

FARMINGTON HILLS POLICE DEPARTMENT ANALYSIS 2022

PHASE ONE FINAL REPORT

Situational Awareness and Threat/Risk-Based Training Protocols, Policies and Programs

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PROJECT SCOPE AND OBJECTIVES

The objective of this project is to complete an analysis of the Farmington Hills Police Department's Situational Awareness and Threat/Risk-based training protocols, policies, and programs, specifically

- Officer safety objectives and training protocols.
- Firearms training and qualifications.
- Compliance with law enforcement industry model policies, standards, guidelines, and best practices.

To meet these project objectives, analysis, findings, and consolidated recommendations will be presented as follows:

Section 1.0: Department Standards, Objectives, and Governing Principles

Section 2.0: Defining and Evaluating FHPD Situational Awareness and Risk-Based Training Programs, and Proficiency Measurement Systems

Section 3.0: Firearms Training and Proficiency Measurement Systems

Section 4.0: Officer Safety and Other Relevant Training

Section 5.0: Comparison of FHPD Programs to State and National Standards

Part 5A: Certified training staff standard

Part 5B: Remedial training standard

Section 6.0: Accountability Measures and Outcomes

Section 7.0: A Central, Overarching Finding

Section 8.0: Consolidated Recommendations

Appendices, Notes, And Sources

This assessment is the first of three phases. The finalization of this paper will represent the delivery of Phase One. Phase Two will focus on Traffic Stops, and Phase Three will focus on Arrests. The duration of the Phase One study began on October 24th and was scheduled to conclude in approximately five weeks – barring adjustments by mutual agreement (e.g., the Thanksgiving Holiday week was mutually agreed upon as a pause in Phase One. Note that by mutual agreement, delivery of the final report was completed on December 29, 2022) This relatively short turnaround reflects the priority of analyzing the topics itemized above.

For Phase One, the Winbourne Team is comprised of Clark Kimerer and Tom Maureau with executive oversight provided by Winbourne President and CEO Andrew Reece.

NOTE: FHPD will be the standard acronym for the Farmington Hills Police Department.

OVERVIEW OF METHODOLOGY

At the outset, the Winbourne Team was guided by the principle that the Phase One scope of work was simultaneously *technical* (an assessment of training curricula, best practice analysis, review of program outcomes) and *holistic*. This is because officer safety and firearms training and proficiency measurement systems are governed by the same FHPD policies as all other use of force incidents. FHPD Chief King concurred with this approach.

The essential values of FHPD are the basis of all policy, training, operations, and accountability systems. This principle is a foundational finding of the seminal study *American Policing in 2022*, commissioned by the US Department of Justice – Office of Community Oriented Policing Service (COPS):

“When police departments establish a set of organizational values – especially when they do so with community input - they create a foundational belief system on which all organizational and individual decision-making can be based. For instance, articulating that collaboration, leadership, ethics, excellence, and the respect for human dignity are an organization’s core values means that everything within [that organization] - from recruitment, promotions, discipline, to training... must be in alignment with that which the organization purports to believe” –Jim Buermann, Director of the National Police Foundation.

Consequently, the Winbourne Phase One summary includes analysis of the nexus between the specific training programs being examined and the FHPD and Chief King’s high-order objectives and value-based vision for policing in Farmington Hills.

To arrive at the Findings and Recommendations, the Winbourne Team conducted a comprehensive review of data and documents, totaling over 1400 pages, requested from, and provided by FHPD. This document production was supplemented by the assessment team utilization of an additional 800+ pages of outside studies and external source material.

Winbourne interviewed FHPD Chief King, City Manager Mekijan, commanders, sergeants, and patrol officers. (Except for Chief King and A/Chief Piggott, or by Department permission, comments are presented without attribution.)

The FHPD point of contact representing Chief King was Captain Rich Blendea, Commander of Accreditation and Training. Captain Blendea facilitated document production, interview scheduling, and all other requests of the Winbourne Team. Winbourne also interviewed him on several occasions for approximately five hours. It merits stating that Captain Blendea was a consummate professional and a credit to FHPD.

A detailed list of sources and citations is found in *Appendix 1*.

In addition to the above, national research outcomes were used where relevant as additional benchmarks and criteria. Throughout this study, the findings, and recommendations we present were compared and contrasted to research initiatives from the National Police Institute (formerly the National Police Foundation), the International Association of Chiefs of Police (IACP), Bureau of Justice Assistance, DOJ Office of Community Oriented Policing Services, and other prominent academic and professional institutions.

The findings and recommendations in this paper are based on decades of law enforcement leadership and experience, as well as continuing professional relationships with law enforcement experts throughout the USA. Of note is our experience as advisors and participants in policy development for a large number of police agencies – of all sizes – over the last 30+ years.

Overarching Statement of Methodology and Basis for Conclusions

The conclusions, analysis, findings, and recommendations presented in this Phase One study should be considered under the rubric of this all-encompassing predicate:

The Winbourne Team's conclusions are based upon neutrality and the standard of objective reasonableness. Opinions presented in this report are held by their authors to a reasonable degree of professional certainty. They are based on education, training, and experience in active policing and knowledge of policing standards and best practices. The basis for all opinions and conclusions in this assessment is founded upon decades of continuous professional experience, national/international public safety networks and relationships, participation in academic and organizational research studies and reform initiatives, and both past and contemporaneous engagement, evaluation, information-sharing, and study of policies/practices in police agencies of all sizes throughout the US. This is not an academic study intended to conform to control/treatment analysis standards or the other conventions that characterize formal academic (e.g., university) research formats.

A more extensive summary of qualifications, relevant training, and experience of Winbourne Team members Clark Kimerer and Tom Maureau are found in *Appendix 5*.

Caveat Regarding Methodology

We note one final proviso or caveat: As noted above, this is not an academic study intended to conform to control/treatment analysis standards or the other conventions that characterize formal academic research formats. Neither the scope of work nor the time frames agreed upon would allow for this methodology. In particular, a controlled, reliable study based upon an extensive survey instrument comparing FHPD and other police departments would be neither feasible nor – we argue – dependable nor illuminating.

Many reasons prompt us to make this argument, not the least of which is that large survey-based comparative studies are highly complex, time consuming and – more to the point – often undependable. A more extensive discussion of this topic will be found in *Appendix 2*.

EXECUTIVE SUMMARY

By design, this report, focuses upon public service ideals and police practices of the highest priority, both to the Farmington Hills Police Department (FHPD) and the community they serve: comprehensive, progressive training in use of force and officer safety, based upon the risks confronting the citizens of Farmington Hills and the officers, supervisors, commanders, and civilians of FHPD. The rubric defining these risks and the essential skill that limits the severity of risk is called situational awareness. In this report, the working definition of situational awareness is:

A disciplined study and focus on external circumstances and environmental risks or opportunities; one's relationship to other people, both as potential allies or threats to personal or community safety; the presence/use of instruments or abilities to inflict harm to oneself or others; in short, knowledge and experience, facilitated by training, to quickly ascertain the immediate or potential threats that exist to police professionals in the legal discharge of their duties and options for countering them.

To assess these critical questions and topics, the Winbourne Team conducted a comprehensive review of over 1400 pages of data, policies and relevant documents provided by FHPD, supplemented by an assessment of an additional 800+ pages of outside studies and external source material. Both National and State of Michigan standards and best practices figured prominently in this external review, as well as research initiatives from the National Police Institute (formerly the National Police Foundation), the International Association of Chiefs of Police (IACP), Bureau of Justice Assistance, DOJ Office of Community Oriented Policing Services, and other prominent academic and professional institutions. Interviews of key FHPD personnel – from patrol officers to Chief King – were an integral part of this extensive study.

The central topics of this detailed Winbourne study, described as *Sections* in the Table of Contents, resulted in both findings and recommendations. After the internal and external data, policies and programs were assessed according to a standard of objective reasonableness, Winbourne verified that FHPD is a highly reliable police organization that consistently meets or exceeds the model (so-called “best”) practices of police agencies in the US as concerns risk-based training programs in use-of-force firearms proficiency, and officer safety founded upon situational awareness.

Of the thirty-two Findings presented in this study, the following capture the essential outcomes of the Winbourne assessment and conclusions:

First, the high-order values reflecting both FHPD and Farmington Hills community and government objectives and aspirations, including fair and impartial policing and reverence for human life, dignity, and safety, are consistently found in FHPD policies, procedures

training, and accountability systems, which is the very definition of a “best practice” in law enforcement.

Second, FHPD leaders and training staff focus on a rigorous and continuous examination of *scenarios*, particularly in police agencies on a local and national level and use these scenarios as the foundation of training and a constant process of knowledge exchange between all personnel at FHPD. In turn, this same process increases the skills for individual situational awareness, which is the cornerstone for officer safety and identifying risks.

Third, The FHPD has committed to leading-edge programs of developing training to achieve progressively higher levels of firearms competency and tactical skill, governed by objectively reasonable decision-making, including building competency according to both real-world risks balanced against fair and impartial policing principles.

Fourth, the critical components of firearms training and proficiency measurement at FHPD, including twice-yearly qualification as part of integrated, comprehensive training, exceeds most police agencies familiar to the Winbourne Team.

Fifth, the FHPD has developed and implemented a systematic and thorough training program addressing officer safety that meets or exceeds relevant standards and best practices. In particular, national priorities for officer safety training are comprehensively incorporated and addressed in FHPD training programs.

Sixth, the FHPD program of Firearms Training and Qualification significantly exceeds baseline state and national accreditation standards. Of note is that the FHPD intentionally committed to exceeding minimum training standards and qualification formats.

Seventh, the FHPD has implemented rigorous, leading-edge accountability systems that both support employee excellence and confirm the acuity and effectiveness of organizational policy and training.

Eighth, as FHPD responds to virtually every call received by the 911/Emergency Communications Center, reportable use of force incidents at rates between .0015%-0020% for 2019-2021 validates the efficacy of their systems of FHPD training, firearms qualification, and accountability policies and programs.

Finally, the overarching conclusion of the Winbourne assessment is that the governing principles of FHPD, its mission, vision, and core values, are progressive, ethical, and moral and reflect the standards and aspirations of the highest values to model police agencies and the communities they serve; and that FHPD has successfully transformed these governing principles into Departmental policies, procedures training, and accountability systems. Consequently, the FHPD has reliably created and maintained a training program,

operational system, and culture that reflects and supports their high-order goals and governing principles.

The target controversies identified in June of this year are analyzed at page 14 of this report. The conclusion of the Winbourne Team merit inclusion in this Executive summary. After thorough review, Winbourne found that the use of photo-realistic targets is a Michigan State Law Enforcement Accreditation standard, which FHPD met by using a wide array of different human images and interchangeable threat indicators (armed, unarmed, threatening, non-threatening) consistent with situational and risk-based decision-making, otherwise known as “shoot-don’t shoot” training. All races, genders, ethnic, and other human identity indicators are realistically portrayed as benign and threatening, with innocent scenarios portrayed more often than armed. Consequently, this array of State required targets are not a negative referendum on the fundamental vision, core values, policies, procedures, and training programs of FHPD, and does not cancel or invalidate the commitment of FHPD to be a fair, impartial, and constitutionally based police department.

