

CITY OF FARMINGTON HILLS

Phase 3 – Arrest Data Analysis Report

March 25, 2024
Final Report



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PHASE 3 – ARREST DATA EXECUTIVE SUMMARY

The Phase 1 Report, issued on January 15, 2023, validated the commitment of FHPD to integrate the standards of constitutional policing in all aspects of their mission, policies, procedures, and training, leading to Winbourne’s conclusion that FHPD is an exemplary agency in many regards, particularly in the vital areas of training and accountability.

The Phase 2 study had a somewhat different focus: How does the FHPD strategic and procedural program of traffic enforcement relate to best practices regarding leading edge, constitutionally focused vehicle stops, issuance of citations and warnings, and – where necessary – traffic related arrests.

In this Phase 3 study, the focus of analysis is the system of criminal arrest by FHPD. The act of arrest is perhaps the most complicated and consequential responsibility of the police, but at the same time is the most non-discretionary and most thoroughly governed by policy and law. It is also the most time-consuming, although rather infrequent, representing approximately 9-12% of a police department’s total activity (according to the Bureau of Justice Statistics). Unlike the Phase 1 and 2 studies, the assessment of the FHPD arrest system – which is composed of many elements – is heavily focused on compliance with state and national standards and model practices. This analysis will be found in a lengthy policy and procedure study found in Part One. Part Two will provide recommendations and commentary on leading edge programs which rely upon model arrest policies and procedures for their effectiveness.

For Phase 3, the Winbourne Team is comprised of Tom Maureau (Project Lead), Clark Kimerer (Policy/Procedures Analysis) and Amber Daughtery (Data Analysis).

Deficiency of Arrest Data to Analyze

The deficiency of timely, accurate, objective, relevant and comprehensive FHPD data is fully explained in the Phase 2 – Traffic Stop and Citation Analysis report. The same exact problem was encountered for this report, Phase 3 – Arrest Data Analysis. In fact, less actionable data was available for this report when compared to the Phase 2 report.

And exactly the same as Phase 2, some of the CLEMIS data could not be used due to the inability to precisely determine how the CLEMIS reports were designed. We could not ascertain a factual interpretation on various reports resulting in the inability to make accurate conclusions.

The findings and recommendations made in the Phase 2 report regarding the need for FHPD to have access to quality law enforcement data and the ability for FHPD to analyze the data is the same.

Overarching Statement of Methodology and Basis for Conclusions

The methodology used to analyze the policies and procedures of arrest and prosecution in Farmington Hills – the focus of this Phase 3 report – are essentially the same as those used in the Phase 1 and 2 reports, with one important distinction: The process of criminal arrest, unlike the highly discretionary process of traffic enforcement, which is almost always officer-initiated, or “on-view,” is largely non-discretionary. Most arrest scenarios originate in 911 dispatched calls; are governed by specific legal frameworks; are founded upon probable cause and, particularly for felonies and serious misdemeanors (e.g., domestic violence), require specific actions concerning custody. Consequently, our methodology focuses more on FHPD meeting the standards for a system of arrest. All other elements of our methodology remain in effect. The conclusions, analysis, findings, and recommendations presented in this study should be considered under the rubric of this all-encompassing predicate:

Winbourne’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.

It is important to remember that research conclusions about traffic enforcement are seldom 100% definitive. Causations are rarely asserted, at least not without qualifications. Correlation does not prove causality, although a strong correlation is a solid starting point.

As stated in the seminal report entitled What Works in Policing [NIJ, Sherman et al.], “*scientific knowledge is provisional. The most important limitation of science is that the knowledge it produces is always becoming more refined, and therefore, no conclusion is permanent. As the U.S. Supreme Court noted in its analysis of scientific evidence in the case of Daubert vs. Merrell Dow (1993),³ no theory (or program) of cause and effect can ever be proved to be true. It can only be disproved.*”

Lastly, generalizations are inherently uncertain. The rules of science are relatively clear about how to test cause and effect in any given study—a concept known as “internal validity.” The rules about how to judge how widely the results of any study may be generalized are far less clear, especially in social sciences—a concept known as “external validity.” How much a conclusion can be generalized requires continued testing: replication. *“Until replications become far more common in crime prevention evaluations, the field will continue to suffer from the uncertain external validity of both positive and negative findings”* [NIJ-Sherman et al.]

