Participation in the MCTF will require significant commitment and discipline as you will be expected to be available 24/7/365. The team members will be chosen by the MCTF chain of command based on a variety of attributes to include experience, training, attitude, disciplinary record, and potential. If you are interested in being considered for this assignment, please send a one page letter detailing why you would like to be chosen along with your resume of two pages or less, to Lt. Mitch Fuhrer in the Specialized Investigations Division by Friday, July 31, 2015.

### Odd Fellows

Members of the MNPD & Mayor Karl Dean on July 10<sup>th</sup> expressed their sincere appreciation to the Independent Order of Odd Fellows for the organization's 55 years of support to Nashville's police officers. Since 1960, the Odd Fellows honored officers who made outstanding criminal cases based on the original citing of traffic law violators. The Association donated more than \$50,000 in cash prizes over the years to officers judged to have made the best cases. The Odd Fellows decided to discontinue the award earlier this year due to issues beyond their control.



Retired MNPD Chiefs Joe Casey (1973-1989) & Emmett Turner (1996-2003) share a moment with Chief Anderson during the Odd Fellows ceremony.



### **Session 78 Welcome**

Mayor Karl Dean joined Chief Steve Anderson in welcoming 77 police officer trainees as they began five months of rigorous classroom and physical fitness work. This class is the 23<sup>rd</sup> and last to begin during Mayor Dean's eight year tenure. The men and women who graduate on December 17<sup>th</sup> will help ensure that the MNPD keeps pace with attrition and remains fully staffed.





## **Morningstar Sanctuary Golf Tournament**

Thursday's annual golf tournament benefiting Morningstar Sanctuary's domestic violence shelter was once again a major success. Members of the MNP and the Davidson County Sheriff's Office are among those who regularly support Morningstar's important work for the community.



**Pictured (l-r) are Hermitage Golf Course owner and Morningstar board member Mike Eller, MNP Captain and Morningstar board member John Drake, Morningstar Executive Director John Pugh, Sheriff Daron Hall, Morningstar Board Chair Linda Johnston, and Chief Anderson.**

## Battle of the Badges Blood Drive

Thank you to all who took the time to give the gift of life! This year the MNPD collectively donated 238 pints of blood.





### **Tennessee First Lady's Read20 Book Club**

Chief Anderson and Tennessee First Lady Crissy Haslam encouraged reading with kids at Buena Vista Freedom School.



## **Fugitive Safe Surrender Meeting**

Representatives from across government and law enforcement recently gathered at the North Precinct to plan Fugitive Safe Surrender which will take place on September 18<sup>th</sup> and 19<sup>th</sup> at Galilee Missionary Baptist church.



## **Citizen Police Academy**

Chief Anderson welcomed the latest members of the Citizen Police Academy at Madison Precinct. Session 31 began their 12-week run on July 6<sup>th</sup>.



## Presidential Visit

Chief Anderson met with officers assisting in President Obama's July 1<sup>st</sup> visit.



## Certifications

Three Metro Police canine teams earned Police Service Dog certification after logging approximately 450 hours of training.



**Pictured (l-r) are Officer Bradley Bracey & Canine Mojo, Officer Michael Hackney & Canine Scout and Officer Thomas Smith & Canine Haus.**

Eleven officers completed bicycle certification class in June.



### **Officer Graham Places First in World Games**

Officer Calvin Graham competed in the World Police and Fire games and placed **FIRST** in the 800 meter race and fourth in the 400 meter race.





## Precinct News

### East

Two men are charged with the June 22<sup>nd</sup> robbery of the Subway at 2420 Gallatin Avenue.

Russell Hudson, 26, is accused of entering the business just before closing and robbing two employees at gunpoint. He wore a red bandanna to cover his face. Hudson fled in a getaway car driven by his alleged accomplice, William Spivey, 22.

Investigation by East Precinct Detectives Mike Windsor and Barry Demonbreun led to the identification of Hudson as the gunman. Undercover Detective Demonbreun had arrested Hudson four days after the robbery for selling counterfeit heroin. Hudson and Spivey were known associates.

During interviews, Hudson and Spivey admitted their involvement in the hold-up. They are each charged with two counts of aggravated robbery.

Community Sergeant Mike Fisher conducted a safety seminar at Inglewood Baptist Church.



### Madison

Chief Anderson visited with children at the Madison Library as part of the Library Heroes summer event series.



## North

North Precinct detectives arrested Damion Perrin, 20, on a grand jury indictment charging him with first-degree murder and especially aggravated robbery for last November's shooting death of Nathaniel Kelly in the 1800 block of 14<sup>th</sup> Avenue North.

Officers responded to a shots fired call just after 11 a.m. on November 9, 2014. Kelly, 31, of Saint Louis Street, was found dead in the driver's seat of a parked car. The engine was still running. Cash and a bag of marijuana were recovered from inside the vehicle.

Investigation by Detective Andrew Davis and his colleagues led to the identification of Perrin, of 15<sup>th</sup> Avenue North, as a suspect in Kelly's murder. Work on the case continues to determine whether others were involved.

North Precinct detectives charged convicted robber Terry E. Fisher Jr. with criminal homicide for the January 8<sup>th</sup> shooting death of Andre Cooper during a home invasion robbery at Cooper's 3036 Kings Lane residence.