Finally, a series of recommendations follows the findings posited by the Winbourne Team. The one consistent recommendation applies to all sections of this report. Our *overarching recommendation is that these policies and practices be continued, regularly updated, audited, and, where practical, shared with the Farmington Hills community in all available media.*

Other recommendations of note include creating a dedicated, FHPD-specific social media network and community survey process; integrating procedural justice protocols; and continued policy review of training applications related to risk and situational awareness, provided that the priority for realistic training is not compromised.

Topic 1.0: Department Standards, Objectives, and Governing Principles

An axiom applicable to the assessment of law enforcement organizations (paraphrased from a quotation by Martin Luther King, Jr.) –

“Show me your principles, and I will show you your future”

As noted in the Methodology Overview (above), the starting point for evaluation of any complex system like a police department is to identify the mission, vision, and core values of that system. All institutional policies, procedures, training programs, and accountability measures are, or should be, derived from overarching objectives and aspirations. Consequently, the predicate for this assessment requires the articulation of the non-negotiable goals and guiding principles of the Farmington Hills Police Department.

The Mission Statement of the Farmington Hills Police Department places the commitment to fair and impartial policing at the center of their highest goal.

The Farmington Hills Police Department is committed to maintaining the safety and quality of life of this community, through the delivery of superior police services without prejudice or partiality.

While the Mission Statements of many police departments large and small emphasize delivery of quality policing services, the emphasis Farmington Hills PD places on fair and impartial policing is noteworthy.

The FHPD statement of organizational values amplifies upon the overall mission:

- Respect and dignity for all human life
- Reverence for the fundamental freedoms safeguarded by the Constitution of the United States
- Honesty and integrity through ethical behavior
- Appreciation for diversity among the members of our community
- [Accountability] to ourselves and the community while providing superior services with courtesy, compassion, and empathy

As this analysis is focused on firearms and officer safety training, and, consequently, use of force policies and procedures in general, it is significant that these organizational commitments are engraved in the policies and procedures governing the use of force:

“The value of human life is immeasurable in our society. Police officers have been delegated the responsibility to protect life and property and apprehend criminal offenders. The apprehension of criminal offenders and protection of property must at all times be subservient to the protection of life. In vesting police with the lawful authority to use force to protect the public welfare, a careful balancing of human rights and interests is required. Every person is entitled to respect and dignity. The ultimate value of human life serves as the primary guide to officers as they confront circumstances that may require the use of force. The use of any force must be applied only when reasonable and lawful. The use of force in the United States is judged by “objective reasonableness” under the 4th Amendment ban on “unreasonable searches and seizures.” [Subject: Force Response to Resistance and Violence 01-25-2021 Effective Date: 01-25-2021]

As a further commitment to the FHPD priority of protecting life, the policy statement assigning personal responsibility to each Department employee is noteworthy:

“...In addition to these rules, the Department’s procedural instructions and other orders, each member must exercise good judgment, intelligence, common sense, and discretion at all times. Each member must remember that in addition to enforcing the law, they are not above the law, and are required to perform within the law. All members must respect the constitutional rights of all, regardless of color, race, religion, national origin, gender, or sexual orientation. An employee shall be held strictly accountable for any deviation from, or violation of these rules, regulations, and responsibilities.” [FHPD Manual of Rules and Regulations Introduction]

The standard for use of force in FHPD conforms to national legal standards through the 4th Amendment as defined through the US Supreme Court decision Graham v. Connor, 490 U.S. 386 (1989). *Additional commentary on the Graham standard will be found in Appendix 3.*

Finally, it bears emphasizing that FHPD firearms and officer safety training, which are both based and at the same time focused upon improving both individual officer and organizational situational awareness, are not standalone programs, but instead are holistic and integrated with human rights, restraint, sound judgment, respect for diversity, the rule of law and due process – in short, the explicit high-order principles FHPD is committed to protecting and defending. A *partial list* of this integrated, co-occurring annual training includes:

- Officer Accountability
- Department values: Social justice, standards and duties, legal requirements, and other organizational priorities acquired through instruction and academic engagement
- De-escalation techniques
- Bias Policing
- Fair and impartial Policing
- Cultural Diversity
- The Duty to Intercede
- Anti-Harassment/Sexual Harassment in the Workplace
- Ethics in Law Enforcement
- Officer Well-being /Dealing with Stress

The critical fact here, which the Winbourne Phase One assessment will examine at each point in our findings, is that the high-order values reflecting both FHPD and Farmington Hills community and government objectives and aspirations, including fair and impartial

policing and reverence for human dignity and safety, are consistently found in FHPD policies, procedures training and accountability systems, which is the very definition of a “best practice” in law enforcement.

In interviews with Chief King, he noted that “Doing the right thing is always harder” but that there is no alternative if one wants a life devoted to “service and integrity.” That ethos, *service and integrity*, guides his vision for FHPD, which he wants to be “best police department in the US. One that makes people proud,” especially his sworn and civilian staff.

One of the officers interviewed said he chose to work for FHPD as “I want to work somewhere I am respected because I am fair and show that I value the community.”

Section 1.0 Findings

[See Overview of Methodology (above) for basis of findings]

Finding 1.1 – The Mission, Vision, and Core Values of FHPD are in accord with the standards of progressive, social justice-oriented professional police agencies nationwide. The FHPD commitment to fair and impartial policing at the center of its Mission statement is noteworthy and leading edge.

Finding 1.2 – As a further commitment to the FHPD priority of protecting life, the policy statement assigning personal responsibility to each Department employee is commendable.

Finding 1.3 – The integration of Department values into all operational and training systems in FHPD as governing principles creates a focus on actualizing fair and impartial policing, as opposed to being mere rhetoric.

Finding 1.4 – The standard for use of force in FHPD conforms to national legal standards through the 4th Amendment as defined through the US Supreme Court decision Graham v. Connor.

Finding 1.5 – Use of reasonable force standards and policies are thorough, comprehensive, and consistent with high accountability police agencies nationwide.

Topic 2.0: Defining and Evaluating FHPD Situational Awareness and Risk-Based Training Programs and Proficiency Measurement Systems

At the outset, it is important to establish a common understanding of situational awareness, particularly regarding use of force, officer safety and firearms training at FHPD.

A disciplined study and focus on external circumstances and environmental risks or opportunities; one's relationship to other people, both as potential allies or threats to personal or community safety; the presence/use of instruments or abilities to inflict harm to oneself or others; in short, knowledge and experience, facilitated by training, to quickly ascertain the immediate or potential threats that exist to police professionals in the legal discharge of their duties and options for countering them.

For purposes of this study, situational awareness is relevant to two, integrated disciplines:

- At the *individual* (e.g., officer-trainee) level, particularly related to officer safety and defensive skills (including firearms proficiency)
- At the *organizational* level, as the means to develop training priorities and programs, and identify and mitigate both individual and organizational risks.

Individual Situational Awareness

There are three recognized stages of personal situational awareness:

1. Information gathering – quickly sizing up both the sources of information available as well as important unknown facts.
2. Understanding/processing available information – interpreting the information gathered in the context or risk.
3. Application – anticipating how an incident will develop and change and taking necessary actions to address risk and fulfill a lawful purpose in the safest way possible.

For police officers, this discernment and decision-making process often must occur within a very short interval of time, frequently in mere seconds (echoing the Graham standard that officers are “often forced to make split-second judgments—in circumstances that are tense, uncertain and rapidly evolving”).

Organizational Situational Awareness

At the organizational level, a focus on situational awareness sets the stage to train police officers to increase their skills, knowledge, and presence of mind to quickly assess all immediate and available information in the process of decision making. Equally important is building an officer knowledge base of plausible high-risk scenarios.

The Winbourne Team concludes that FHPD focuses on a rigorous and continuous examination of scenarios, particularly in police agencies on a local and national level and uses these scenarios as the foundation of training and a continuous process of knowledge

exchange between all personnel at FHPD. In turn, this same process increases the skills for individual situational awareness, which is the cornerstone for officer safety and identifying risks.

Linking Organizational and Individual Situational Awareness

The comprehensive FHPD training curriculum (2019 to date) will be evaluated in detail in Sections 3.0 and 4.0 (below). For the examination of the topic of situational awareness, the Winbourne Team concludes that the training topics presented, and programs developed consistently represent real-world situations and risk-based scenarios confronting officers, the public, and their shared safety. In conversations with Chief King, Training Director Blendea, training staff, and patrol officers, Winbourne found that the following conclusions were validated:

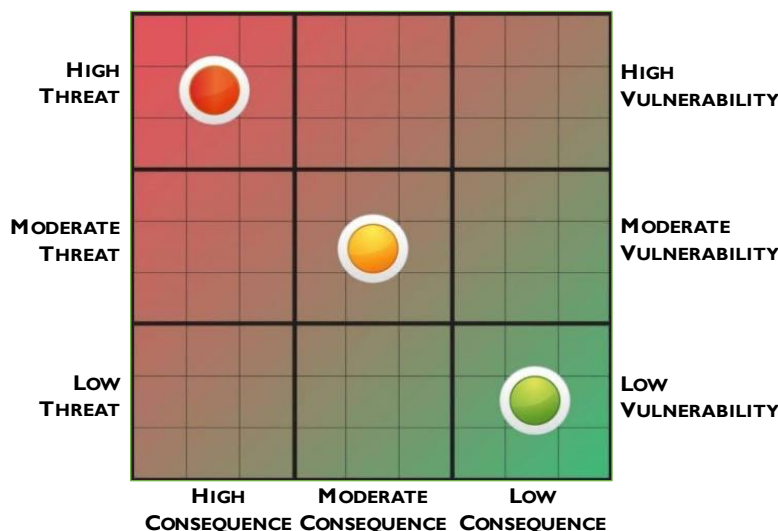
1. Training topics and programs are developed based on real-world incidents and research on officer options and mitigation strategies. Most training topics were literally “taken from headlines” and/or the product of research involving other agency experiences, sometimes tragic (like the Uvalde shootings, currently being studied for lessons learned by the FHPD training staff). A brief, illustrative sampling of these topics includes:
 - Active Shooters (School and Mass Shooting)
 - Solo Officer
 - Multiple Contact Team Entry
 - Tactical Emergency Casualty Care (“Stop the Bleed”)
 - Ambush Awareness and Spontaneous Attack Recognition and Countermeasures
 - Assessing Life-Threatening Situations
 - Dealing with subjects in behavioral health or other mental crisis
 - Foot Pursuit Options and Mindset
 - Vehicle hazards, approaches, extractions De-Escalation and Minimizing Use of Force
 - Responding to Persons with Autism
2. The training staff, all the way up to Chief King confirmed that FHPD is dedicated to being a “learning institution,” and continuously researches those public safety scenarios to develop training to improve community safety and service and officer safety.
3. Officers interviewed were consistent in their view that the focus on situational awareness skills, officer safety, and real-world police scenarios are the standards and priorities for FHPD training. And that the training was both difficult and demanding. (One officer, in particular, a 10-year veteran, said she has adopted

situational awareness and “a scenario focus” as a personal mindset, and credits the FHPD training program with improving her skills and service to the community).