Consolidated Recommendations

Recommendation 1: FHPD should create and implement an objectives-based criminal arrest strategic protocol that is data-informed and focused upon life safety as the ultimate goal of enforcement and prevention.

Recommendation 2: FHPD should strengthen and, where needed, initiate regional crime analysis, data sharing and cooperative intelligence and enforcement systems with a particular focus on recidivist offenders and crime patterns originating in Detroit and Flint.

Recommendation 3: FHPD should evaluate the need to create a dedicated Crime Analysis capability, to include requirements of expertise and budget implications.

Recommendation 4: FHPD should continue and expand upon its community engagement efforts to explain the “why” of arrest disproportionalities and other community concerns and remain a dedicated partner and leader in the community discussion of equity in all aspects of civic life.

Recommendation 5: FHPD should adopt a more regular and rigorous review of body-worn camera and in-car video footage to assess compliance with policy provisions on implicit bias and general performance standards during arrests. The focus of these permitted reviews should be on training and correction, rather than punitive action.

Recommendation 6: FHPD should develop a comprehensive protocol of de-briefing and entering retrievable data from arrestees (dependent on Miranda status), victims, witnesses, and other parties incident to a criminal arrest that focuses upon the circumstances of offender actions, history, MO, point of origin, patterns of travel, behavior pre- and post-crime, and other data to aid in prevention and prediction of future crimes.

Recommendation 7: FHPD should work with the prosecutor’s office to create a comprehensive protocol of retrieving permissible, non-protected data from the prosecutor and the court about arrestees, victims, witnesses, and other parties incident to a criminal arrest and adjudication that focuses upon the circumstances of offender actions, history, MO, point of origin, patterns of travel, behavior pre- and post-crime, and

other data to aid in prevention and prediction of future crimes. In addition, the disposition of an arrest in terms of charging, pleas, court findings, sentencing, conditions of release, and other adjudicative actions/decisions are important for predictive analytics concerning arrests.

Recommendation 8: FHPD should avail themselves of the many resources of the Center for Evidence-Based Crime Policy in furtherance of developing evidence-based policing practices and infrastructure, with particular focus upon arrests and “hot spot” policing (discussed next).

Recommendation 9: FHPD should seek the support of the Center for Evidence-Based Crime Policy to collaboratively determine the efficacy and structure of a “hot spot” policing system in Farmington Hills. [Winbourne-Kimerer can assist in this process.]

Recommendation 10: Building neighborhood collective efficacy is a “whole of government” partnership with neighborhoods at risk. The FHPD plays an important, but not the central role. It is important to use data to establish the correlation between poverty, urban decay, and unemployment to quality of life, the breakdown of community cohesion, and the increase of crime, which brings us back to the priority of fixing data insufficiencies in Farmington Hills as a whole. Many models are available to collaboratively create strategies to build collective efficacy, neighborhood by neighborhood. As a general rule, neighborhoods that qualify as “hot spots” are also characterized by low collective efficacy and social cohesion.

Recommendation 11: Specific to FHPD, adopt community policing strategies that support and work in concert with economic development efforts within communities.

Recommendation 12: FHPD Law enforcement should evaluate their patrol deployment practices allowing sufficient time for patrol officers to participate in problem solving and community engagement activities through a comprehensive 911 dispatch staffing and workload study.

POLICY AND PROCEDURE SUMMARY

The Policy and Procedure Analysis section of this Phase 3 Report focuses on FHPD arrest practices and differs in focus from the previous (Phase 1 and 2) reports, principally because *the act of arrest is a largely non-discretionary police responsibility, and at the same time the most thoroughly governed by policy and law*. In the totality of the police function, it is rather infrequent, although the most time consuming, representing approximately 9-12% of a police department's total activity. By way of overview, we found FHPD policies, procedures, training, and accountability systems for arrest as fundamentally sound.

Unlike the Phase 1 and 2 studies, our foundational assessment of the FHPD arrest system, which is composed of many elements, is heavily focused on compliance with state and national standards and model practices. This analysis will be found in a lengthy policy and procedure standards study and establishes full compliance – with some minor exceptions – with all the standards of a reliable arrest system.

The balance of the policy and practice analysis section of the Phase 3 Report will provide recommendations and commentary on leading edge programs which rely upon model arrest policies and procedures for their effectiveness. In other words, a roadmap of how FHPD can potentially move the needle from good to great.

