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COMMON OFFICE HAZARDS**

LGRMS IS SEARCHING FOR A

**PUBLIC SAFETY RISK
CONSULTANT**

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CHECK OUT THE LIVING WELL
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RISK/LIABILITY

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UPCOMING WEBINARS AND TRAINING EVENTS

For a current list of training events, please visit:
www.lgrms.com/trainingcalendar

SAFETY COORDINATOR TRAINING - IN PERSON CLASSES!

SC 1 - Cartersville, GA - 9/21/21 - 9:00am-12:00pm
SC 2 - Cartersville, GA - 9/21/21 - 1:00-4:00pm
SC 3 - Cartersville, GA - 9/22/21 - 9:00am-12:00pm
SC 1 - Cornelia, GA - 9/28/21 - 9:00am- 12:00pm
SC 2 - Cornelia, GA - 9/28/21 - 1:00pm - 4:00pm
SC 3 - Cornelia, GA - 9/29/21 - 9:00am - 12:00pm
SC 1 - Statesboro, GA - 10/5/21 - 9:00am - 12:00pm
SC 2 - Statesboro, GA - 10/5/21 - 1:00pm - 4:00pm
SC 3 - Statesboro, GA - 10/6/21 - 9:00am - 12:00pm
SC 1 - Tifton, GA - 10/12/21 - 9:00am - 12:00pm
SC 2 - Tifton, GA - 10/12/21 - 1:00pm - 4:00pm
SC 3 - Tifton, GA - 10/13/21 - 9:00am - 12:00pm
SC 1 - Macon, GA - 10/19/21 - 9:00am - 12:00pm
SC 2 - Macon, GA - 10/19/21 - 1:00pm - 4:00pm
SC 3 - Macon, GA - 10/20/21 - 9:00am - 12:00pm

HEALTH PROMOTION CHAMPION - IN PERSON CLASSES

HPC - Macon, GA - 10/12/21 - 9:00am - 12:00pm
HPC - Tifton, GA - 10/13/21 - 9:00am - 12:00pm
HPC - Cartersville, GA - 10/19/21 - 9:00am - 12:00pm
HPC - Cornelia, GA - 10/20/21 - 9:00am -12:00pm
HPC - Gainesville, GA - 10/21/21 - 9:00am - 12:00pm

www.lgrms.com/trainingcalendar



A NOTE FROM THE EDITOR

By Dennis Watts,
LGRMS Training, Communication, and Public Safety Risk Manager

My How Time Flies!

Welcome to the August edition of SHARE, the combined monthly publication of Local Government Risk Management Services (LGRMS). SHARE is sent to all GIRMA/IRMA, WC, and Life & Health members 10 times per year.

SHARE has two sections: (1) a general safety, risk, and health section, and (2) a worker safety-focused section similar to the old Safety Theme.

We cover those topics and issues most relevant to Local Governments in Georgia, plus some new features. We look forward to your feedback. The LGRMS SHARE is published on or around the 20th of each month. If you are not currently on the distribution list to receive our monthly newsletter, it can be downloaded for free from the LGRMS website (www.lgrms.com).

IN THIS ISSUE

In this issue we have a variety of articles focusing on current topics affecting local governments. Workers and worker safety is always our number one focus. Our employees are our greatest asset. Supporting this, we focus on office safety in our safety theme, a short article on safety meeting tips, and the importance of immunization for our health perspective. Dan Beck, Director of LGRMS, continues his focus on safety leadership. We have several articles focused on law enforcement.

Should you have any questions or concerns, please contact: Dennis Watts, dwatts@lgrms.com, or Tammy Chapman, tchapman@lgrms.com.



DIRECTOR'S CORNER



By Dan Beck, LGRMS Director

ASSESS YOUR ORGANIZATION'S SAFETY LEADERSHIP IN 11 QUESTIONS

As I have written previously, in order to sustain long-term loss reduction within your organization, you must have a strong safety, health, and wellness culture. There are many elements that support a strong safety culture: Leadership, Employee Engagement, Risk Management/Compliance, Training and Learning, Continuous Improvement, Communications, etc. Of these elements, Leadership is the key to ensuring a long-term


culture success.

I have developed a list of 11 questions to assist you in assessing your organization's safety leadership. Meet with your leaders and safety committees to answer the questions as honestly as possible. Don't panic if you answer "no" to one or all the questions. Building a culture takes time and commitment, and many quality organizations start from zero. Highlight and recognize the questions in which you are doing well. For those questions with opportunities, prioritize and select one or two that your organization can develop a plan to address and focus on. Work with your LGRMS Field Rep to assist with this process.

LGRMS offers a course called “How Leaders Develop and Sustain a Safety Culture”. This course is targeted to upper, mid, and front-line leaders within your local government. If you are interested in having this training provided to your leadership team, please call or email me for more details (phone: 678-686-6280, or email: dbeck@lgrms.com).

1. Has your leadership established and communicated a Safety, Health, and Wellness (SHW) vision for the future?
2. Has your leadership developed and communicated a SHW plan for the future?
3. Has your leadership allocated appropriate level resources to achieve plan goals and maintain a safe working environment?
4. Does your leadership measure success or failure of SHW plans/programs and demands continuous improvement?
5. Does your leadership lead by example? Follow policy?
6. Does your leadership demonstrate visible commitment by attending safety training, reviewing accident investigations, conducting audits/inspections, etc.?
7. Does your leadership strongly encourage reporting of all incidents?
8. Does your leadership provide a consistent and positive SHW message?
9. Does your leadership provide and require the resources (tools, training, equipment, time, person power, and materials) to do all tasks safely?
10. Does your leadership recognize and reward employees who model behavior that promotes a SHW culture?
11. Does your leadership encourage and recognize employees that shut down a work activity if they are aware of an uncontrolled serious hazard?





GEORGIA

COURT OF APPEALS

Rules Police Department Use of

FORCE POLICY

Cannot be More

RESTRICTIVE THAN

STATE LAW

by Brian S. Batterton, J.D., LLRMI

The Court of Appeals of Georgia decided *Allen v. City of Atlanta*,ⁱ in which the court sided with an officer who was suspended without pay for a shooting in which a passenger in a car was accidentally shot when the officer was shooting at the driver. Although the case was decided over twenty years ago, it is still applicable today because the statute interpreted by the court remains the same. The relevant facts of *Allen*, taken directly from the case, are as follows:

Atlanta Police Officer Kenneth Allen and two other officers were on duty in Gilliam Park where there had been complaints of drug use and prostitution. They approached a parked Jeep with two people in it. The officers identified themselves as police and Allen saw that the vehicle's steering column was broken. The people sitting in the vehicle ignored the officers' orders to get out of the Jeep. The person sitting in the driver's seat started the vehicle and drove toward Allen. As the vehicle came at him, Allen fired a shot from his gun into the driver's side window. The shot hit the driver and grazed the person sitting in the passenger seat. When the Jeep stopped, the police found cocaine in it and determined that the vehicle had been stolen.