4. Based on the extensive experience of the Winbourne Team, we conclude that at the *Individual (Trainee) Level*, progressive development of situational awareness skills through timely scenario training leads to self-initiated individual development of a risk-safety mindset. This is one of FHPD’s most important objectives and accomplishments. At the *Organizational Level*, we find that FHPD has fully integrated a focus on developing situational awareness at all levels of their organization and utilizing this knowledge to inform policy, training, and strategic service to the community.

Risk Analysis

A focus on situational awareness is the foundation for identifying risk. Risk modeling provides a roadmap for policy and training priorities and specific programs to buy down risk. There are standard models for risk analysis, and each requires the kind of situational realities that have been consequential to police officers, their organization, and the communities they serve. Three of the most widely accepted formularies for risk are the Gordon Graham Model, the THIRA (Threat Hazard Identification and Risk Assessment) template from FEMA, and the Threat-Vulnerability-Consequence (TVC) model used in both the public and private sectors. The TVC model, for example, is:



In Sections 3.0 - FHPD Firearms and 4.0 - Officer Safety, programs are assessed against situationally informed risks (active shooter, ambush, etc.) identified as national priorities. As established by the Winbourne Team, these programs are based on situational awareness, risk informed, and leading edge.

According to FHPD Leadership and explicit policy statements, every use of force incident report and evidence is sent to the FHPD training section, as a part of situational and risk analysis relevant to future training.

Outside the topics within the Phase One Scope of Work, other risk “vectors” impacting law enforcement require analysis and mitigation. Phases Two and Three will focus on Traffic Enforcement and Arrests, which are high on any police department’s (and their respective city or county government) list of risk; others include lawsuits, reputational damage, personnel wellness, misconduct, and other consequential hazards. For purposes of the Phase One Study, Winbourne concludes that while there is a need for continuous comprehensive risk analysis (Refer to Consolidated Recommendations), the nexus between the FHPD Firearms and Officer Safety training and proficiency measurement programs and risk analysis is solid.

Section 2.0 Findings

[See Overview of Methodology (above) for basis of findings]

Finding 2.1 – The Farmington Hills Police Department is a learning institution that rigorously examines high-risk, high-consequence, real-world situations to understand the gaps and needs in policing Farmington Hills.

Finding 2.2 – The focus on situational awareness and risk promotes and supports the value of scenario-based analysis, which creates a culture of inquiry and adaptability for each sworn and civilian member in the Farmington Hills Police Department.

Finding 2.3 – Integrating FHPD values and objectives into real-world, incident-based training scenarios is a leading-edge practice.

Finding 2.4 – The 3-step situational awareness process – quickly sizing up available information; processing known (and unknown) relevant facts for risks and opportunities; and applying skills and taking necessary action to address plausible risk, is a FHPD ethos which was reaffirmed in virtually all the Winbourne interviews, from civilian and officer to Chief King.

Finding 2.5 – The FHPD focus on situational awareness is a best practice in identifying risk. By analyzing and developing training programs based on the situational realities that have been consequential to police officers and the public, FHPD meets the model practice of integrated risk assessment for firearms and officer safety training.

Analysis and Commentary Regarding the June 2022 Firearms Target Controversy

In the course of the Winbourne assessment of FHPD situational and risk-based programs of firearms and officer safety training, the issue of using photo-realistic targets depicting various ethnicities, races, gender, and other human images, in both threatening (armed) and benign postures was a subject of both internal (FHPD and peer Michigan law enforcement entities) and external (Farmington Hills community, media, and government representatives) focus and concern. In particular, the disclosure of State approved targets depicting African Americans in about 15% of the total array of State authorized paper targets in June of this year raised important questions concerning situational awareness as the means to both develop accurate training and build proficiency in officer safety. Winbourne concluded that this incident requires analysis as part of the scope of this Phase One study.

The first area for assessment is whether the photo-realistic depictions of African Americans violated the norms for training to real-world scenarios, mainly to build proficiency in split-second “shoot-don’t shoot” decision-making in response to life-or-death threats faced by police officers, either in defense of themselves or other victims. If, for example, the targets available and used exclusively depicted African Americans as armed, whereas other human images were variable (some threatening, some benign) then we would conclude that A. the target array was not situationally accurate and B. the use of such images was prejudicial. In other words, we would condemn such a practice.

But this was not the case: African Americans, like the other photo-realistic depictions of different races, ethnicities, genders, and human images, were either threatening (armed) or benign (unarmed). Every target has interchangeable objects (cell phone, handgun, etc.) applied during training to simulate realistic threats (or non-threats).

The point of using realistic targets is not to make a biased statement about the morals of the image, but to train officers to focus on the threat, not the extraneous circumstances of race, age, gender, and other non-threat related characteristics.

After thorough review, the Winbourne Team found that the use of photo-realistic targets is a Michigan State Law Enforcement Accreditation standard, which FHPD met by using a wide array of different human images and interchangeable threat indicators (armed, unarmed, threatening, non-threatening) consistent with situational and risk-based decision-making, otherwise known as “shoot-don’t shoot” training. All races, genders, ethnic, and other human identity indicators are realistically portrayed as benign and threatening, with innocent scenarios described more often than armed.

The use of the MILO system (see Section 4.0, below) amplifies this point. It is important to note that the MILO system depicts virtually hundreds of human images, according to

ethnicity, race, body type, gender, clothing, emotional display, body language, etc., in the context of the subject being armed, unarmed, threatening, or innocent/benign, as real-world training in situational awareness and shoot-don't shoot decision-making. In the MILO system, there are over 800 scenarios developed by third-party experts, rather than FHPD trainers. This approach, similar to using an array of realistic paper targets during firearms training and qualifications, is codified as a State of Michigan Commission on Law Enforcement (MCOLES) and Michigan Law Enforcement Accreditation Commission (MLEAC) standard and best practice.

This last point bears emphasizing: The FHPD complied with a State of Michigan Standard, which applies to any state-accredited law enforcement agency in Michigan. The fact that these targets were supplied by a commercial vendor whom the State of Michigan accredited is part of the civic conversation. And, by consequence of this being a state-wide standard, is not an issue unique to Farmington Hills.

The FHPD officers interviewed for the Phase One study felt that the criticism, which they all said was “understandable,” arising out of this situation was nevertheless “hurtful,” “unfair,” and, for one, “mischaracterized our officers...this is not who we are.” All professed respect and even affection for the communities of Farmington Hills and were dismayed to find themselves characterized, by some, as racists. Also universal was the statement, “I don't even remember the target in question. We are trained to focus upon the threat, not the person.”

Significantly, Chief King accepted the full responsibility for this training curricula and the priority of situational realism upon which it is based. In our view, Chief King showed leadership by committing to objectively consider recommendations for addressing community concerns, provided they are not detrimental to the value of training based on realistic, risk-based situations.

Throughout this report, the Winbourne Team has issued findings and opinions about the FHPD commitment to the highest values of social justice, fair and impartial policing, and respect for human rights. Consequently, Winbourne concludes that the disclosures in June 2022 upon which this opinion is based are **not** a negative referendum on the fundamental vision, core values, policies, procedures, and training programs of FHPD, and do not cancel or invalidate the commitment of FHPD to be a fair, impartial, and constitutionally based police department.

Section 3.0: Firearms Training and Proficiency

Measurement Systems

Throughout the assessment, we confirmed an FHPD organizational ethos of the highest priority, as expressed by Chief King and virtually every commander, sergeant, and officer

we interviewed, that FHPD strives to be *a learning organization*. Consequently, Winbourne finds a forward-leaning commitment to study best practices on a comparable agency and a national basis. The objective of this commitment, realized through situational awareness, as examined in Section 2.0 (above), is to validate existing FHPD policies and programs and adopt, as needed, proven, progressive public safety practices and training methodologies which focus on continuous quality improvement.

As noted in the section describing this study's methodology, Winbourne reviewed all FHPD Firearms training programs, curricula, and outcomes from 2019 to date (45 months). The training documents reviewed were extensive and complete. As part of this review, our decades-long experience in researching and implementing best practices, and extensive network of professional relationships with public safety and academic leaders throughout the US, was brought to bear on our findings. Interviews with FHPD leaders and officers were a significant component of this process.

In every professional enterprise, be it science, engineering, medicine, or social work, there are gradations of proficiency. The same truth applies to policing. Proficiency is the product of knowledge, practice, and experience, buttressed by consistent and regular assessment, correction, and improvement.

In the very rare event that police officers must use potentially deadly force, the skill and competency of the officer required to apply force is literally a matter of life and death. It has long been observed in both the military and in law enforcement that the most highly competent officer confronted with a life-or-death situation will possess the skills and judgment to use only that force which is necessary and objectively reasonable. On the other hand, individuals without sufficient skills or experience may lack the confidence and judgment that a high degree of proficiency provides; moreover, may be more susceptible to emotions or misjudgments of the application of legally necessary force.

In assessing how FHPD measures up to state and national firearms training and qualifications, it is important to note that FHPD intentionally committed to exceed minimum training standards and qualification formats. Many agencies Winbourne collaborated with over many years, some much larger than FHPD, conduct a once-yearly qualification course which predominantly consists of static target shooting from various distances. While that course of fire represents a fundamental skill included in the FHPD program, situations throughout the country reveal the need for complex adaptive competencies. There has long been a consensus that firearm-deadly force training needed to transition from the standard qualification of using age-old static point and shoot

courses. FHPD represents a unique law enforcement organization to fully embrace this principle and actualize it in their training.¹

The principled commitments by FHPD leadership affirm the priorities identified in the often-cited Police Foundation’s National Study on Officer Safety Training in 2020:

“Law enforcement executives must balance training opportunities with budgetary and staffing realities when setting priorities. They realize that officers must be trained to be prepared for any incident, even if it is unlikely to occur. Although a relatively low number of agencies reported that officers had been seriously injured or killed in the last three years, constant training must be conducted, as response skills are perishable if not consistently practiced” [Rojek, J., Grieco, J., Meade, B., Parsons, D. (2020) Officer Safety Training: Findings and Implications. Washington, DC: National Police Foundation]

After comprehensive review of the FHPD Firearms training and proficiency assessment program, Winbourne concludes that Farmington Hills Police Department is on the leading edge of developing training to achieve progressively higher levels of firearms competency and tactical skill, governed by objectively reasonable judgment that includes building competency in fair and impartial policing principles. The FHPD firearms training and proficiency programs are rigorous and realistic. Of note is the fact that these skills are integrated with the inculcation of values, department standards and tactical options specifically designed to reduce the need for all but necessary force (to be discussed below)

To meet that real-world objective, the FHPD training and qualification regimens use multiple formats, focused on shoot-don't shoot simulations, movement, concealment and cover, and environmental impediments (low light, obstacles, uneven ground, etc.).