First and foremost, we have consistently placed a high priority on FHPD developing a strategic plan for each of their major law enforcement responsibilities. This requirement is critically important for the process of criminal arrest, which is the single most complex, exacting, and consequential responsibility of the police. It is critical the FHPD comprehensively, and publicly, answers the “WHY.” In other words, the reason or reasons that arrest (and all) policing systems should do what they do. To that end, FHPD should implement an objectives-based criminal arrest strategic protocol that is data-informed and focused upon life safety as its highest priority.

Second, Farmington Hills is in essence bracketed by two of the most impoverished and crime afflicted jurisdictions in the nation, Detroit and Flint. This creates the necessity to create/strengthen a system of regional crime analysis, data sharing and cooperative intelligence and enforcement systems with particular focus on recidivist offenders and crime patterns originating in Detroit and Flint that impact the City of Farmington Hills.

Third, we note that this last recommendation is hampered by data analytics insufficiencies and the lack of dedicated, trained, full-time crime analysis professionals within FHPD, leading to the necessity to evaluate the need to create a dedicated crime analysis capability, to include requirements of expertise and budget implications.

Fourth, arrest disproportionalities identified in detail in this report (and other media, such as FHPD dashboards) are controversial. It is important to note the possible (and

complicated) connection between disproportionality and the proper or improper use of discretion is very limited as far as criminal arrests are concerned. Most arrest scenarios are non-discretionary: 911 dispatched and governed by strict legal and probable cause standards. Moreover, the challenge to decrease or ultimately erase disproportionality is a **goal**: It is not yet a **standard**, as standards require demonstrable prevalence. While society needs to tirelessly work to transform this aspiration into a standard if possible, we are not there yet.

In Section Two of our Policy and Procedures analysis, we focus on improvements and enhancements to both the systems of criminal arrest in FHPD, and model enforcement strategies in general, as follows (A-F):

A. Implicit Bias Monitoring

As noted in the standards compliance study, we find that while the implicit bias/fair and impartial training and performance review systems at FHPD are solid, the use of available systems to monitor and correct deficiencies in this area are underutilized. We conclude that FHPD should adopt a more regular and rigorous review of Body-worn Camera and In-car Video footage to assess compliance with policy provisos on implicit bias and general performance standards during arrests. The focus of these permitted reviews should be on training and correction, rather than punitive action.

B. Addressing Significant Data System Deficiencies

The problems with FHPD data input, retrieval, and analysis have been discussed at length in this report and the Phase Two study. As concerns the FHPD system of criminal arrest, we see a priority need for a much more rigorous FHPD, CLEMIS, District Court, etc. system and protocol for obtaining and retaining accessible information on offender history, patterns, place of origin, method of operation, motives, and other criminal activity data at the point of arrest and through the process of adjudication.

C. Commitment and Capability to Conduct Evidence-Based Policing at FHPD

At the heart of the data dilemmas at FHPD is their frustrated commitment to evidence-based policing. FHPD possesses this commitment but struggles with implementing reliable systems of crime analysis and data-driven planning. Evidence-based policing requires that decision-making in policing be strongly influenced by basic and applied research and data analytics. This demonstrable fact is the basis for our recommendation to build a robust crime analysis capability at FHPD.

D. Strategic enforcement, including arrests, in evidence-confirmed “hot spots” is a leading-edge approach to reduce and prevent crime

The decades long, pioneering work of esteemed international criminologists has culminated in the “law of crime concentration.” Focusing enforcement and neighborhood rebuilding efforts (discussed next) are proven, efficient strategies. The key scientific insight is that as much as 50-60% of crime in most cities occurs in 5-7% of small areas, sometimes no more than one or two city blocks. These areas are described as “micro-geographies.” Focused enforcement in scientifically determined micro-geographies, then, is highly effective and consequential. Random enforcement, on the other hand, only yields random, inconsequential results. This fact is the basis for our recommendation that FHPD should seek partnerships with “hot spot” policing research entities like the Center for Evidence-Based Crime Policy to collaboratively determine the efficacy and structure of a “hot spot” policing system in Farmington Hills. Winbourne can help facilitate this process.