Based on the incident, the Atlanta Police Department charged Allen with violating the department's employee work rule 6.09 [***2] (e), which provides: "A firearm shall not be discharged if the lives of innocent persons may be in danger." After a hearing on the charge, the department suspended Allen for three days without pay, finding that he violated rule 6.09 (e) by firing

his gun and wounding the innocent passenger. Allen appealed his suspension to the Atlanta Civil Service Board, which upheld the suspension. He then filed a petition for writ of certiorari in superior court. The court denied the petition. We granted Allen's application for discretionary review.ⁱⁱ

On appeal, Allen argued that the department policy is more restrictive than Georgia law allows. Allen cited two statutes. First, he cited OCGA § 16-3-21. Subsection (a) of this code section reads as follows:

A person is justified in threatening or using force against another when and to the extent that he reasonably believes that such threat or force is necessary to defend himself or a third person against such other's imminent use of unlawful force; however, a person is justified in using force which is intended or likely to cause death or great bodily harm only if he reasonably believes that such force is necessary to prevent death or great bodily injury to himself or a third person or to prevent the commission of a forcible felony." O.C.G.A. § 16-3-21 (a).ⁱⁱⁱ

Further, Subsection (c) of this code section reads as follows:

Any rule, regulation, or policy of any agency of the state or any ordinance, resolution, rule, regulation, or policy of any county, municipality, or other political subdivision of the state which is in conflict with this Code section shall be null, void, and of no force and effect." O.C.G.A. § 16-3-21 (c).^{iv}

Thus, no police agency can enact a policy that is more restrictive than this code section. The court of appeals held that the City of Atlanta policy that states an officer “shall not” discharge his firearm if an innocent person would be in danger violates the provision of subsection (c).

Second, Allen cited OCGA § 17-4-20, the state’s arrest statute. Subsection (b) of this code section reads as follows:

[Officers] may use deadly force to apprehend a suspected felon only when the officer reasonably believes that the suspect possesses a deadly weapon or any object, device, or instrument which, when used offensively against a person, is likely to or actually does result in serious bodily injury; when the officer reasonably believes that the suspect poses an immediate threat of physical violence to the officer or others; or when there is probable cause to believe that the suspect has committed a crime involving the infliction or threatened infliction of serious physical harm." O.C.G.A. § 17-4-20 (b).v

Further, subsection (d) of this code section reads as follows:

No law enforcement agency of this state or of any political subdivision of this state shall adopt or promulgate any rule, regulation, or policy which prohibits a peace officer from using that degree of force to apprehend a suspected felon which is allowed by the statutory and case law of this state." O.C.G.A. § 17-4-20 (d).vi

As before, this subsection means that no police agency can enact a policy that is more restrictive than this code section. The court of appeals held that the City of Atlanta policy that states an officer “shall not” discharge his firearm if an innocent person would be in danger violates the provision of subsection (d).

After considering the facts the case and the code sections above, court of appeals stated

[U]nder state law the presence of a bystander at a crime or arrest scene does not override all other considerations and automatically require that an officer not use deadly force, including the discharge of a weapon. Conversely, the mandatory language of rule 6.09 (e) would lead to such a result. Such a requirement contravenes not only state law, but the Department of Public Safety's own firearms policy.vii

The court then examined another City of Atlanta policy that was also in conflict with rule 6.09(e).

The court then overturned Allen’s suspension for the violation of rule 6.09.

Practice Pointers:

- In light of much societal and/or political pressure in the current times, law enforcement agencies in Georgia should be mindful that they cannot adopt a rule or policy more restrictive than the state law allows.
- OCGA § 17-4-20(b) does not require officers to use deadly force. Rather, it states that they “may” use

deadly force. Officers are called to arrest armed and dangerous felons. Often armed and dangerous felons resist arrest. This is very dangerous for officers. This statute strikes a balance for officers by providing them with the authority to protect themselves and the public by the use of deadly force under the circumstance listed in that subsection.

- It is also noteworthy that language of OCGA § 17-4-20(b) is very similar to the language of used by the United States Supreme Court in *Tennessee v. Garner*,^{viii} where the Court discussed situations where it would be constitutionally reasonable to use deadly force to apprehend a fleeing suspect. Specifically, the Court stated

Where the officer has [1] probable cause to believe that the suspect poses a threat of serious physical harm, either to the officer or to others, it is not constitutionally unreasonable to prevent escape by using deadly force. Thus, [2] if the suspect threatens the officer with a weapon or [3] there is probable cause to believe that he has committed a crime involving the infliction or threatened infliction of serious physical harm, deadly force may be used if necessary to prevent escape, and if, where feasible, some warning has been given.^{ix}

For comparison, OCGA § 17-4-20(b) states

[Officers] may use deadly force to apprehend a suspected felon only [1] when the officer reasonably

believes that the suspect possesses a deadly weapon or any object, device, or instrument which, when used offensively against a person, is likely to or actually does result in serious bodily injury; [2] when the officer reasonably believes that the suspect poses an immediate threat of physical violence to the officer or others; or [3] when there is probable cause to believe that the suspect has committed a crime involving the infliction or threatened infliction of serious physical harm.

i 235 Ga. App. 516 (1998)

ii Id. at 1-2

iii Id. at 2-3

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Link to article online: https://www.llrmi.com/articles/legal_updates/2021_Allen_v_Atlanta/

<http://www.llrmi.com> | <http://www.patctech.com>

iv Id. at 3

v Id.

vi Id. at 4

vii Id. at 6

viii 471 U.S. 1 (1985)

ix Id. at 11-12 (emphasis added)

Article Source: https://www.llrmi.com/articles/legal_updates/2021_Allen_v_Atlanta/

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by Natalie Sellers,
LGRMS Law Enforcement Risk Consultant

Forward Looking **ACCOUNTABILITY**



With so many buzz words going around in law enforcement, I wanted to take a moment to discuss “accountability”. Accountability is often referred to when a mistake is made and harm is derived from it, so we hold someone accountable. This can hold true for any profession. Often thought of with negative connotation, the word accountability aims to find a scapegoat or blame an individual for a wrongdoing.