An additional focus is given to incident-based complex tactical response training, particularly school or mass active shooter scenarios. The 40-hour spring training

¹ There has long been a consensus that firearm and/or force training is needed to transition from the standard qualification of using age-old static point-and-shoot courses. (cf. Balancing Public and Officer Safety: Report from the International Association of Chiefs of Police/COPS Office Use of Force Symposium 2012 – “*For training to be relevant, it was deemed essential to transition to tactical courses that replicate real encounters, requiring a choice between a variety of use of force options during stressful simulations as well as closely supervised tactical training environments*”) the reality is that in budget-strapped and understaffed police agencies of all sizes – but particularly in agencies the size of FHPD or smaller – comprehensive, reality-based force training is limited or outright not feasible. Moreover, the static point-and-shoot proficiency measurement system nevertheless meets state and national standards (per Section 4, below)

curriculum focuses on virtually all the priority scenarios and skill-building required to attain a high level of proficiency. The Winbourne review of the training curricula from 2019 to the present day reveals the depth and breadth of FHPD's commitment to developing and maintaining this high level of competence and proficiency in their professional staff.

The following noteworthy characteristics distinguish the FHPD Firearms training and proficiency program:

1. Firearms training/qualification conducted twice yearly (in contrast to the large number of firearms qualifications the Winbourne Team, in their professional experience, is familiar with) conducted once yearly, and which typically involve static target or minimal movement shooting.
2. A pass/fail system requiring 100% accuracy (in contrast to total point-based passing levels of 75%-80% as acceptable scores in many jurisdictions).
3. For the spring round of training, a comprehensive, integrated curriculum that places firearms proficiency in the context of officer safety, situational awareness, policy/legal updates, fair and impartial policing, and overarching FHPD values and objectives.

The FHPD firearms training and qualification program is multifaceted and based upon real-life decision-making and a demanding level of proficiency. It is essential to consider this contrast to prevailing programs and baseline state and national accreditation standards (discussed in Section 5.0). Over the last 3+ years, proficiency measurement (qualification) courses at FHPD involve scenarios and defensive conditions taken from actual incidents that have confronted police officers throughout the US. They include:

- Rapid movement to a position of cover and or concealment
- Decisions to engage, employ less lethal options, or disengage depending on the threat in real-time (i.e., <1.5 seconds, which is the statistical increment of time where an assailant can draw and fire upon an officer or innocent third party)
- Responding to sudden ambush scenarios (e.g., sitting in a patrol car)
- Rapid response to active shooter scenarios, including the formation of contact teams, extraction teams, and tactical emergency casualty care
- Box drills which demand movement between various positions and decision-making as cover and engagement rapidly change
- Shoot-don't shoot decision-making when available facts or conditions are incomplete and may compromise safety or certainty

- Use of effective verbal commands and directives
- Tactical de-escalation (e.g., using distance and cover, tactical repositioning, and “slowing down” situations that do not pose an immediate threat)
- Technical skill training and proficiency assessment (low light, uneven terrain, obstructed view, inadequate cover, fatigue, injury requiring adaptation {e.g., weak hand deployment of firearm, etc.})

These are just a few examples of training and qualification modules conducted between 2019 and the present time. The critical component of the FHPD approach, which distinguishes their programs as best practices, is creating a pass/fail nexus between what an officer is trained in and what she/he is tested on to meet proficiency standards. Many agencies in the US provide advanced training. Note: What distinguishes the FHPD program from the many jurisdictions the Winbourne Team is familiar with (Refer to Overview of Methodology, above), is the successful demonstration of that training in structured proficiency assessments/qualifications.

Interviews with the FHPD Training Staff confirm the Departments exacting standards:

“Our standards are not meant to appease”

Interviews with officers were similarly revealing. Both annual firearms qualification series were “very difficult...this is a program that demands attention and respect.” And “the timing and accuracy standard allows no wiggle room.” For both training staff and officers, the general ethos of training was described as “getting comfortable with being uncomfortable.” Another officer commented, “while very hard, the firearms training program makes us continuously challenge one another.”

A/Chief Piggott affirmed two essential training principles: First “our entire focus is on threat, not personal characteristics;” and “the goal of using force is not to hurt, but to control...”

By way of conclusion, one caveat needs to be posited. There are upper limits to firearm proficiency. While the Winbourne Team concludes that the FHPD firearms training and proficiency measurement programs are exemplary, that does not guarantee a level of target accuracy that changes established standards for use of necessary force (sometimes posited as the “why can’t officers shoot guns out of armed assailant’s hands” question). Even for the most skilled, competent officer, the reality remains that when confronting the requirement to use deadly force, officers are trained, and judged, by a standard of using necessary force to STOP an attack or attacker, and by the Graham standard of objective reasonableness.

Section 3.0 Findings

[See Overview of Methodology (above) for basis of findings]

Finding 3.1 – The FHPD has committed to leading edge programs of developing training to achieve progressively higher levels of firearms competency and tactical skill, governed by objectively reasonable decision-making, including building competency in fair and impartial policing principles.

Finding 3.2 – The FHPD firearms training and qualification program has implemented exemplary programs for building competency, officer safety and situational awareness.

Finding 3.3 – FHPD curricula and practicums for firearms training and qualifications meets or exceeds police institutional use of real-world situations and incidents for program development and implementation.

Finding 3.4 – The FHPD made an intentional commitment to implement high-quality firearms training programs and qualifications and supported that commitment by investing in assigning and supporting quality training staff and prioritizing competency and officer safety programs as a high organizational priority.

Finding 3.5 – The critical components of firearms training and proficiency measurement at FHPD including twice yearly qualifications; an integrated, comprehensive training curricula of 40 hours every spring; a standard of 100% performance competency as part of a pass/fail system exceeds most police agencies familiar to the Winbourne Team.

Section 4.0: Officer Safety and Other Relevant Training Programs

As noted above in the discussion of Situational Awareness, the majority of training curricula itemized in the category of officer safety are the result of the department ethos of building individual and organizational situational awareness.

The comprehensive review of FHPD officer safety training curricula (2019-to date) confirms a systematic and thorough program that meets or exceeds relevant standards and practices.

By way of validating this finding, a 2020 national study of police departments conducted by the National Police Foundation (with support by the International Association of Chiefs of Police and Major City Chiefs Association) posed the question *“what are the priorities for training in different officer safety areas over the next three years (in order)?”* Two elements identified as training modalities were scenario-based training and a focus on risk-based programs, both concepts which are foundational at FHPD.

The top 12 results were as follows, in order of priority:

1. Contacts with the mentally ill
2. Active shooter training
3. Scenario training for deadly force
4. Trends in threats to officer safety
5. Officer survival/personal safety training
6. Situational indicators of potential assaults on officers
7. The principles and tactics of de-escalation
8. Safe handling of illicit drugs and precursor chemicals
9. Scenario training for non-lethal force
10. Recognizing and countering ambush attacks
11. Case law related to use of force dynamics of police-citizen encounters
12. Field casualty medical care officer rescue tactics (e.g., Stop the Bleed)

When considering the FHPD officer safety training program (2019-to date) the curricula virtually mirror the priorities itemized above. Consider this *partial* list of the FHPD officer safety programs, some offered multiple years, with basic and advanced iterations, in comparison with the aspirational national priorities itemized above:

- Response to individuals in behavioral/mental health crisis²
- The Use of De-Escalation When Responding to a [mental health] Crisis Call
- Responding to persons with autism
- Active shooter training (solo and team response)
- Assessing Life Threatening Situations and The Use of Deadly Force
- Recent trends in officer safety
- Mental Health/Officer Wellness
- Tactics to manage a violent felony stop
- Hazard management (including HazMat and drug/chemical handling)
- Ambush survival
- Sudden Spontaneous Attacks – characteristics and tactics
- Increasing safety in foot pursuit decision-making

² As this report was being prepared, the Farmington Hills Police Department was awarded a state grant to train all sworn officers and dispatchers in “Response to Mental Health Crisis Events,” geared to first responders. This grant will be used over the next year in a 20-hour course (4 hour online and two days in class) to train officers and dispatchers to enhance first responder knowledge, skills, and attitudes to effectively intervene for those experiencing behavioral health crisis. The ultimate long-term goal for this training will be to create a safe and supportive environment where individuals in behavioral health crisis receive trauma informed, harm reduction services from trained first responders. According to Capt. Blendea (Training and Accreditation Commander and this project’s POC) the training will also be the foundation to increase the FHPD overall Crisis Intervention Team (CIT) capabilities.

- De-Escalation and Minimizing Use of Force
- Tactical Emergency Casualty Care (Stop the Bleed)
- Terrorist Attack Training
- Less-Lethal Force options/training/certification
- Officer Well-being /Dealing with Stress
- Defensive Tactics (combined martial arts focused on subject control tactics)

In addition to the integrated officer safety training program discussed above, FHPD employs an array of leading-edge training modalities that further enhance their exceptional in-service programs, particularly concerning firearms and officer safety training.

Additional Relevant Mandatory and Elective Training

The most significant is the MILO simulator system. MILO stands for Multiple Interactive Learning Objectives. Popularly described as a “shoot-don’t shoot” simulator, this shorthand tagline barely scratches the surface of what this sophisticated training system provides.

Developed in 1995 MILO introduced the first all-digital video, MS Windows™ based training simulators for law enforcement. Among the system features is an end-user scenario authoring capability, to supplement the 800+ scenarios provided by the vendor. This is an evidence-based approach to advanced learning solutions.

FHPD utilizes two complementary MILO systems. The first is a virtual, interactive situational awareness and scenario-based simulator encompassing critical incident training, de-escalation, decision support training, traditional tactical judgment training, and firearms proficiency training. Trainees use safe simulated munitions which perform identically to “live” ammunition in the decision process. Decisions (e.g., shoot-don’t shoot) are assessed by the trainee and training staff, opportunities for correction, validation and further training are immediate and, with 800+ scenarios to choose from, nearly limitless. The second utilizes the same format but is a live fire (range-based) system where scenarios are projected onto paper target screens where trainees respond with live ammunition.

Three facets of this comprehensive, interactive system are noteworthy:

First, the MILO situational awareness-based scenarios are multi-faceted. They include high stress split second decision-making about de-escalation, disengagement, less-lethal force options, implicit bias and other “don’t shoot” conditions. The simulations depict real people, environmental impediments (low light, obscured vision, no available cover, etc.) and other reality-based scenarios.