E. Arrests of criminal, especially chronic offenders, is only one component of crime reduction and prevention. The ultimate objective is to restore safety to neighborhoods, called creating “collective efficacy”

In the sociology of crime, the term collective efficacy refers to the ability of members of a community or neighborhood to control the behavior of individuals and groups they live alongside in the community. Positively influencing one another’s behavior allows community residents to create a safe and orderly environment, with the goal to create a resilient community that doesn’t have to rely on the repetition of arresting a handful of criminals to enjoy safety and security. In this report, we note that building neighborhood collective efficacy is a “whole of government” partnership with neighborhoods at risk, particularly the “hot spots” discussed above. Many models are available to collaboratively create strategies to build collective efficacy neighborhood by neighborhood. For FHPD, we encourage city-community partnerships focusing on community policing strategies that support and work in concert with economic development efforts within communities.

F. A comprehensive 911 call center workload to staffing study is in order

The system of dispatching patrol officers to calls for service is the single most important operational function of a police department 911 call center. The overwhelming majority of criminal arrests, for example, originate through 911 dispatch. FHPD goals to prevent and reduce crime must integrate 911 operations with the operational realities of patrol deployment, i.e., putting the right number of police officers at the right locations at the right times by hour of the day and day of the week, ensuring that their efforts are not random, but purposeful, important, and based on strategy. Consequently, we encourage FHPD to adopt a business analytics approach to patrol dispatch, based on call priority, alternatives to tying up valuable resources on inconsequential tasks, and enabling focused, proactive patrol activities based on law enforcement priorities.

In conclusion, we commend FHPD as a progressive, learning institution committed to the safety of those who live, work, and visit the City of Farmington Hills. FHPD has conscientious, experienced, and principled leaders, and highly competent sworn and civilian personnel. As established in the Phase 1 Report, FHPD has rigorous and comprehensive training programs based on situational awareness, comprehensive accountability systems and implicit bias training, and an institutional commitment to procedural justice and police legitimacy. But in this report, we propose to this fine police department and the City of Farmington Hills, the means to go from good to great.

FHPD Analysis 2022 - Phase 3 Arrest Data

Statement of Work

The objective of this Phase is to complete an analysis of the Police Department's policies, procedures, training, customs and culture regarding arrests. The analysis will have a specific focus to identify any indications of bias regarding arrest incidents.

Winbourne Consulting Activities

Assess the Police Department arrest policies, procedures, and training to compare to law enforcement industry model policies, standards, guidelines and best practices.

We Will Review

1. Department initiatives and instructions regarding arrests.
2. Department policies, procedures and training curriculum regarding arrests.
3. Does the Department have a Professional Arrest Criteria or Anti-Bias initiative?
4. Is the Department CALEA and/or State accredited?
5. Department Use of Force data (e.g., relationship to arrests)
6. Department arrest data
7. Citizen complaints regarding arrests
8. Does the department serve warrants or participate with a County warrant service?
9. Department culture regarding arrests
10. Does the Department recognize arrest activity in promotional/transfer processes, annual performance evaluations, awards, etc.?
 - a. CAD breakdown
 - b. Arrests
 - c. All arrests for the entire City by initial event code and final disposition code
 - d. Arrests by District, Beat, Zone
 - e. Arrests by shift – Day, evening and midnight
11. Does the department differentiate a vehicle stop for a traffic offense versus crime related (e.g., BOLO, suspicious activity, wanted person, suspect vehicle, etc.)?
12. Can the CAD system map the above data (e.g., multiple map views)?
13. Arrest Anti-Bias
 - a. Does the Department collect demographic data for each arrest?
 - b. Traffic stop resulting in arrests i. Can the CAD/RMS provide a breakdown of arrests made from traffic stops?
 - c. Type of crime – Traffic/DL, DUI, drugs, weapons, wanted person, etc.
 - d. Demographics of persons arrested

14. Arrests Use of Force
 - a. Breakdown of Use of Force incidents for types of activity including initial event codes
15. City demographic information
 - a. Entire City
 - b. District, Beat Zone
 - c. Roadway demographics (e.g., during different times of day a manufacturing plant, office building, industry, etc. can change the demographic of a roadway with workers traveling to or from work)
16. Does the department employ a BWC/In-Car camera system?
17. Does the department have a formal QA process regarding officer demeanor and professionalism at traffic stops?
18. City demographic information
19. CALEA and/or State accreditation standards
20. BWC/In-Car camera

We Will Compare

Comparison to model policies, standards, guidelines and best practices from nationally recognized organizations (e.g., International Association of Chiefs of Police). The analysis will be completed via online interviews with relevant personnel and review of department documentation.