Accountability can also be thought of as avoiding wrongdoing. In Sidney Dekker’s book, *Just Culture*, he discusses Virginia Sharpe’s philosophy “forward-looking accountability”. Sharpe was a philosopher and clinical ethicist who believed that accountability should be backward and forward looking. She believed that we not only had an obligation to hold people accountable for wrongdoing, but we also had an obligation to look forward and reduce the probability of mistakes happening. If we

all had a crystal ball, forward-looking accountability would be easy. Sharpe suggests that we learn from our own past failures or those of others to reduce errors. How nice would it be to remove the negative connotation associated with accountability in law enforcement?

How does your agency handle accountability? While reading this article, ask yourself if you think you have a forward- or backward-looking accountability system?

Accreditation is said to be one of many ways to hold people accountable. So, for the purpose of this article, we will refer to it as forward-looking accountability. Apart from being an endorsement of dedication to excellence, accreditation can also provide your agency with accountability, transparency, and integrity. It improves outcomes and helps identify gaps and weaknesses within your agency. Thus, from a risk control perspective,

accreditation can reduce risk by providing a stronger defense and minimizing liability exposure. It will keep agency policies current and afford an efficient delivery of services. Sure, there is an enormous amount of work that goes into any type of accreditation. However, in the long run, it saves a great deal of backward-looking accountability and scapegoating.

The toughest part of complying with any recognized professional and legal standard is change. In the May 2014 issue of Police Chief, Doug LePard and Michelle Davey made a comment in their article, Managing Change: A Success Story in a Culture Resistant to Change. They said, “The only thing cops hate more than change is the way things are.” We trust the devil we know rather than the one we don’t know.

However difficult the implementation of change, the rewards are beyond measure for leadership and command staff alike. It does not mean there are no problems though, just different types of problems. Professional and legal standards are not primarily about reducing liability, as it is enhancing attention to the systemic improvement in the quality of actions taken by officers. The best strategy should be, to a greater extent, a confirmation that officer conduct and administrative efforts were justified rather than winning a favorable verdict.

Patrick Gallagher, author of Successful Police Risk Management, discusses the “Plaintiff’s Five Points of Attack”. He derived this after carefully examining an abundance of lawsuits involving law enforcement. In the aftermath of an event, the plaintiffs’ attorney will

**"The toughest part
of complying with
any recognized
professional and
legal standard is
change."**



examine the: (1) officer, (2) agency policies, (3) agency training, (4) supervision, and (5) discipline/corrective action. Is your agency prepared for such an “attack”? There is no greater sense of pride than having officer conduct and administrative efforts endorsed in the aftermath of an event.

Responsibilities of a Chief or Sheriff are never ending. The key to success and ease of operations necessitates professional and legal standards. Regardless of if your agency is made up of four or 400 officers, agencies enhanced performance lies within Professional Certification/Accreditation. So how, on top of all other responsibilities, budget cuts, and staffing shortages; does an agency achieve the rigors of any accreditation?

Fortunately, agency leaders do not have to tackle this 5-Point approach on their own. There are many programs and technology that can help ease the workload. Whether an agency is trying to attain CALEA or State Accreditation, the Risk Reduction Certificate offered through GACP and GMA, or just trying to up the agency’s game when it comes to training employees on a budget and serving their community; technology can help. Granted, there are costs and labor-intensive tasks associated with implementing change. However, don’t let that deter you, as there are even greater costs involved in lawsuits and I’m not referring to just monetary costs. A systems approach is vital not only to reducing risk, but to making the day-to-day operation of your agency more effective and efficient.

A well written policy that is not up to date; lacks acknowledgement, training, and documentation; as well

as supervision and discipline, is only as good as the paper it is written on. Using a systems approach will move your agency from a reactive organization to a proactive, learning one that is engrossed in constant improvement.

As a part of LGRMS’s mission, we can help your organization create a systems approach that will assist with an effective transition. We can provide up-to-date model policies, onsite and regional training, and online learning management systems to assist with training. There are also safety grants to assist with the cost of technology, a Risk Reduction Certificate Program (GMA), liability premium discounts, and many more services available at no cost to the agency. Contact your area Field Representative today for more information.



NOTES FROM THE ROAD

BEST PRACTICES

by

Steve Shields, LGRMS Loss Control Manager



Best Practices. What does that mean to you? From a risk management perspective, it means just as it sounds. A best practice is a way a member has identified to reduce a liability or workers' compensation exposure by enacting policy changes, training, or some other means.

I have had the opportunity to witness several "Best Practices" recently. From the Sheriff who fully supported his staff developing and running a closed driving course, wherein everyone who carries a weapon is required to drive the course in the vehicle they operate daily. And I might add, they opened the training up to surrounding agencies both city and county. To the Fire Chief whose staff developed and implemented a PT program, which is done daily at the start of their shift to improve the overall physical health of the fire fighters. Thus, reducing the possibility of an employee being injured.

Both of these examples are ones where management fully supported their staff's effort in making a change for the better.

If you think you have a Best Practice, discuss it with your field representative. Our goal is to start promoting these Best Practices on a variety of platforms, as a resource to other members who may have the same exposures and are looking for a way to reduce the potential.

Until next time, this is Steve Shields with Notes from the Road.



The Application of De-Escalation



by Mike Earl,
LGRMS Public Safety Risk Consultant

To assess, confront, and defuse all heightened encounters while using sound tactics. A tall order many would suggest. A necessary order, given today's social climate, many would demand.

In the training recently provided by Force Science Institute, LTD, in Peachtree City, law enforcement officers and trainers from a wide variety of agencies within the United States were afforded the opportunity to learn a vast amount of information. The sixteen-hour training session consisted of, but was not limited to, what it means to utilize de-escalation techniques, proper objectives, and in what situations de-escalation can and cannot be considered. Law enforcement officers are often tasked with making split-second decisions that may have life-altering or life-ending consequences. De-escalation adds that an officer must “quickly” evaluate a citizen interaction to determine

whether de-escalation efforts are reasonable to consider, tactically practical, and are likely to be successful. The information taught shows that this process is to begin upon receiving the call for service.