Second, as noted in the previous analysis about the use of multiple realistic targets depicting various scenarios consistent with situational awareness (*see pages 11-12*), it is essential to recognize that the MILO system illustrates virtually hundreds of human images according to ethnicity, race, body type, gender, clothing, emotional display, and body language, etc., in the context of the subject being armed, unarmed, threatening, benign and circumstances clear or unclear as real-world training in situational awareness and shoot-don't shoot decision-making. This approach is similar to using a wide array of realistic paper targets during firearms training and qualifications, codified as a State of Michigan Commission on Law Enforcement (MCOLES) standard and best practice.

Third, it is significant that FHPD mandates officers go through this rigorous system at least six times a year. Winbourne's experience with many other agencies using MILO (or its primary competitor, F.A.T.S.) has seen neither the mandate nor frequency of this training comparable to FHPD. Of additional note is that FHPD plans to increase MILO training to once a month (12 times a year) once the transition to the new FHPD duty and backup handgun is completed this year.

Two other FHPD Training Programs of note:

1. FHPD is part of a county wide training consortium called OAKTAC. Among several county-city consortium basic and advanced training programs, all Farmington Hills police officers attend a 2-day Oakland County active shooter response training. FHPD conducts an in-service biennial refresher of this training to all personnel. In addition, FHPD training staff assist in OAKTAC active shooter response and other tactical programs as Instructors, thereby increasing their situational awareness of the latest trends in interventions and effective response.
2. Many advanced training courses are available to FHPD personnel as electives through various accredited training services, which officers are encouraged to apply for. In addition, FHPD has a license to access the nationally recognized Lexipol Police One Academy training catalog. FHPD encourages and supports personnel availing themselves of the hundreds of course offerings on leading edge best practices. Some of these courses are incorporated as part of the overall FHPD in-service (spring and fall) training program. *Of note: Police One/Lexipol training videos are mandatory assignments every month. Officers have full access to the catalog as well, but assigned monthly videos are tracked each month and all employees are held accountable for twelve training program videos via knowledge tests each year*

Section 4.0 Findings

[See Overview of Methodology (above) for basis of findings]

Finding 4.1 – FHPD has developed and implemented a systematic and thorough training program addressing officer safety that meets or exceeds all relevant standards and best practices.

Finding 4.2 – Curricula and practicums for the FHPD officer safety program are based upon rigorous organizational situational and risk awareness, and at the same time build the skill of individual (officer) situational awareness. The convergence of these two fundamental real-world standards between an organization and its professional staff represents a best practice.

Finding 4.3 – National priorities for officer safety training are comprehensively incorporated and addressed in FHPD training programs. It is noteworthy that the officer safety challenges and topics identified as national priorities correspond to the FHPD training program point by point.

Finding 4.4 – The MILO simulators (both interactive video and live fire formats) used by FHPD are recognized as state-of-the art decision-making training systems for firearms competency and officer safety. The system is based on over 800 real-world scenarios and emphasizes shoot-don't shoot decision making. The assignment of all personnel to attend MILO simulation system training a minimum of six times a year, soon to be increased to once a month, is exceptional and a best practice.

Finding 4.5 – The award of a state training grant to address police response to subjects in behavioral/mental health crisis represents a significant opportunity to bring an already solid training program to the next level, including implementing a department-wide Crisis Intervention Team approach.

Note on Finding 4.5 – One officer interviewed made the humane observation that “sometimes people just need to be listened to.”

Finding 4.6 – Consortium training and operations with Oakland County and partner jurisdictions expands both the capabilities of FHPD and contributes to their situational awareness. In particular, the active shooter curriculum required through OAKTAC (reviewed by the WAT) is exemplary.

Finding 4.7 – The array of basic and advanced elective training available through the Lexipol Police One Academy, and the support of FHPD commanders to use that and other quality supplemental training programs, confirms that FHPD is committed to being a “learning institution” and is an industry best practice.

Section 5.0: Comparison of FHPD Programs to State and National Standards

State and National Accreditation and Standards Entities

At the state level, the Michigan Commission on Law Enforcement Standards (MCOLES), has statutory responsibilities for establishing mandatory minimum recruitment, selection, and training standards for entry level law enforcement officers in the state of Michigan, as well as in service training for both entry and non-probationary Michigan law enforcement officers.

Additionally, the Michigan Association of Chiefs of Police (MACP) have established a comprehensive accreditation process founded upon compliance with 108 policy, training, and operational standards for law enforcement. These standards include a statement of professional objectives and a commitment to ensure transparency and accountability. The Michigan Law Enforcement Accreditation Commission (MLEAC) oversees the process of evaluating Michigan law enforcement agencies for accreditation purposes.

The National Commission on Accreditation for Law enforcement Agencies (CALEA) was established in 1978 to create national standards for law enforcement agencies. Accreditation through CALEA is voluntary.

State of Michigan Accreditation Standards

In the MLEAC on-site assessment report in 2021, the Standards for Firearms Training (Section 1.10.2) proficiency and qualification “*requires annual use of force training and annual firearms qualification.*”

There is no specification as to the required format for qualification nor minimum standards establishing a qualifying score. Other requirements include monitoring and assessment by certified weapons or tactics instructors and a procedure for remedial training if an officer fails to qualify according to the departmental standards (discussed below).

Per the discussion and findings in Section Three of this report, FHPD conducts a minimum of twice-yearly firearms training and qualifications including a reality-based comprehensive firearms proficiency course within 40-hour spring training curricula; and a second unique firearms qualification round in the fall. (These programs do not include MILO simulation training and the other programs discussed in Section Three.)

These firearms training and qualification programs are integrated with department policy officer safety and social justice programs, which is neither a MCOLES or MLEAC standard or requirement. Consequently, FHPD substantially exceeds the minimum state standards and accreditation threshold requirements.

National (CALEA) Accreditation Standards

As concerns the national CALEA standards, the same conclusion applies. The requirement for annual qualification and training proficiency assessments by certified weapons or tactics instructors and a policy for remedial training is essentially similar to the MCOLES and MLEAC standards:

CALEA Standard 4.3.3 (LE1) Annual/Biennial Proficiency Training

“At least annually, all agency personnel authorized to carry weapons are required to receive in-service training on the agency's use of force policies and demonstrate proficiency with all approved lethal weapons and electronic controlled weapons that the employee is authorized to use. In-service training for other less lethal weapons and weaponless control techniques shall occur at least biennially. In addition: a. proficiency training must be monitored by a certified weapons or tactics instructor; b. training and proficiency must be documented; and c. the agency must have procedures for remedial training for those employees who are unable to qualify with an authorized weapon before resuming official duties”

While the CALEA standards are not technically applicable to FHPD, having both MCOLES and MLEAC accreditation, two conditions merit validation:

4.1 Trained, Certified Firearms Training Instructors and Assessors

The first condition of the standard requires “proficiency training.... monitored by a certified weapons or tactics instructor.”

A review of the training certifications and professional expertise of the Farmington Hills firearms instructors and assessors prompts the Winbourne conclusion that the quality and credentials of FHPD personnel to design and conduct training and assess proficiency far exceeds the standards found in many comparable and more extensive law enforcement agencies. Every instructor is at a minimum certified through the MCOLE accredited training standards program.

FHPD training is overseen by Captain Rich Blandea, who has 25 years of experience and holds numerous professional certifications, including advanced, national use of force and tactical firearms credentials. He is a graduate of Northwestern University Staff and Command College.

Chief Range Officer Lieutenant Lauria has 20 years of instructional experience and is a Certified Range Master with numerous instructor certifications.

Sergeant Brian Kersanty is the Assistant Chief Range Officer, with almost 10 years of instructional experience, a focus on tactical interventions and defensive tactics. He is a member of the Oakland County combined SWAT team.

Sergeant Mark Kelly is also Assistant Chief Range Officer, with over 16 years of instructional experience and numerous certifications.

The full-time range staff is supported by 21 experienced, credentialed officers, sergeants, and commanders; 14 for the Firearm program and 7 who make up the Defensive Tactics cadre. A list of the FHPD trainers and their substantial qualifications and certifications is found in *Appendix 4*.

Of note is that Farmington Hills is a midsized police department of 120 officers who are trained and evaluated by highly qualified professional staff of 31 officers, sergeants, and commanders. This represents a remarkable commitment to the importance of training and the priority to achieve and maintain professional proficiency standards.

4.2 Remedial Training Standards

A second standard in CALEA and MLEAC is the requirement to “have procedures for remedial training for those employees who are unable to qualify with an authorized weapon before resuming official duties.”

Per Firearms Policy General Order - Force Response to Resistance and Violence DOI - 10-15-22:

“If the officer fails to qualify with their primary pistol, backup pistol, or rifle during remedial training, they shall be scheduled to attend a second remedial training session scheduled by the Chief Range Officer within one week. If the officer fails to qualify during the second remedial training session the officer shall be considered to be in a “fail to qualify” status and is re-assigned to the office of the Bureau Captain they work under in a non-enforcement capacity. When in a “fail to qualify” status, an officer shall be prohibited from carrying firearms until the department qualification and demonstrated proficiency are achieved.

Section 5.0 Findings

[See Overview of Methodology (above) for basis of findings]

Finding 5.1 – The FHPD program of Firearms Training and Qualification significantly exceeds baseline state and national accreditation standards.

Finding 5.2 – The integrated standard specified in both state (MLEAC) and national (CALEA) accreditation, viz. “monitoring” of firearms programs by trained certified firearms training instructors and assessors, is fully met by FHPD.

Finding 5.3 – The integrated standard specified in both state (MLEAC) and national (CALEA) accreditation, viz. a program of mandatory remedial training in the event of failure to qualify with Department firearm(s), is fully met by FHPD.

WINBOURNE NOTE on Finding 5.3 - While there have been a variable number of FHPD sworn personnel who failed to qualify in the last three plus years, no terminations arising from repeated failures to qualify following remedial training exist. In interviews with FHPD training staff and department leadership, all sworn personnel in remedial training are subject to intensive and demanding programs of competency building, which Winbourne views as a validation of the effectiveness of their training programs.

Section 6.0: Accountability and Outcomes

A crucial component of a highly reliable police organization is a rigorous system of accountability. Such a system helps guarantee adherence to policy and organizational values and validates department personnel conforming to rules and requirements. Winbourne concludes that FHPD has both basic and leading-edge accountability systems which both support employee excellence and confirm the acuity and effectiveness of organizational policy and training. This brief list is provided as part of the commitment of the Winbourne Team to provide the readers of this paper a comprehensive view of the continuum of organizational reliability.

**Department Mission, Vision, and Governing Principles>>>>Policies>>>>
Operations>>>>Training>>>> Accountability**

FHPD Accountability Standards, Policies, and Procedures

1. The first standard all employees are measured against is an unequivocal **competency requirement:**

“[Department members] shall maintain sufficient capability and competency to fully and properly perform their duties and assume the responsibilities of their positions.. Incompetence may be demonstrated by a lack of knowledge of the application of laws required to be enforced; an unwillingness or inability to perform assigned tasks; the failure to conform to work standards established for the member’s rank, grade, or position. [FHPD Manual of Rules and Regulations Sect. 2.9]

This is a very high bar, and noteworthy. In the numerous policies and procedure manuals Winbourne reviewed or helped develop, this is a rare statement of a consequential standard.