City Responsibilities

1. Provide a single point of contact that will manage the project for the City. Tasks will include
 - a. Communication with the Winbourne Consulting Project Manager
 - b. Communication with relevant City personnel
 - c. Scheduling meetings with City and other relevant personnel as needed
 - d. Communicating with personnel to obtain information/data
2. Provide access to relevant personnel including but not limited to:
 - a. Command Staff personnel
 - b. Department personnel – Training, Patrol, Investigations, Traffic, Records Management, Communications, etc.
 - c. Subject matter expert personnel who can generate the required data
 - d. Other personnel to be determined

3. Provide relevant documentation and data
 - a. Existing reports that contain arrest information
 - b. Officer workflows and business processes regarding all types of arrests
4. CAD/Mobile system capabilities regarding arrests
 - a. CAD event code
 - b. Mandatory information
 - c. Disposition codes
5. Records Management workflows and business processes regarding arrests
6. Records Management System data regarding arrests
7. Department anti-bias initiatives, training and documentation
8. Department instructions that could influence arrest rates
9. Directed Patrols and special initiatives that could influence arrest rates
10. Department policy, procedures and training curriculums regarding
 - a. Criminal investigations
 - b. Arrest policy and procedures
 - c. Use of Force
 - d. Other policies and procedures to be determined
11. Department accreditation standards
12. Department Use of Force data (e.g., relationship to arrests)
13. BWC/In-Car camera information
14. Department review of arrest incidents
15. Other information to be determined

Winbourne Consulting Deliverables

At the beginning of each phase, we will work with the City to validate the goals for the phase, the information that needs to be captured, and how the material needs to be presented. It is not unusual for an analysis like this to have a scope change as we review the data and discover processes that need further analysis. Typical steps and deliverables include:

- Project plan and status reports as project tasks and milestones are completed
- Develop findings and recommendations relevant to project objectives
- Obtain input from relevant City personnel regarding the findings and recommendations
- Complete a draft report of findings and recommendations to be reviewed by the City for accuracy
- Submit a final report
- Complete an in-person presentation of the report if needed

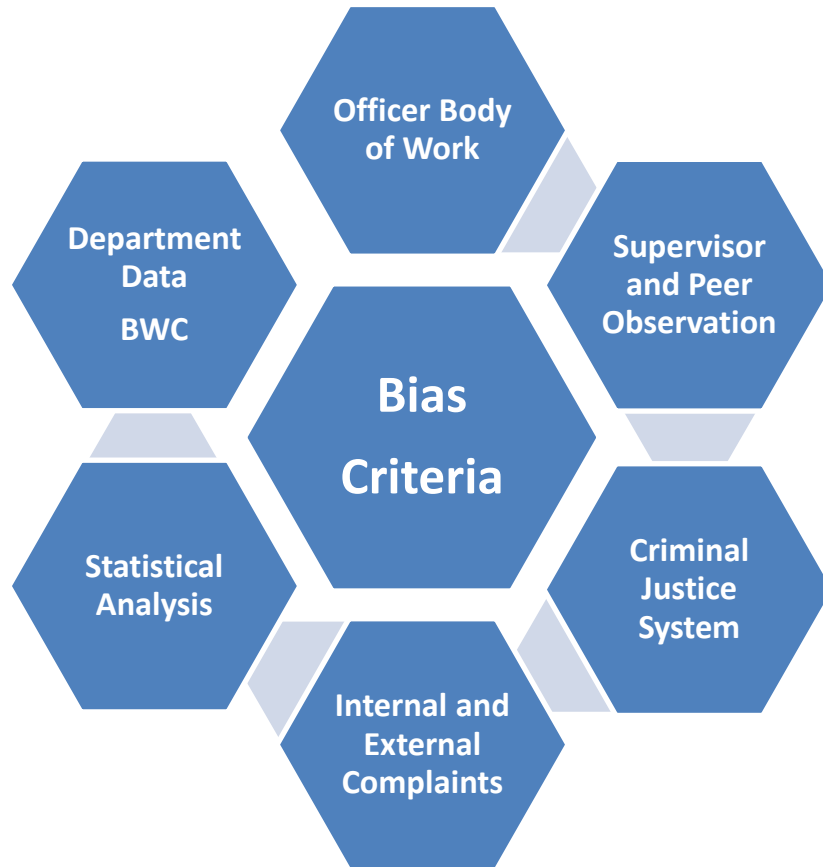
Project Time Frame

Winbourne will work with City Management to develop an acceptable timeline for this estimated six-month project.

