

Farmington Hills Police Department

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

January 2023



WINBOURNE[™]
CONSULTING, LLC

1101 Wilson Boulevard, 6th Floor
Arlington, VA 22209
(p) 703.584.5350 • (f) 703.935.1147
www.winbourneconsulting.com

PHASE ONE OBJECTIVE AND SCOPE OF WORK

Analysis

FHPD Situational Awareness and Threat/Risk-based Training Policies and Programs

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

Winbourne Methodology

- Review of FHPD data and documents identified by the Winbourne Team
- Interviews of FHPD personnel from civilian/officer to Chief of Police
- Review/citation of external source material, e.g., state and national accreditation standards and research initiatives from the National Police Institute, the International Association of Chiefs of Police (IACP), and other prominent professional institutions.
- Application of decades of law enforcement leadership experience and leveraging of professional relationships with law enforcement experts throughout the USA.

Defining Situational Awareness

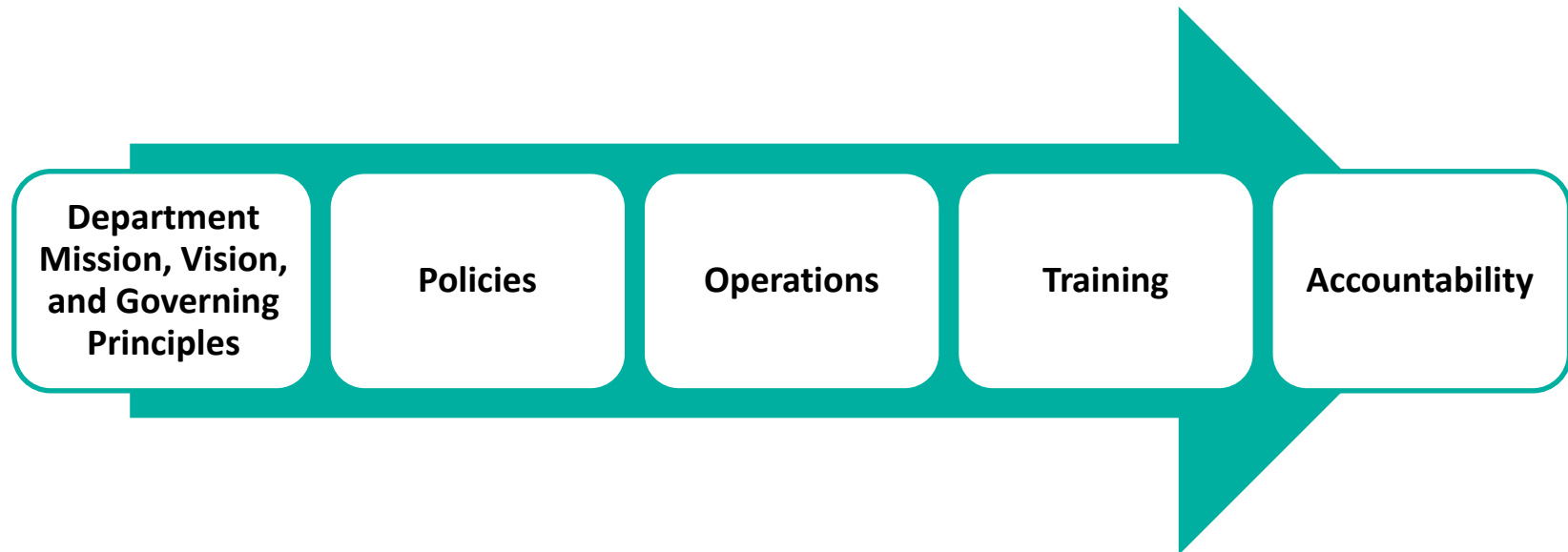
A comprehensive focus on real-world risks, threats, or opportunities

Emphasizing a continuous examination of scenarios based on real-world incidents to inform policy and training

Both a personal skill – to quickly ascertain immediate or potential threats, as well as non-threat situations - and training methodology

Key Findings

1. FHPD high-order values - fair and impartial policing and reverence for human life, dignity, and safety - are consistently integrated into FHPD policies, procedures, training, and accountability systems, which is the very definition of a “best practice” in law enforcement, and the cornerstone of a high-reliability organization.



Key Findings # 1 – continued

FHPD Mission and Organizational Values

MISSION

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.

ORGANIZATIONAL VALUES

- 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

Key Findings (continued)

2. FHPD has leading-edge programs training to achieve progressively higher levels of firearms competency and tactical skill, governed by objectively reasonable decision-making and situational awareness, to increase competency according to both real-world risks balanced against fair and impartial policing principles.
3. FHPD has developed and implemented a systematic and thorough training program addressing officer safety that meets or exceeds relevant standards and best practices.

Key Findings # 3 – continued

National Officer Safety Training Priorities

1. Contacts with the mentally ill
2. School shooter/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)

National Police Foundation, IACP and Major City Chiefs Association Research Initiative “Prioritization of Officer Safety Training Needs 2020-2023” pub. NPI 2020

Key Findings # 3 – continued

FHPD Training Curricula 2020-2023

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

.....and many other basic and advanced courses

Key Findings (continued)

4. The FHPD program of Firearms Training and Qualification significantly exceeds baseline state and national accreditation standards.
5. FHPD has both leading-edge accountability systems which confirm the acuity and effectiveness of organizational policies and training. The FHPD system of accountability ensures adherence to policy and organizational values and validates department personnel conforming to rules and requirements. The FHPD system of accountability is a crucial indicator of a highly reliable police organization

Key Findings # 5 – continued

FHPD Accountability Structure

- An unequivocal *Competency Standard* governing employee conduct, adherence to policy and successful performance in training.
- Immediate Complaint Investigation
- Mandatory Use of Force Reporting
- Body-worn Video systems
- In-car Video systems
- 100% - Pass/Fail Firearms Qualification Standard
- Early warning and employee conduct and performance monitoring and remediation system utilizing Guardian Tracking software

Key Findings (continued)

6. The correlation of these and other findings by the Winbourne Phase One team with real-world accountability outcomes warrants mention:

	2019	2020	2021	2022
Calls for Service (CFS)	36,376	30,467	41,888	44,236
Use of Force (Response to Resistance) Incidents	67	62	63	80
Percentage of Use of Force Incidents to CFS	.0018%	.0020%	.0015%	.0018%
Use of Force Complaints	0	2	0	4

Discussion of Target Controversy

- 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, and non-threatening.
- All races, genders, ethnic, and other human identity indicators are realistically portrayed as benign and threatening, with innocent scenarios portrayed more often than armed. This system prioritizes realism in the same way as the MILO simulator

Key Recommendations

- **Overarching recommendation:** FHPD policies and practices identified in Phase One should be continued, regularly updated, audited, and, where practical, shared with the Farmington Hills community in all available media.
- Other recommendations of note:
 - Continued policy review of training applications related to risk and situational awareness,
 - Integrating procedural justice protocols
 - Creating a dedicated, FHPD-specific social media network and community survey process.

Questions

Tom Maureau

850.545.3508

tmaureau@w-llc.com

Clark Kimerer

206.364.5579

ckimerer@w-llc.com