1. Immediate Complaint Investigation:

“This order is intended to ensure an immediate, objective, and complete investigation of any allegations. Shift commanders must recognize that during their tour of duty they are representatives of the department command staff and must function in that capacity to ensure the integrity of the department and its personnel is maintained. 1. It is the immediate responsibility of the ranking officer on duty to investigate any allegations of serious misconduct, use of force, or shots fired by any department member, regardless of whether the individual is under their direct command. 3. The report and status of the investigation shall be reduced to writing and forwarded to the Chief’s office no later than 8 a.m., on the following morning” [General Order - Command Responsibility Re: Investigation of Alleged Misconduct DOI 1-1-19]

2. Personal Acknowledgement of Policies:

“Each department member is required to review and electronically sign for each individual policy. PowerDMS provides reports and other tracking to ensure compliance. Even the amount of time an officer spends reviewing the policy prior to electronically signing is tracked. In some case knowledge tests are required after the department member has reviewed a new or updated policy” [FHPD Manual of Rules and Regulations]

3. Mandatory Use of Force Reporting

“Whenever a measure of force used is beyond that force which is customary in the course of an officer's duties, the officer involved shall complete the department's Use of Force Report. 3. The pointing of a firearm and/or a CEW directly at a subject without deployment (i.e., a non-discharge use). The Training Unit shall review all incidents of force in response to resistance and violence, and present a formal analysis to the Chief of Police for approval” [Subject: Force Response to Resistance and Violence General Order DOI 01-25-2021]

4. Body-worn and in-car video systems: The Farmington Hills Police Department implemented Body Worn Cameras in early 2021. At the same time, the latest in-car camera technology was implemented to replace aging systems. The agency has had in-car cameras since 1995.

“A supervisor may review/audit a BWC/ICC video(s) at any time it is necessary for legitimate departmental and criminal justice purposes. Reasons include in the interest of improving officer safety and performance, investigating citizen complaints, any use-of-force incident and any foot or vehicle pursuit. Training personnel may review BWC/ICC video(s) to research and develop departmental training. BWC video(s) that may be presented as training video(s) to department personnel shall have the approval of the Training Section’s chain of command”

[Winbourne emphasis added]. In the case of a force response to resistance scenario, available camera files are reviewed immediately after the incident by first-line supervisors, the incident is then reduced to writing, and forwarded for review through the entire chain of command, including the Chief of Police. [General Order - Integrated Body-Worn and In-Car Camera System Reference: Michigan Law Enforcement Body-Worn Camera Privacy DOI 1/25/2021]

WINBOURNE NOTE: Similar to the review of BWC/ICC footage by the Training Section, all Taser applications and use of force reports are forwarded to the Training Section for evaluation and possible training to meet proficiency, officer safety and or situational awareness objectives.

5. Early Warning System:

“The Farmington Hills Police Department uses the **Guardian Tracking** software package in part to document uses of force incidents, discipline, counseling, and other corrective or complimentary action. The “Personnel Early Warning System” will assist supervisory personnel in monitoring employee performance. It will give warning to a supervisor when a subordinate record a set number of incidents in any chosen category. The supervisor will be required to respond to the warning by conducting an “Early Intervention Review.” [General Order - Guardian Tracking DOI 4-16-2020]

Chief King was forthright during the Winbourne interviews: “Accountability (and transparency) are on the short list of my highest priorities”

Accountability Outcomes Relevant to Use-of-Force

Whenever force is used in a police encounter with a subject, an incident report is completed. All officers who used force during the incident complete a detailed use of force report FHPD 273 which is forwarded through the chain of command and reviewed by the officer's immediate supervisor, including all audio or video evidence. The supervisor will investigate the incident, interviewing witnesses, obtaining written statements, and securing any evidence or photographs. The supervisor creates a Guardian tracking entry with findings and supported documentation that is then reviewed at each level of command all the way to the Chief of Police. A copy of the above information is also forwarded the Training Division for review and possible implementation of training needed in the future or remedial training for an officer involved.

In the experience of the Winbourne Team, this represents a very rigorous system of accountability, exceeding a large number of peer and larger police departments. In

reviewing the complaint and disciplinary records for 2019-2021, the number of use-of-force applications, and use of force complaints, either internally or externally (citizen) initiated and investigated, are as follows:

2019: Calls for Service (CFS) – 36,376

Use of Force (Response to Resistance) Incidents – 67

Percentage of U of F Incidents to CFS - .0018%

Use of Force Complaints – 0

2020: Calls for Service – 30,467

Use of Force (Response to Resistance) Incidents – 62

Percentage of U of F Incidents to CFS - .0020%

Use of Force Complaints – 2

2021: Calls for Service – 41,888

Use of Force (Response to Resistance) Incidents – 63

Percentage of U of F Incidents to CFS - .0015%

Use of Force Complaints – 0

Section 6.0 Findings

[See Overview of Methodology (above) for basis of findings]

Finding 5.1 – FHPD has implemented rigorous, leading edge accountability systems which both support employee excellence and confirm the acuity and effectiveness of organizational policy and training.

Finding 5.2 – A competency standard governing employee conduct and accountability is an exemplary, high accountability performance requirement found in a small number of generally high reliability police agencies familiar to the Winbourne Team.

Finding 5.3 – Given that FHPD responds to virtually every call received in the 911/Emergency Communications Center, reportable use of force incidents at rates between .0015%-0020% for 2019-2021 validates the efficacy of their systems of FHPD training, firearms qualification and accountability policies and programs.

Section 7.0 Central, Overarching Finding

[See Overview of Methodology (above) for basis of findings]

The summary of the Winbourne assessment concludes with a central overarching finding. When considering the benchmarks that frame the overall assessment, we find that the FHPD has met the four conditions they characterize a highly reliable organization:

- **First, the governing principles of FHPD, its mission, vision, and core values, are legal, ethical, and moral and reflect the standards and aspirations of the highest value to model police agencies and the communities they serve.**
- **Second, that FHPD has successfully transformed these governing principles into Departmental policies, procedures training and accountability systems.**
- **Third, there are no inconsistencies or “disconnects” between the high-order principles FHPD commits to and the application of those principles in policies, procedures, training, and accountability systems. Another term to describe this is *360 degree organizational integrity*.**
- **Fourth, that FHPD has reliably created and maintained a training program, operational system, and culture that reflects and supports their high-order goals and governing principles.**

Section 8.0: Consolidated Recommendations

Section 1.0: Department Standards, Objectives and Governing Principles

In Findings Section 1, Winbourne validated that FHPD’s organizational values, mission, vision, and core values were leading edge and reflected best practices in policing. Our overarching recommendation is that they be continued, regularly updated, and audited, and, where practical, shared with the Farmington Hills community in all available media.

Section 2.0: Defining and Evaluating FHPD Situational Awareness and Risk-Based Training Programs and Proficiency Measurement Systems

In Findings Section 2, Winbourne validated that FHPD programs based on situational awareness and real-world risks were leading edge and reflected best practices in policing. Our overarching recommendation is that they be continued, regularly updated, and audited, and, where practical, shared with the Farmington Hills community in all available media.

R.2.1 In the Winbourne Team commentary on the June 2022 target controversy, we recognized Chief King accepting responsibility for this training curricula and the priority of situational realism upon which it is based. In our view, Chief King showed leadership

by committing to objectively consider recommendations for addressing community concerns, provided they are not detrimental to the value of training based on realistic, risk-based situations. We recommend that Chief King and FHPD leadership continue this analytical process and implement changes as warranted.

R.2.2 We urge FHPD to continue its process of assessing risk and expand risk assessment models to all department operations. The upcoming Phase Two and Phase Three studies, focused on traffic stops and arrests, should further this objective. System-wide, top to bottom risk assessment on a regular basis invariably pays dividends, particularly to high-reliability organizations like FHPD.

R.2.3 FHPD might do well considering a consortium approach to the comprehensive risk assessment process. Partnering with Oakland County and the State of Michigan, particularly their respective emergency and disaster management divisions, would likely be a productive coalition, as emergency management operations focus on hazard identification and the quantification of risk utilizing a number of time-tested formulae.

R.2.4 The use of a so-called “red team” approach is recognized as an effective way to identify organizational gaps, needs and vulnerabilities. A “red team” consists of internal and external experts authorized to simulate a potential adversary’s attack or exploitation capabilities against an organizations systems and procedures. This simulation invariably reveals gaps and needs in an organization's operations and contributes to a more thorough understanding of an agency’s risks and vulnerabilities.

R.2.5 The systematic use of citizen assessment surveys is widely utilized by police agencies and governments throughout the US. The benefits of regular public safety assessments via well-designed community survey instruments contribute to situational awareness and provide insight into community priorities. Numerous models of objective and productive community survey instruments are available to FHPD, which the Winbourne Team will gladly assist with as a separate project. Model citizen assessment surveys are specific to the jurisdictional police agencies. While some approaches attempt to integrate more general assessment instruments (city-county general government, fire, and emergency management surveys, for example), a law enforcement-specific survey instrument is generally most effective and informative.

R.2.6 In many jurisdictions, the creation and use of police department social media networks have proven to be highly productive, particularly for disseminating public safety information (principally on Twitter). Social media accounts have become one of the principal means of communicating time-critical information in many, if not most, police departments around the country. Creating a two-way communication platform enhances both community relations and situational awareness. As with R.2.5 above (citizen surveys), integrating a police-specific social media network as part of a generalized city or county

platform tends to lose focus and accountability; consequently, dedicated law enforcement social media platforms are almost always the most effective, informative, transparent, and accountable.

Section 3.0: Firearms Training and Proficiency Measurement Systems

In Findings Section 3, Winbourne validated that FHPD firearms training and proficiency measurement systems were leading edge and reflected best practices in policing. Our overarching recommendation is that they be continued, regularly updated, regularly audited, and, where practical, shared with the Farmington Hills community in all available media.

Section 4.0: Officer Safety and Other Relevant Training

In Findings Section 4, Winbourne validated that FHPD officer safety and related training programs, founded upon situational awareness, were leading edge and reflected best practices in policing. Our overarching recommendation is that they be continued, regularly updated, regularly audited, and, where practical, shared with the Farmington Hills community in all available media.

R.4.1 The effective use of officer discretion builds community trust, improving safety and efficacy. We recommend scenario-based training using discretion as an element in the comprehensive annual training programs. Current theories about police discretion in the main posit that discretion is to be exercised according to a framework or parameters. However, oftentimes, these policy provisos are unclear or not to be found. Police discretion holds the key to a lot of potentially favorable police engagements. It is an area of focus, informed by data and community input, which would be a worthwhile investment of time and care.