Officers learned of the area they are responsible for during a citizen encounter, various types of encounters they may be involved in, and tools to determine what type of, if any, de-escalation measures they may utilize in defusing a possible force encounter. It was taught that connection, rapport, and influence may work in some situations, but not at all in others. A person may be in a personal crisis or may be suffering from the results of contaminated thinking, due to the ingestion of a chemical, intoxicant, or some other type of physical or mental issue. It is not the officer's job to diagnose the citizen, but rather to seek the best resolution to

the problem for all involved. The focus of this training included discussing the concepts of fair and impartial, and rightful policing principles.

Various tactical decision-making tools were discussed, all in seeking the best resolution and outcome of the call. Active listening was discussed in an effort to learn exactly what the problem is, and to gain understanding and trust, all while attempting to reduce conflict. Is this always possible? Absolutely not! However, it is thought, the more tools we have on our tool belts, the better master of these skills we may be.

Many individuals that law enforcement encounter have a mental or psychological incapability that makes “normal” communication and logical thinking impossible. Law enforcement has been tasked with approaching this situation with an expectation that all should end well in every encounter. Although, many encounters of this nature involve individuals that have a violent intent towards the officer, and many times are impervious to control efforts. When possible, the officer may call for additional resources to assist in the encounter or provide care afterwards. In other instances, however, the officer is faced with immediately fighting for their life. In training, it is clearly shown how much faster “action” is over “reaction”. The officer is faced in reacting to the subject’s action. The reaction often is nowhere fast enough to successfully stop the aggressive actions by the subject, resulting in harm and often the death of the officer. Officers enter into the field of law enforcement knowing the risks; however, none are expected to willingly allow another to cause them severe physical harm or death without doing everything possible to prevent such.

It was taught that medical technicians should often accompany law enforcement to various calls to provide services when or if practical. Proper articulation and documentation of all de-escalation efforts should be included in the reporting process. Perceptions, fears, risk-assessment, personal capabilities, limitations, and resources should all be listed. Violent or potentially violent citizen contacts are often dynamic and rapidly evolving. The perception of a danger is often perceived differently by one who is not actively engaged in the incident and not actively facing the threat themselves. The more time and distance an officer can maintain often makes for better decision-making opportunities. Many times, this is a luxury not provided.

All the publications and citing presented by Force Science Institute, LTD was provided to the attendees of this training. I found this training to be beneficial as a former law enforcement officer/current law enforcement trainer. Officers are forced to make split-second life and death decisions. As stated in *Graham v. Conner*, in “circumstances that are tense, uncertain and rapidly evolving” officers must also do so while considering all of the above. A high calling indeed.

Law enforcement is a calling and should never be looked upon as a “job”. Those called into this profession are humans, as are those we serve. May we continually endeavor to support and equip these servants with the necessary tools and training to remain safe and preserve the sanctity of life in all communities served.



CONGRATULATIONS CITY OF BALL GROUND: POLICE DEPARTMENT ACHIEVES GACP CERTIFICATION!

The small North Georgia city of Ball Ground has made big strides toward State Certification. They've become the third in the state to achieve the new Risk Reduction Certificate from the Georgia Association of Chiefs of Police (GACP).

"For our community, it means that while we are served by a relatively small department, we are served by a department that has extensive professional standards, is well trained, and that understands its unique role in the community," Mayor Rick Roberts said.

The new certificate is a stepping stone in the Georgia Law Enforcement Certification Program, which encompasses a checklist of 140 elements and requires a considerable staff commitment. Only 20 percent of law enforcement agencies in Georgia have completed the rigorous State Certification process. GACP and

the Georgia Interlocal Risk Management Agency (GIRMA) developed the Risk Reduction Certificate to give departments the opportunity to review internal processes, meet current standards, and reduce risks; while advancing toward the end goal of State Certification.

The Risk Reduction Certificate addresses activities most likely to result in a Georgia law enforcement agency being named in a lawsuit. Participating departments reduce potential liability by implementing operational procedures, training, documentation, and supervisor review requirements that meet established professional and legal standards.

"The program provides police departments with the tools to assess high-liability areas of operations,

increase the level of professionalism, and promote trust in the community,” said Dan Beck, Director of Local Government Risk Management Services (LGRMS). “It’s more important than ever for departments to demonstrate a commitment to excellence in law enforcement, so we encourage all eligible agencies to participate in the Risk Reduction Certification Program,” he said.

Ball Ground Police Chief Byron Reeves said, “The certification process was not difficult, other than finding time for administrative work while serving a community of 2,000. It was well worth the effort.” The process prompted him to update important policies, such as Use of Force; instilled confidence in existing policies; and established a clear pathway for the department to achieve State Certification.

“We’re continuing to grow, and it’s getting better and better,” Chief Reeves said.

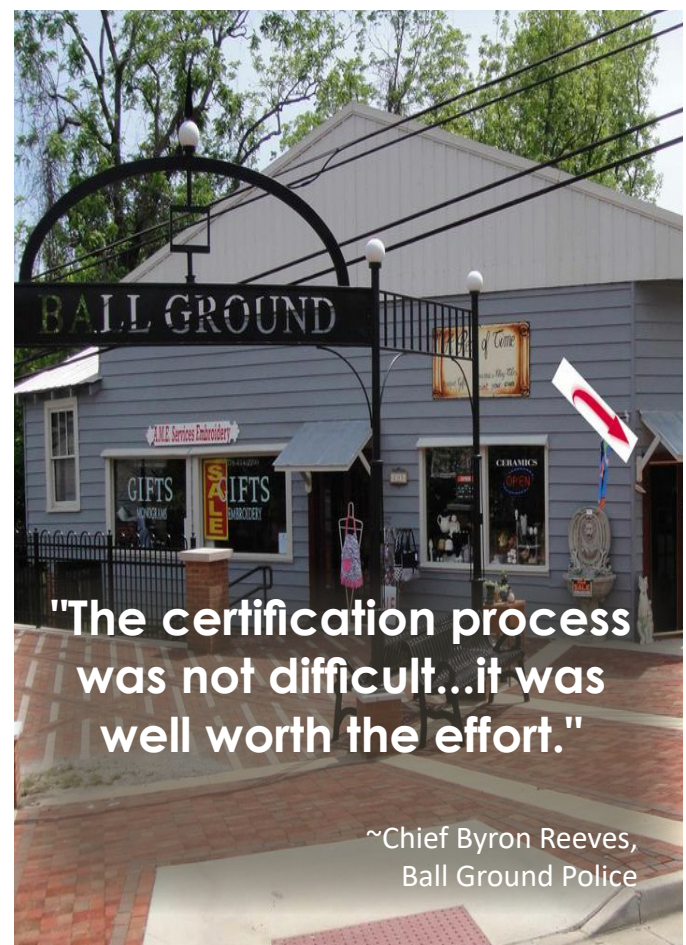
For the Risk Reduction Certificate Program, police departments must meet minimum standards in 10 areas of State and Federal legal requirements including:

- Human Resources
- Property and Evidence
- Vehicle Operations
- Search and Seizure
- Use of Force and Response to Aggression
- Arrest
- Off-Duty and Extra-Duty Employment
- Other Equipment
- Persons Experiencing Mental Health Issues or Persons with Diminished Capacity
- Multi-Jurisdictional Task Force

Georgia law enforcement agencies must be a member of GIRMA to be eligible for the Risk Reduction Certificate Program. If a law enforcement agency attains the certificate, they will receive a 5-percent discount on their GIRMA Law Enforcement Liability Coverage and the agency will be recognized as achieving the GACP Risk Reduction Certificate.