The investigation being led by Detective Drew Chouanard shows that Cooper, 26, was specifically targeted for robbery. Evidence was discovered that directly linked Fisher, 21, to the crime scene. The investigation is continuing and charges against others are anticipated.

Fisher, 21, pleaded guilty to robbery in March and received a nine-year probated sentence.

SWAT officers assigned to the Special Response Team arrested 19-year-old Christian A. Evans on a charge of criminal homicide for the May 31<sup>st</sup> fatal shooting of a fellow teenager inside Club Kilimanjaro at 1402 Artic Avenue.

Seventeen-year-old Brandon Williams was shot inside the crowded establishment at approximately 1:30 a.m. He was rushed to Vanderbilt University Medical Center where he was pronounced dead.

Investigation by North Precinct Detective Nick Kulp led to the development of Evans, of Constitution Avenue, as the possible gunman. Witnesses who viewed photo lineups then identified him as the shooter, leading to the issuance of a murder warrant.

Evans was convicted of felony aggravated assault on May 22<sup>nd</sup>, just days before the fatal shooting. He received a three-year probated sentence.

Community Sergeant Mitch Kornberg met with children to discuss the police department's role in the community at the Susan B. McJimpsey Center Summer Program.



## **Midtown Hills**

A Grand Jury indictment charging 1<sup>st</sup> degree murder and aggravated robbery has been issued against Shaquay Dodd, 18, for the August 22, 2014 fatal shooting of Jorge Garnica outside his apartment at 5242 Edmondson Pike.

Investigation by Midtown Hills Precinct detectives shows that Garnica, 20, was shot during a robbery.

Dodd is currently jailed in Bradley County on unrelated robbery charges. He will be returned to Nashville in due course.

Work on the case continues to determine whether others were involved.

The brave quick thinking of two teenage sisters led to the apprehension of a pair of burglars who broke into the girls' South Nashville home.

The 16 and 13-year-old sisters were by themselves in their Hill Road residence when they heard someone trying to break in through the back door. The girls retreated to their parents' room and immediately called 911. The 16-year-old stayed on the phone with a dispatcher and whispered what she was hearing as Midtown Hills Precinct officers rushed to the scene.

As officers arrived, they saw a maroon Ford Crown Victoria driving through the yard as the driver, Brian Tomberlind, 31, attempted to avoid apprehension. His accomplice, Carlos Murillo, 29, tried to flee the property on foot and was quickly apprehended.

Tomberlind drove to the 400 block of Hill Road, abandoned the car and ran into the woods. A police dog tracked Tomberlind to the area behind the Edmondson Pike library where he was taken into custody. Recovered from the car were musical instruments, a computer, a shotgun, jewelry and cash stolen from the Hill Road home.

Murillo, of Moore Avenue, is charged with aggravated burglary and possession of burglary tools. A judicial commissioner set his bond at \$30,000.

Tomberlind, of Ocala Drive, is charged with aggravated burglary, possession of burglary tools, felony evading arrest and driving on a revoked license.

The Ice Cream on the Go with Metro event was a tremendous success with more than 400 served.



Midtown Hills officers visited Long Hollow Baptist Church during a community block party and the Second Missionary Baptist Church wellness ministry during a monthly family and community food giveaway.



Midtown Hills officers visited the Judson Baptist Church on Franklin Pike to discuss safety with children.



## **Fraud Unit**

The investigation continues into a 77-year-old man who is alleged to have knowingly purchased thousands of dollars worth of stolen merchandise at his 4912 Shasta Drive residence.

William E. Allen kept the items in an outbuilding behind his home where he was known to operate a makeshift store. Beginning in April, police operatives made several visits to Allen's home where he purchased items after being told they had been stolen.

Fraud Unit detectives on Wednesday, with assistance from KROGER ORC (Organized Retail Crime) Investigators, executed a search warrant at the residence. Seized merchandise included motor oil, furnishings and power tools valued at more than \$50,000. No charges have been placed against Allen at present.

## **Retirement Celebration**

Officer Jeff Nidiffer celebrated 28 years of service.



Sergeant Twana Chick celebrated 28 years of service.



Officer Aaron Thomas celebrated 24 years of service.



## **Birth Announcements:**

Anna Hocter, Records Division, welcomed Presley Elizabeth on July 1<sup>st</sup>.

Sergeant Richard Huddleston and his wife, Sara, welcomed Murphy James Huddleston on July 12<sup>th</sup>.



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## **Condolences:**

Doris Martin, the grandmother of Detective Rudy Martin, Midtown Hills Precinct, passed away on June 23<sup>rd</sup>.

Sue Lyell, the mother of Detective Danny Warren, South Precinct, passed away on June 29<sup>th</sup>.

Shirley Sumerel, the grandmother of Officer Desmond Sumerel, South Precinct, passed away on June 27<sup>th</sup>.

Pearl White, the grandmother of Officer Matthew White, West Precinct, passed away on June 26<sup>th</sup>.

Maxine Coon, the grandmother of Officer Ashley Coon, Madison Precinct, passed away.

Lee W. Long, the fiancé of Alma Brady, Training Academy, passed away on July 1<sup>st</sup>.

Officer Gerald Ladd, who retired in 2008 after 39 years of service, passed away on July 13<sup>th</sup>.