R.4.2 We recommend evaluation and possible integration of Procedural Justice protocols. A significant finding of the President’s Commission on 21st Century Policing, Procedural Justice policies training and protocols speaks to people’s perceptions of the fairness of a process, like law enforcement, not necessarily the outcome of the process. It is well documented that perceptions of fairness are strongly influenced by the quality of the experience, not just the result. There have been several applications of Procedural Justice models, supported by DOJ, IACP and the Police Executive Research Forum (PERF), among others. The cornerstone of Procedural Justice theory is a consistent process applied equally to everyone. The theory rests on four pillars:

- Treat everyone with dignity and respect
- Be as neutral and unbiased as possible
- Give people a voice by listening to their side of the story
- Convey a sense that decisions are based on trustworthy motives

The Winbourne Team strongly believes that FHPD is using Procedural Justice principles but would do well to audit their current programs for consistency in curricula, naming conventions, and other more explicit alignments to Procedural Justice doctrines and practices. Should FHPD want more information on Procedural Justice models and training, the Winterbourne team will gladly assist as a separate project.

Section 5.0: Comparison of FHPD Programs to State and National Standards

In Findings Section 5, Winbourne validated that FHPD policies, training programs and accountability measures met or exceeded state and national standards, and when compared with prevailing minimum requirements represented leading edge, best practices in policing. Our overarching recommendation is that they be continued, regularly updated, regularly audited, and, where practical, shared with the Farmington Hills community in all available media.

Section 6.0: Accountability Measures and Outcomes

In Findings Section 6, Winbourne validated that FHPD accountability systems were leading edge and reflected best practices in policing. Moreover, the outcomes of both training and accountability as reflected in use of force outcomes validated the efficacy of their comprehensive, values-based approach. Our overarching recommendation is that they be continued, regularly updated, regularly audited, and, where practical, shared with the Farmington Hills community in all available media.

APPENDICES, NOTES, AND SOURCES

Appendix One: Sources, Citations

A. FHPD document production

- Sample Shift Summary Reports (Oct-Nov. 2022)
- Sample FHPD Training Records (officer, sergeant, commander)
- Sample Major Incident Summaries
- FHPD General Order – Firearms Policy – Range Operations
- FHPD General Order - Force Response to Resistance and Violence G.O.
Uniform and Dress Standards for Department Personnel G.O.
- FHPD General Order – Firearms Certification
- FHPD General Order - Guardian Tracking – Command Responsibilities
- FHPD General Order – Use of Force: Michigan Compiled Law 780.972 and
Graham v Connor 490 U.S. 386 (1989)
- FHPD General Order - Integrated Body-Worn and In-Car Camera System
- FHPD General Order - Command Responsibility
- 2022 National Commission on Accreditation of Law Enforcement Agencies
(CALEA) Standards Manual
- FHPD Dispatch Summaries (2019-2022 to date)
- Telecommunicator Training Program Manual – State of Michigan Dispatcher
Training Requirements Manual
- Agreement Between City of Farmington Hills, Michigan, and The Michigan
Fraternal Order of Police Labor Council - Effective July 1, 2017, to June 30,
2022
- 2019-2022 Spring and Fall Training Program Curricula via memoranda
- Technology used to document and track use of force – summary
memorandum and Policies
- FHPD Sample Blank and Completed Use of Force Reporting Forms
- FHPD Manual of Regulations

- FHPD FTO Training Manual
- FHPD Fair and Impartial Policing Curriculum and Power point
- FHPD Implicit Bias in Policing Curriculum and Power point
- FHPD Training Staff Qualifications/resumes (via memorandum)
- Michigan Law Enforcement Accreditation Process and Standards Manual
- Michigan Commission on Law Enforcement Standards Licensing Standards Manual
- 2019-2021 FHPD Complaint/Misconduct Investigation Summaries
- 2019-2021 FHPD Use of Force Investigation Summaries
- 2019-2021 FHPD Officer and Suspect/subject Injury Summaries
- Official Training/Certification Records of FHPD Training Staff (incl. Firearms and Defensive Tactics instructors (total of 30 records)

B. External Studies and Sources

- National Consensus Policy on Use of Force, DOJ pub. 2020 a collaborative effort among 11 of the most significant law enforcement leadership and labor organizations in the United States The policy reflects the best thinking of all consensus organizations and is solely intended to serve as a template for law enforcement agencies to compare and enhance their existing policies
- Emerging Issues in Use of Force Office of Community Oriented Policing Services, U.S. Department of Justice rev. 2021 International Association of Chiefs of Police (IACP) National Symposium Report
- Small & Rural Agency Crisis Response: A National Survey and Case Studies by Robert C. Davis, Michael Lebron, and Melissa Reuland: National Police Foundation pub. 2021
- Weisburd, D., Telep, C. W., Vovak, H., Zastrow, T., Braga, A. A., & Turchan, B. (2022). Reforming the police through Procedural Justice training: A multicity randomized trial at crime hot spots. Proceedings of the National Academy of Sciences, 119(14)
- Rojek, J., Grieco, J., Meade, B., Parsons, D. (2020). National Study on Officer Safety Training: Findings and Implications. Washington, DC: National Police Foundation

- Officer Involved Shootings – A statistical study Darrel W. Stephens – Major City Chiefs Association, National Police Foundation, Arnold Foundation NPA publications 2017
- President’s Task Force on 21st Century Policing. “Final Report of the President’s Task Force on 21st Century Policing.” Washington, DC: Office of Community Oriented Policing Services. 2015.
- *Sourcebook of Criminal Justice Statistics*, Bureau of Justice Statistics, U.S. DOJ Pub.
- Delattre, Edward, *Character and Cops, Ethics in Policing*, rev. ed. AFI Press, 1996.
- Cornell University Law School – Legal Information Institute
- U.S. Department of Justice. “Law Enforcement Best Practices: Lessons Learned from The Field.” <https://cops.usdoj.gov/ric/Publications/cops-w0875-pub.pdf>. Office of Community Oriented Policing Services. (2019).
- Lum, C., C. Koper, & X. Wu. “Can We Really Defund the Police? A Nine-Agency Study of Police Response to Calls for Service.” <https://doi.org/10.177/10986111211035002>. Sage, 25(3), 255–280. 2021.
- Bureau of Justice Assistance (BJA). “Police—Mental Health Collaboration (PMHC) Toolkit.” <https://bja.ojp.gov/program/pmhc>. Bureau of Justice Assistance. 2016.[revised 2021]

C. Interviews

The Winbourne Team conducted 15 interviews from October 28 to November 29, 2022. Interviewees included Chief King, A/Chief Piggot, Project Point of Contact Captain Rich Blendea and training staff, 911/Emergency Communications Center staff and patrol (line) officers. Interviews were primarily conducted via phone.

Appendix Two: Methodology Caveat

Factors that Inhibit a Comparison of Police Department Statistical Information

Comparing FHPD policy, procedure and statistical information to another police department is complicated and will typically not provide accurate information for which a definitive or actionable statement can be made.

The primary requirement to make a definitive or actionable statement from a police department comparison assessment is to ensure the data from all departments involved in the assessment is the same regarding timeliness, accuracy, relevancy, comprehensive and objectiveness. For the most part, police departments do not collect data in a standardized, scientific, and systematic manner. Additionally, is not easy to validate police department data reliability so it is difficult to state with confidence an “apples-to-apples” comparison has been completed.

Many factors inhibit the ability to complete a police department data comparison assessment that will result in actionable information. For example:

1. Information may be segmented and does not show the complete and accurate picture.
2. Crime statistics are socially constructed as society decides what is criminal therefore data collected by one community may be different from another community.
3. Statistical information may be based on operational definitions, resulting in disagreement regarding the definition's accuracy and relevancy.
4. Police departments may engage in administrative practices which result in statistics that are partial to their perspective of criminal activity.
5. Counting rules used by police departments to categorize crimes change overtime so it is difficult to draw comparisons of crimes between different time periods

The following may be different for the jurisdictions/departments involved in the comparison assessment:

1. Jurisdiction strategic objectives
2. Police department strategic objectives
3. Jurisdiction population and demographics
4. Jurisdiction and police department political and organization structure
5. Jurisdiction and police department funding

6. Police department staffing
7. Allocation and deployment of police staff
8. Community and police department initiatives
9. Police department incorporation of public safety industry best practices, standards, and guidelines
10. Police department policies, procedures, and training curriculum
11. Police department technology systems
12. Types of data collected by the police department
13. Ability to generate reports and statistical analysis
14. Quality of police department data
15. Types and volume of crime, quality of life issues and traffic issues affecting the jurisdiction
16. Proximity to locations that impact types and volume of crime, quality of life issues and traffic issues affecting the jurisdiction

Additionally, many jurisdictions will not provide the comprehensive data needed to complete the comparison assessment for a variety of reasons including:

1. The jurisdiction does not want to participate in the comparison assessment.
2. The jurisdiction does not have the technology and business intelligence/analytics systems to produce the required data.
3. The jurisdiction does not collect the type of data needed to complete a comparison assessment.
4. The jurisdiction does not have personnel with the required knowledge, skills, and abilities to generate the required data.
5. The jurisdiction does not have personnel with the required bandwidth to generate the required data.
6. The jurisdiction does not have timely or accurate data.

Finally, the department requesting the data has no control over when departments receiving the request will deliver the data. This makes it very difficult to establish an actionable project plan and schedule.

The result is the level of effort to obtain other department data; evaluate the quality of the data; understand the data for relevancy and usability; and then defend any findings and recommendations that are based on the data; is so time, cost, and labor intensive, there is no positive return on investment to complete this type of comparison assessment.

The most actionable comparison assessment process is to compare FHPD information against public safety industry best practices, standards, and guidelines.

Appendix Three: Expanded Discussion on the Graham v. Connor Force Standard

In 1989, the United States Supreme Court addressed the use of force in Graham v. Connor.³ In Graham, the Court set forth a non-exhaustive list of three factors used to determine the constitutionality of force, including “the severity of the crime at issue,” whether the suspect poses “an immediate threat to the safety of the officers and others,” and whether the subject is “actively resisting arrest or attempting to evade arrest by flight.”⁴ Graham v. Connor is the definitive guide for determining when to use force, and the type and amount of force used by a police officer is reasonable and necessary.

The baseline for an independent, objective review of the reasonableness of an officer’s use of force is a complete re-creation by the involved officer of the basis for his or her force decisions, the force used, all relevant facts, conditions and circumstances influencing his or her decisions and actions both before, during and after the incident, including post-incident investigative actions and initiatives. In other words, the analysis of the “totality of the circumstances” required under Graham should be based on a total recapitulation of all relevant ideas, actions, circumstances, and what remains unknown or partially known, about a force application.