Resources include a master policy manual, a risk reduction resource manual, assessor worksheets, and other helpful items. The certificate is good for two years.

For more information, visit gachiefs.com/risk-reduction-certificate-program. You may also contact Dan Beck at 678-686-6280 or dbeck@lgrms.com.





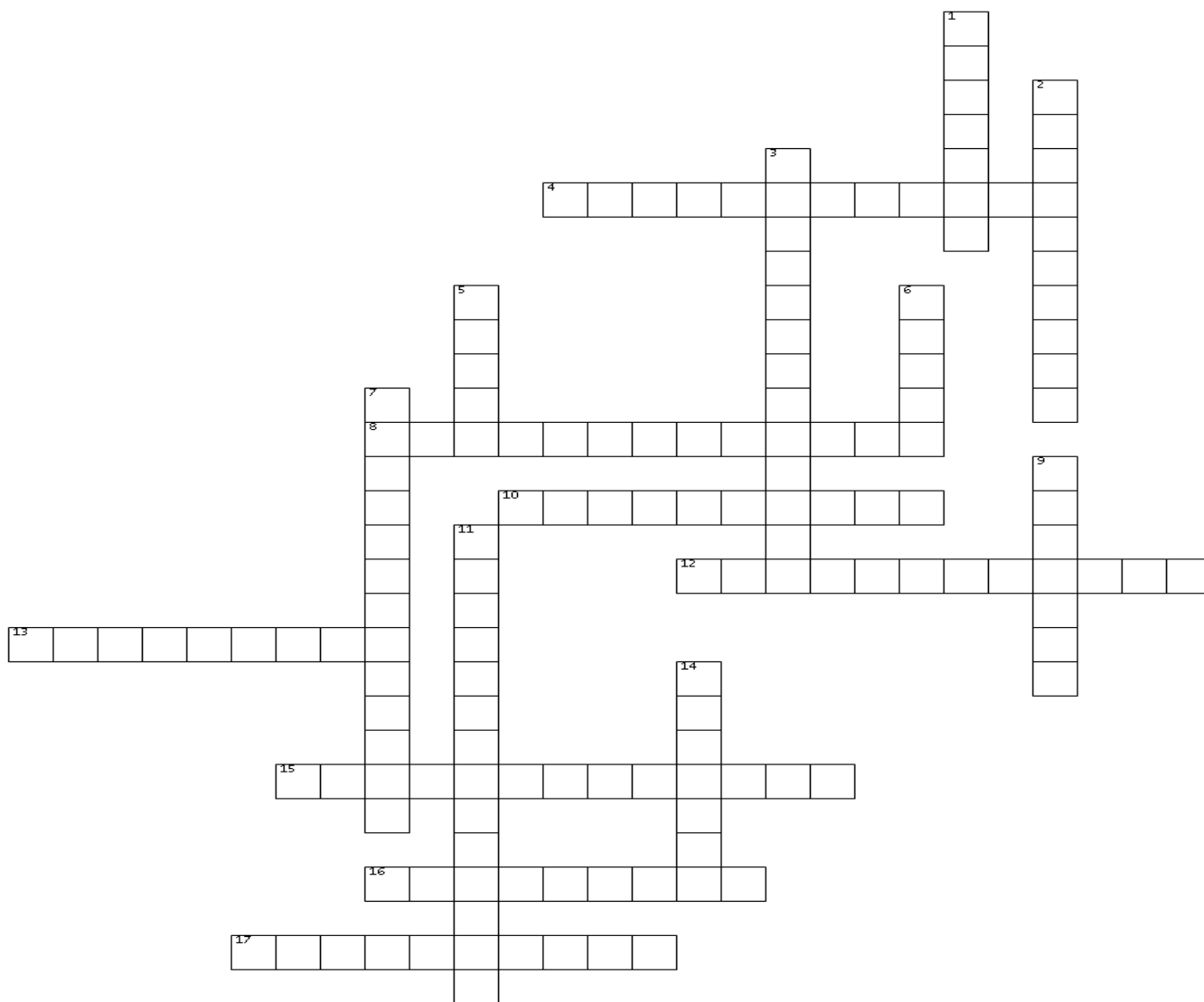
Check your answers to the crossword puzzle on p. 22.

accountability
allen
august
commitment
encourage
hazard
ingestion
intoxicant
jeep
leadership
probablecause
restrictive
scapegoat
smallpox
transparency

[illegible]

18 | SHARE NEWS

AUGUST SHARE Crossword PUZZLE



ACROSS

4. this type of thinking due to chemical ingestion or intoxicant
8. agencies enhanced performance lies within this
10. name of city awarded new Risk Reduction GACP Certificate
12. way a member identifies to reduce liability or WC exposure
13. to blame an individual for a wrongdoing
15. belief that suspect poses threat of serious physical harm
16. author of Successful Police Risk Management
17. building a culture takes time and this

DOWN

1. sweet potatoes and these contain beta-carotene
2. key to ensuring long-term culture success
3. help protect children and adults from dangerous diseases
5. don't use this to reach something from a tall cabinet
6. argued that departmental polity is more restrictive than GA law allows
7. can provide agencies with accountability transparency and integrity
9. total number of hours in Force Science Institute's training
11. often referred to when mistake is made
14. do this to knives and scrapers before placing them in drawers



Take Your Best Shot

August is National Immunization
Awareness Month



by Candace Amos,
LGRMS Health Promotion Representative

AUGUST IS NATIONAL IMMUNIZATION AWARENESS MONTH

Immunizations (shots or vaccines) help protect children and adults to prevent dangerous and sometimes deadly diseases.

- Vaccines protect ourselves, but we also help stop the spread of disease to our children, families and communities.
- Most childhood vaccines produce immunity 90 to 100 percent of the time.
- Vaccines have eradicated smallpox and significantly reduced the number of cases of measles and other diseases.
- Many vaccine-preventable diseases remain common. For vaccines to be most effective, vaccination rates must remain high.
- CDC recommends that everyone 6 months and older get a flu vaccine each year. Each year, on average, more than 36,000 people die from seasonal flu complications.

Visit the following link to download the [Recommended Adult Immunization Schedule from the CDC](#).

There are many foods that help boost your immune system too. And one of those are sweet potatoes. Sweet potatoes, like carrots, have beta-carotene. (WebMD, 2005-2021) In your body, it turns into vitamin A, which removes damaging free radicals. (WebMD, 2005-2021) This helps bolster the immune system and may even improve the aging process. (WebMD, 2005-2021) A light recipe, to add more beta-carotene to your morning, is below: Sweet Potato Pancakes.

“Good health is not something we can buy. However, it

can be an extremely valuable savings account.” Anne Wilson Schaef

By taking your best shot, it shows that you care for yourself, and that you are thinking about all those around you who care for you too. And there are many ways you can protect yourself, as well as your employees' health. You can start by participating in the LGRMS HPS Forum Call, in which we'll go over a Health Toolkit that provides “tools” to promote health in your organization.

The Health Toolkit will be placed in the next issue of the SHARE newsletter, following the Forum Call, but it will be for the upcoming month. You'll receive all the tools you'll need beforehand to start planning.

The Forum Call is for Health Promotion Champions and individuals responsible as health promotion



leaders, administrators, HR and personnel directors, clerks, health/safety coordinators, and wellness/health benefit coordinators. All are welcome to participate. You'll receive an invite each month. Please stay on the lookout!

HEALTHY RECIPE

Sweet Potato Pancakes

1 sweet potato roasted and cooled

2 large eggs beaten

Dash of cinnamon

Cooking Spray

Place roasted and cooled sweet potato in a medium bowl. Remove the peel and mash. Whisk in the eggs and cinnamon. Coat a pan/griddle with cooking spray and heat over medium high heat. Spoon out 1/4 cup of batter onto pan and cook 5 to 7 minutes on one side. Flip and cook another 3-5 minutes.

Sources

Centers for Disease Control and Prevention (CDC). 2021.

Table 1. Recommended Adult Immunization Schedule

for ages 19 years or older, United States, 2021. From

<https://www.cdc.gov/vaccines/schedules/hcp/imz/adult.html>

WebMD. (2005-2021). 16 Foods That Boost Your Immune

System. From <https://www.webmd.com/cold-and-flu/ss/slideshow-immune-foods>

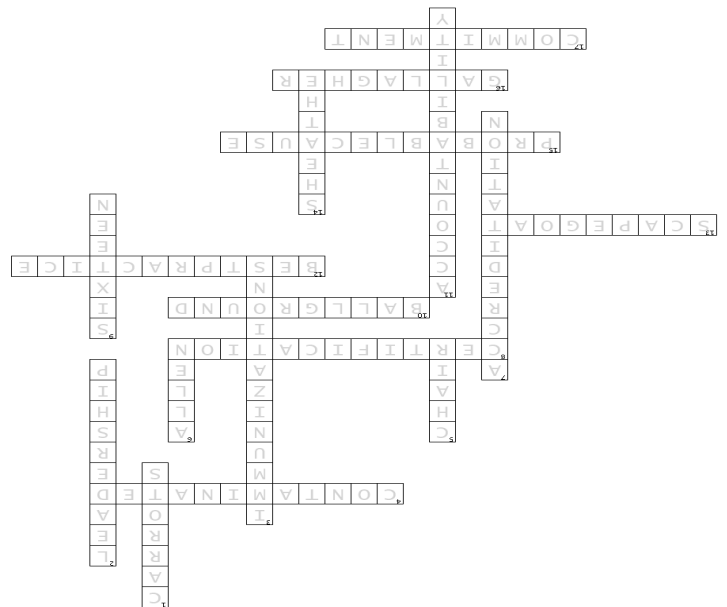


FUN WITH SAFETY ANSWER KEY



W	A	C	E	Z	S	A	C	M	B	V	L	C	S	X	T	B	C	S	T	H	N	Z	N	Z	E	Y
S	N	O	I	O	N	S																				
E	N	C	O	U	R	A	G	E	Y	O	U	R	W	O	R	K	E	R	S	T	O					
D	E	S	C	R	I	B	E		A	N	Y	S	A	F	E	T	Y	P	R	O	B	L	E	M	S	
H	V	C	C	S	B	R	T	H	J	C	C	B	A	C	B	M	B	W								
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	
D	K	R	Q	H	Y	T	N	E	I	M	F	V	C	X	G	B	M	Z	S	U	A	O	J	L		

Cryptogram Puzzle Answer Key



Crossword Puzzle Answer Key

SHARE

AUGUST 2021
ISSUE #7

SAFETY THEME

LOCAL GOVERNMENT RISK MANAGEMENT SERVICES, INC., - A Service Organization of the ASSOCIATION COUNTY COMMISSIONERS OF GEORGIA and the GEORGIA MUNICIPAL ASSOCIATION

HAZARDOUS AREA: YOUR OFFICE



HAZARDOUS AREA: YOUR OFFICE

Compared to some workplaces, the average office tends to be a safe place for workers. But even there, a variety of potential hazards exist, which can lead to accidents and injuries from the minor to the serious.

Some of the responsibility for safeguarding employees is management's, but a good deal of the burden belongs to workers themselves.

For example, management should provide flooring that is slip-resistant, but it's up to you to avoid spills and clear them up immediately if they occur. The company plans the location of electrical outlets so that cords don't cross aisles or passageways, and must ensure that electrical equipment is properly grounded. But you must make sure never to yank the cord when removing it from the socket – use the plug or overload surge protectors.

FALLS, BUMPS, AND SHARPS

Here are some common causes of office injury; most of these injuries can be avoided by following commonsense safety practices.

FALLS

- To reach something from a tall cabinet, don't stand on a chair.
- On a stairway, keep to the right, use the handrail, and don't rush.
- Don't tilt backward or lean too far forward on a desk chair.
- Keep passageways clear of tripping hazards such as cartons, wastebaskets, and piles of files.