This comprehensive recapitulation in the officer’s own words becomes the “script” to be evaluated under a standard of objective reasonableness. The involved officer has both the right and duty to report all relevant information about his or her use of force, without external edits, judgments, or the application of someone else’s 20/20 hindsight. That is the right Graham guarantees the involved officer. But this must be understood as the first step in a process: the officer’s recapitulation is to be reviewed and evaluated by others, who are bound by the standard of objective reasonableness in formulating their findings. Suppose an officer’s recounting of the force application is partial or even provides no information. In that case, the department reviewers will evaluate the reasonableness of a force application without representation of facts by the involved officer. Saying nothing, in other words, does not provide Graham protection against ultimately determining the objective reasonableness of an officer’s application of force, and is, moreover, a violation of department policy.

³ Graham v. Connor US Supreme Ct. 1989

Appendix Four: FHPD Training Staff Qualifications

NOTE 1: As a general rule, Winbourne avoids naming police agency personnel, except for the Chief of Police and his/her police leadership designees and points of contact. With express permission by Chief King, the exceptional qualifications of the FHPD Training Team warrant itemization and inclusion in this report.

NOTE 2: The certifications of the professional staff itemized below represent only partial recapitulations of their respective qualifications. Nearly all the listed instructors have BA degrees, some with MA and other advanced degrees, and significant training certifications beyond the focus of this report.

- The FHPD Firearm Program is overseen by Captain Richard Blendea, who has years of instructional and firearm course development experience. Captain Blendea's qualifications to oversee a training program includes the following: Combat Shooting Methods Advance Training Phase I and II; Colt LE Rifle Trainer; Taser Instructor; Handgun Instructor School; FBI Police Sniper School; SWAT Operator School; Patrol Response to Active Shooter Instructor; Building Entry and Search Warrant Tactics; Advanced Patrol Rifle Instructor School; Less Lethal Instructor School; Supervisor Development Program; and is a Graduate of Northwestern University Staff and Command.
- The Chief Range Officer is Lieutenant Dominic Lauria who also has over 20 years of instructional experience and is recognized by his peers as an expert in the field of firearms training and is a certified Range Master. In the field of firearms, Lieutenant Lauria's qualifications include Range Officer Instructor School; Patrol Rifle Instructor School; Rodgers Shooting School; Colt Armorers School; Less Lethal Instructor School; Taser Instructor School; Field Force Extrication Tactics; ALICE Instructor; and Vehicle CQB Instructor School.

The entire range staff consists of an additional 14 members who all have been instructing officers for several years and instructing at area Police Training Academies. All range staff must attend an MCOLES-approved 40-hour course to become a "Basic Handgun" instructor. In addition to being a "Basic Handgun" instructor, several FHPD instructors have additional certifications.

- Lieutenant Bearer has 16 years of instructional experience. His qualifications include Pistol Mounted Optics Instructor; Patrol Rifle Instructor (40 hours of training); Tactical Entry Instructor; Tactical Leadership; and Krav Maga Gun Defenses.
- Sergeant Mark Kelley serves as the Assistant Chief Range Officer and has 16 years of instructional experience, and his qualifications include: Certified Range

Master; Police Response to Active Shooter Instructor; Basic SWAT Operator, and current member of the Oakland County SWAT Team; Small Squad Tactics Instructor; Patrol Rifle Instructor; Taser Instructor; UTM Simunitions Instructor; Less Lethal Instructor; ALICE Instructor; and is a Fair and Impartial Policing Trainer.

- Sergeant Brian Kersanty serves as the Assistant Chief Range Officer and has over 9 years of instructional experience, and his qualifications include: Basic SWAT Operator; Tactical Encounters for Patrol Officers; Implicit Bias Influence on the unconscious Mind; ALICE Instructor; Defensive Tactics Instructor; and Supervision of an FTC) Program.
- Officer Garin Anderson has 20 years of instructional experience, and his qualifications include: Combat Shooting Methods Phase I and II; Patrol Rifle Instructor (40 hours of training); Less Lethal Instructor Program; Taser Instructor; Tactical Entry Instructor; ALICE Instructor; and Traffic Stops Counter Ambush Instructor.
- Sergeant Tom Allen has 15 years of instructional experience. His qualifications include Violence in Schools Response; Patrol Rifle Instructor (40 hours of training); Partnerships for Safe Schools; Less Lethal Instructor; and Supervision of the FTO Program.
- Sergeant Justin Barry has 11 years of instructional experience, and his qualifications include: Patrol Rifle Instructor (40 hours of training); Pistol Mounted Optics Instructor; and Supervision of the FTO Program.
- Sergeant Tony Bateman has 3 years of instructional experience, and his qualifications include: Patrol Rifle Instructor (40 hours of training); and 40 hours of Command Level Training.
- Officer Steve Syoen has 5 years of instructional experience and is also a Patrol Rifle Instructor (40hrs of training).
- Officer Brett Putman has 7 years of instructional experience and qualifications include: Understanding and Interacting w/ Mentally Ill Instructor; ALICE Instructor; Taser Instructor; Patrol Rifle Instructor (40 hours of training); Less Lethal Instructor; Traffic Stops and Counter Ambush Instructor; Solo Response to Active shooter Instructor; Krav Maga Instructor; and De-Escalation Instructor.
- Officer Bob Gerak has 15 years of instructional experience, and his qualifications include: Basic SWAT Operator and ALICE Instructor.

- Officer Matthew Miller has 2 years of instructional experience, and his qualifications include: Tactical Entry Instructor and a Patrol Rifle Instructor (40hrs of training).
- Officer Drew Davenport has 3 years of instructional experience and is also a Patrol Rifle Instructor.
- Officer Jessika Bragole is also a member of the range instructional staff in addition to her role as a defensive tactics instructor.
- Officer Breeanna Streber has two years of instructional experience and is currently one of the agency's officers assigned to the Training Section. Her qualifications include Krav Maga Instructor; Traffic Stops Counter Ambush Instructor; GST Level I Instructor (Ju Jitsu); and instructs at an area Police Training Academy.

NOTE: Over the past several years, two range instructors have been removed from the program because they either lacked proficiency of skill or the ability to instruct comprehensively. The instructional staff is constantly evaluated to ensure department members receive the best training in the industry.

- The **Defensive Tactics** program is led by Lieutenant Jason McDonald, who is both certified in Krav Maga and Ju Jitsu and is a graduate of Northwestern University's prestigious Staff and Command school. Lieutenant McDonald has over 10 years of experience instructing defensive tactics.
- Sergeant Paulo Hernandez is the program's assistant director. Sergeant Hernandez is an experienced instructor with the Farmington Hills Police Department, attending several leadership courses as a department supervisor. Sergeant Hernandez is certified Ju Jitsu Instructor (GST Level 1) and Gracie Survival Tactics Instructor (Level II).
- The defensive tactics cadre consists of an additional 7 officers, led by Training Section officer Breeanna Streber, who also instructs Krav Maga and Ju Jitsu to recruits at an area Police Training Academy.
- Officer Joe Mertes is a 15-year veteran of the agency and in addition to being a defensive tactics instructor (GST Level I), he is also an ALICE Instructor.
- Officer Phil Andrews is a 7-year veteran of the department and has been an instructor for 5 years in Krav Maga.

- Officer Perry Edgell has over 25 years of law enforcement experience and has 20 years of instructional experience. Officer Edgell is one of the GST Level I (Ju Jitsu) instructors.
- Officer Lee Dickson is a 11-year veteran and has been a Field Training Officer (FTO) for 4 years in addition to instructing Ju Jitsu in the defensive tactics program.
- Officer Jessika Bragole is a 5-year veteran with 2 years of instructional experience as a defensive tactics instructor, firearm instruction and also teaches at an area Police Training Academy.
- Officers Nick Ross and Officer Prescott Line are the two newest members of the training cadre, teaching Ju Jitsu. Both have less than 5 years of experience in law enforcement but bring energy and new ideas to the program.

Appendix Five: Specific Qualifications of Winbourne Team Subject Matter Experts Kimerer and Maureau

Clark Kimerer - Subject Matter Expert

Clark Kimerer (Seattle Police Department (SPD) Chief of Operations and Administration from 1998-2014; sworn as an SPD officer in 1983) was the ultimate evaluator and decision-maker on behalf of the SPD Chief of Police for all training, policy, accountability programs and overall mission compliance of the Seattle PD – the 18th largest US city – for 16 years. A total of over 15 months of this tenure were in the position of Acting Chief of Police. After retirement in 2014, for the last 8 years, Clark has remained a member of the professional network of major city police departments through the Major Cities Chiefs Association, the Major County Sheriffs Association, the International Association of Chiefs of Police, among other police professional organizations. This network of US policing leaders continuously shares findings and conclusions about best practices and were an instrumental part of the information resources upon which the conclusions of this assessment are based. For the last 17 years, beginning in 2005, Clark has been a faculty member at the Center for Homeland Defense and Security at the US Naval Postgraduate University in Monterey, CA. As the coordinator of mobile executive education seminars, Clark conducted public safety policy seminars on site in over 350 separate jurisdictions throughout the US. Policy, training, use-of force, and other priority programs in each of these host jurisdictions were studied and discussed with Chiefs, Mayors, and other public safety leaders on each occasion, both preparatory to and in the course of the educational seminar program being conducted. Clark has been a leader and coordinator of dozens of academic research-practitioner collaborative studies, for which he was inducted into the GMU Center for Crime Policy Hall of Fame in 2014. Finally, Clark has been qualified as an expert in use-of-force, police policy, body-worn camera deployment, training, and other topics relevant to this study in state and federal courts of competent jurisdiction.

[Full Curriculum Vitae available on request]

Tom Maureau - Winbourne Team Lead

Tom Maureau, a retired law enforcement division commander (27 years) with a unique combination of information technology (IT), law enforcement, fire department, EMS, and emergency management expertise with numerous assignments during his career including Field Training Officer, Career Criminal Unit, Armed Robbery Task Force, Vice and Narcotics, SWAT, FTO Sergeants, Training and Special Assignments. As a division commander, Tom managed a multi-discipline Emergency Communications Center,

Records Management, Property & Evidence, Crime Analysis, and Criminal Intelligence Unit.

In his last 10 years of service, Tom served as Chief Information Officer (CIO) for public safety IT and managed numerous public safety initiatives and technology projects. He has served on numerous public safety industry committees.

Tom has an MBA/Technology Management and is a Certified Public Manager. He brings an operations management/business case analysis approach to all projects.

In addition to his public safety experience, Tom is Vice President of Winbourne Consulting and has over 16 years of experience as a consultant to state, city and county agencies and public safety information technology companies. His project experience includes:

- Strategic planning; gap, risk, and cost benefit analysis
- 9-1-1/Emergency Communications Center, Law Enforcement, Fire and EMS operations analysis
- The procurement, design, configuration, implementation and support of CAD, RMS, Mobile, GIS, JMS, Information Sharing, and Criminal/Business Intelligence Systems
- Technology Master Plan – Development through implementation
- Leveraging CAD/RMS/Mobile systems and data
- 9-1-1/PSAP consolidation feasibility studies
- Staffing analysis
- Improvement of public safety software