Bumps

- Don't leave a file cabinet drawer open. That's a virtually certain bruise-maker, damaging a shin or shoulder. It could also be a trip hazard, causing a fall.
- Put the heaviest materials in the bottom drawers of file cabinets. Opening a full top drawer when the lower ones are empty or only partially filled can cause the entire cabinet to tip over.
- Hold the handle when closing a drawer to avoid possible pinched fingers.
- Be careful when approaching a door that could open toward you, and round blind corners cautiously.
- Don't carry materials that block the view of your path ahead.
- Don't remain at your desk or workstation when overhead work is being performed.

SHARPS

- Sheathe knives or scrapers before placing them in drawers.
- Keep the knife of a paper cutter in the down position when not in use.
- When stapling papers, be sure the staples are fully closed.
- Pushpins, thumbtacks, drawing pens, and compasses can all produce serious puncture wounds; handle them very carefully and put in proper containers when stored.
- Even paper can cause painful cuts; consider asking your supervisor for a fingertip cover.
- Notify maintenance of any sharp edges, splinters, splinters, or protruding nails to be removed from furniture.

**SAFETY
MEETING**

& Tips tricks

ADD A TOUCH OF CREATIVITY IN YOUR SAFETY MEETINGS

Do your employees complain, "Safety meetings are a waste of time?" Or 'here we go again'? Safety meetings don't have to be boring. When they're conducted properly, even inattentive groups perk up and listen. What's more, their safety record improves.

Preparation is the key to a good presentation. If you want to give a powerful safety presentation, put some time into planning it. Decide what you wish to get across. It's better to give employees 3 things they will remember than 13 things they will forget.

Write down your goals for work safety. Select a practical topic, and then focus your talk on these areas or on a recent accident. Get creative. Whenever possible, use visual aids or handouts. Try to involve all your workers' senses.

Getting your employees actively involved, increases

retention of key points. One way of doing this is to bring in a prop they can feel, see, and touch, such as a damaged tool that is unsafe, or a hazardous chemical bottle that is missing a label. Demonstrate the effectiveness of a steel-toed shoe by dropping a weight on it. Have people pair off and do an activity, such as a joint lift of a heavy object.

Safety scanning is a term used when you either show pictures of hazards or have employees physically walk around an area and shout out any hazards they see. This encourages employees to continuously look for job hazards. While conducting your presentation, sell the benefits of safety. For example, some safety techniques can help people protect their families and homes. Good safety practices can also save money. Avoid gory stories—they turn people off.

When employees participate in a meeting, they're more

likely to remember what you say. So think of every angle to get them involved. For example, you could take a poll, asking, "How many of you have ever been in an accident?"

Increase interest by providing some kind of competition. For instance, you could have them bring in their safety glasses and conduct a contest to see who has the cleanest glasses. Or try a scavenger hunt, where everyone goes out on to the shop floor and looks for as many hazards as they can find. You could even provide small prizes for those who find the most hazards.

Encourage your workers to describe any safety problems they may have and brainstorm with the group for solutions. Make sure your employees are

comfortable in discussing safety issues with you.

When you wrap up the meeting, review all your main points. Plan an upbeat ending that leaves your audience with a joke or story they will remember. If appropriate you could give a quiz to see how much information they retained. The quiz could be written or it could be a hands on exercise. Make sure you document the training.

Thank your employees for attending, and let them know they are all part of the safety team.



General Self Inspection Program

[Click Here to Print Form](#)

Location, Area, or Department: _____ Date: _____

Surveyor: _____

General Evaluation

	Needs Action	Needs Improvement	Good	Very Good
A. Property/Liability				
a. Fire protection	_____	_____	_____	_____
b. Housekeeping	_____	_____	_____	_____
c. Slip/trip/fall	_____	_____	_____	_____
d. Public safety	_____	_____	_____	_____
B. Employee Safety				
a. Safety meetings	_____	_____	_____	_____
b. Safety rules	_____	_____	_____	_____
c. Work conditions	_____	_____	_____	_____
d. Auto/equipment	_____	_____	_____	_____

Property/Liability

	Yes	No
Fire protection	<input type="checkbox"/>	<input type="checkbox"/>
Emergency numbers posted	<input type="checkbox"/>	<input type="checkbox"/>
Fire extinguishers available/serviced	<input type="checkbox"/>	<input type="checkbox"/>
Fire alarm panel showing system is operational; no warning lights.	<input type="checkbox"/>	<input type="checkbox"/>
Automatic sprinkler system control valve locked in open position.	<input type="checkbox"/>	<input type="checkbox"/>
Automatic sprinkler heads clear of storage within three feet.	<input type="checkbox"/>	<input type="checkbox"/>
Flammable, combustible liquids stored in UL-listed containers.	<input type="checkbox"/>	<input type="checkbox"/>
Flammable, combustible liquid containers stored in proper cabinet or container.	<input type="checkbox"/>	<input type="checkbox"/>
Smoking, No Smoking areas designated/marked.	<input type="checkbox"/>	<input type="checkbox"/>
Any cigarette butts noticed in No Smoking areas.	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

Housekeeping

Stairwells clear of combustible items.	<input type="checkbox"/>	<input type="checkbox"/>
Furnace, hot water heater, and electrical panel areas clear of combustible items.	<input type="checkbox"/>	<input type="checkbox"/>
Work and public areas are clear of extension cords, boxes, equipment, or other tripping hazards.	<input type="checkbox"/>	<input type="checkbox"/>
Floor surfaces kept clear of oils, other fluids, or water.	<input type="checkbox"/>	<input type="checkbox"/>
Stored items are not leaning or improperly supported; heavy items are not up high.	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

Slip/Trip/Fall

Stair treads are in good condition; not worn, damaged or loose.	<input type="checkbox"/>	<input type="checkbox"/>
Handrails for all stairs/steps.	<input type="checkbox"/>	<input type="checkbox"/>
Guardrails for all elevated platforms.	<input type="checkbox"/>	<input type="checkbox"/>
Stair handrails are in good condition; not loose or broken.	<input type="checkbox"/>	<input type="checkbox"/>
Floor surfaces are even, with non-slip wax if applicable.	<input type="checkbox"/>	<input type="checkbox"/>
All rugs are held down or have non-slip backing.	<input type="checkbox"/>	<input type="checkbox"/>
Any holes, pits or depressions are marked with tape, barricades, or guardrails.	<input type="checkbox"/>	<input type="checkbox"/>
Wet floor signs are available and used.	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

General Self Inspection Program

Public Safety

	Yes	No
Public areas kept clear of storage and supplies.	<input type="checkbox"/>	<input type="checkbox"/>
Emergency lighting for public assembly areas in buildings.	<input type="checkbox"/>	<input type="checkbox"/>
Evacuation plans posted for public assembly areas in buildings.	<input type="checkbox"/>	<input type="checkbox"/>
Public areas have necessary warning or directional signs.	<input type="checkbox"/>	<input type="checkbox"/>
Construction work has barriers, covers, and markings.	<input type="checkbox"/>	<input type="checkbox"/>
Street and road signs noted in good condition, clear of obstructions.	<input type="checkbox"/>	<input type="checkbox"/>
Sidewalks smooth and even; no holes, no raised or broken areas.	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

Employee Safety

Safety Meetings

Held in the department.	<input type="checkbox"/>	<input type="checkbox"/>
Meetings held ____ monthly ____ quarterly ____ other _____; documented	<input type="checkbox"/>	<input type="checkbox"/>
Different topic each time.	<input type="checkbox"/>	<input type="checkbox"/>
Covers department safety rules.	<input type="checkbox"/>	<input type="checkbox"/>

Safety Rules

Rules specific for this department.	<input type="checkbox"/>	<input type="checkbox"/>
Rules are written, posted in the department.	<input type="checkbox"/>	<input type="checkbox"/>
Reviewed with new employees.	<input type="checkbox"/>	<input type="checkbox"/>

Work Conditions

Employees exposed to:	____ Heat	____ Cold	____ Rain/sleet/snow	____ Use of chemicals
	____ Noise	____ Work in confined spaces		____ Work in trenches
	____ Traffic	____ Blood/body fluids	____ Other _____	

Proper personal protective equipment available

Respirators, goggles, face shields, chemical gloves, traffic vests, appropriate clothing

Trench boxes/shoring for trenching, ear plugs/muffs, body armor (law enforcement)

Confined space equipment, harness, air testing equipment, ventilation equipment, tripod

Fire department turn-out gear, blood-borne pathogens kits

Personal protective equipment required to be worn.	<input type="checkbox"/>	<input type="checkbox"/>
Employees trained on proper use.	<input type="checkbox"/>	<input type="checkbox"/>
Equipment properly maintained.	<input type="checkbox"/>	<input type="checkbox"/>
Shop equipment has proper guards to protect from pinch or caught-between type injuries.	<input type="checkbox"/>	<input type="checkbox"/>
Chemicals used in the department.	<input type="checkbox"/>	<input type="checkbox"/>
MSDS sheets available; employees trained on hazards, proper use, proper PPE to use.	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

Auto and Equipment

Seat belts provided.	<input type="checkbox"/>	<input type="checkbox"/>
Seat belts required to be used.	<input type="checkbox"/>	<input type="checkbox"/>
Drivers noted wearing seat belts.	<input type="checkbox"/>	<input type="checkbox"/>
All lights working including strobe lights, turn signals.	<input type="checkbox"/>	<input type="checkbox"/>
Tires in good condition, tread, sidewalls.	<input type="checkbox"/>	<input type="checkbox"/>
Glass in good condition; not cracked, broken.	<input type="checkbox"/>	<input type="checkbox"/>
Reflective tape, signs in good condition.	<input type="checkbox"/>	<input type="checkbox"/>
Any periodic, documented, self-inspection of the vehicles/equipment.	<input type="checkbox"/>	<input type="checkbox"/>
Proper guards on mowers, other equipment.	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

Safety Meeting Attendance Sign Up Sheet

[Click Here to Print Form](#)

City/County: _____

Date: _____

Department: _____

Topic: _____

Attendees:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Next meeting scheduled for _____

Safety Coordinator _____



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HEALTH PROMOTION SERVICES

(continued)

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JOB POSTING

Do you possess a high level of customer service, team membership, communication and influence skills? Would you like to see your name listed among our team members? If so, this may be the position for you.

LGRMS IS SEARCHING FOR A

**PUBLIC SAFETY
RISK CONSULTANT**

If Interested, please send your cover letter and resume to:
applications@gmanet.com

ANNOUNCEMENTS

INTERESTED IN APPLYING

Send your cover letter and resume to: applications@gmanet.com

HELP WANTED!

LGRMS IS SEARCHING FOR A

**PUBLIC SAFETY
RISK CONSULTANT**

**SEE PAGE 31 FOR MORE
INFORMATION**

MINIMUM QUALIFICATIONS

Bachelor's degree in Criminal Justice or other closely related field; 15-20 years of experience may be considered in lieu of a Bachelor's degree; minimum 10 years of current law enforcement experience; Served as a POST Certified Peace Officer; POST Certified Law Enforcement Instructor; EVOC or Law Enforcement Driving Instructor background a plus; minimum of 5 years as a Training Officer for a Law Enforcement Department; must possess and maintain a valid Georgia driver's license.

Go to:

www.lgrms.com/resources
for full description of the job
and requirements

Location:

This position will be responsible for supporting GMA and ACCG members primarily, but not exclusively within middle and Southern Georgia

Salary/Benefits:

- Strong family and team working environment
- Ability to positively impact member employees' and citizens lives
- Based on the candidate's experience, we offer a six-month to two-year onboarding process to ensure their success in this new role
- Career development strongly encouraged, with a potential for growth/advancement within LGRMS, GMA and ACCG
- Competitive salary and strong benefits package

The Ideal Candidate's Background/Experience:

- The Public Safety Risk Consultant (PSRC) position reports to the Training Manager. PSRC team members have a great deal of independence and autonomy. Candidates should have a proven record of self-management and motivation.
- The position requires a high level of customer service, team membership, communication (written/verbal), and influence skills. Candidates should have a proven record of presenting, influencing or leading people from all levels of an organization.
- This position requires a high level of analytical and problem-solving skills. Candidates should have a proven record of conducting surveys or evaluations, loss & root-cause analysis, and making sound recommendations for long-term sustainable corrective actions.

For More Information:

To read the full job description, please click the link below:

www.lgrms.com/resources

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AUGUST 2021 - ISSUE 7.0

LOCAL GOVERNMENT RISK
MANAGEMENT SERVICES,
INC., - A Service Organization
of the ASSOCIATION COUNTY
COMMISSIONERS OF GEORGIA
and the GEORGIA MUNICIPAL
ASSOCIATION

VISIT THE LGRMS WEBSITE

For more information.

www.lgrms.com

Has your organization undergone any changes in personnel? Are there other staff members that you would like to receive a copy of our publications? If so, please click the link below to download our contact list form.

[Contact List Form](#)



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