Criteria to Determine Bias in a Law Enforcement Agency

Overview: There is no single data point to evaluate and determine systematic bias in law enforcement activity. Multiple types of criteria must be assessed, including:

1. Adherence to the policy, training and accountability standard of Police Legitimacy through Procedural Justice
2. Complaint History/Monitoring
 - a) Both Internal and external
 - b) Type of complaint (e.g. explicitly alleging bias as a primary or contributory factor)
 - c) Frequency of complaints, both Department-wide and involving individual officers
 - d) Disposition of Complaints (e.g. discipline, re-training, termination)
 - e) External: District Attorney; Judge; Defense Bar; Media; City leadership; Community/Business/Neighborhood advisors and leaders
3. Internal Observation and Reporting
 - a) Supervisors (e.g., direct observation)
 - b) Peers, Co-workers
 - c) Training Staff
 - d) Formal Performance Evaluations/Guardian One Tracking System
 - e) Systematic review of Body-Worn Video
4. Criminal Justice System
 - a) Outcomes of prosecution and adjudication, esp. cases declined or dismissed or unsuccessful because of bias indicators
 - b) Civil litigation, including adverse settlements/judgments with bias implications
5. Assessment of overall Officer Body of Work through data analytics
 - a) Traffic Stops, Arrests, Field Interviews (Terry Stops)
 - b) Self-initiated activity
 - c) Use of Force Reporting
 - d) Commendations
 - e) Arrest/stop/contact subject patterns
6. Vigilant observation, documentation and intervention when the following specific types of behavior are detected
 - a) Over or under vigilance patterns in engaging particular ethnicities, races, genders, classes, etc.
 - b) Over-reactions to ambiguous situations involving particular ethnicities, races, genders, classes, etc.
 - c) Indifference to or hostility to bias policing training, policy, or objectives promoting procedural justice and constitutional policing



FHPD DOCUMENTS

FHPD DOCUMENTS PROVIDED

FHPD Folder: Documents/Phase III/Phase III Arrest Data 2020

- 2020 Adult Arrests Update (spreadsheet April 2023)
- 2020 Juvenile Arrests Update (spreadsheet April 2023)
- 2022 Interoffice Winbourne Arrest (*Word* document April 2023)
- CLEAR Arrest by Type Crime Class Age Race Gender 2020 (PDF April 2023) –
- CLEAR Felony Misdemeanor Arrest Counts 2020 (PDF April 2023)
- FHPD Transparency Project 2022 (PDF memo w/charts) - with 2022 info, not 2020

FHPD Folder: Documents/Phase III/Phase III Arrest Data 2021

- 2021 Adult Arrests Update (spreadsheet April 2023)
- 2021 Juvenile Arrests Update (spreadsheet April 2023)
- 2022 Interoffice Winbourne Arrest (*Word* document April 2023)
- CLEAR Arrest by Type Crime Class Age Race Gender 2021
- CLEAR Felony Misdemeanor Arrest Counts 2021
- FHPD Transparency Project 2021 (PDF memo w/charts)

FHPD Folder: Documents/Phase III/Phase III Arrest Data 2022

- 2020-2022 Arrest Demographics (spreadsheet April 2023)
- 2022 Adult Arrests Update (spreadsheet April 2023)
- 2022 Interoffice Winbourne Arrest (*Word* document April 2023)
- 2022 Juvenile Arrests Update (spreadsheet April 2023)
- CLEAR Arrest by Type Crime Class Age Race Gender 2022
- CLEAR Felony Misdemeanor Arrest Counts 2022 (PDF April 2023)
- 2022 FHPD Transparency Project 2022 (PDF memo w/charts) - labeled and titled 2022, with 2022 info, not 2021
- Transparency Project memo 2022 w/charts (PDF April 2023) – same document as the one in 2020

EXAMPLES OF FHPD ARREST DATA NOT PROVIDED

1. **All arrests for the entire City by initial event code and final disposition code S –**
 - a. Refer to FHPD memo* below
2. **Arrests by District, Beat, Zone**
 - a. Refer to FHPD memo* below
3. **Does the department differentiate a vehicle stop for a traffic offense versus crime related (e.g., BOLO, suspicious activity, wanted person, suspect vehicle, etc.)?**
 - a. Refer to FHPD Memo** below - Response from Phase II - same question
4. **Can the system map arrest data?**
 - a. Can not produce maps. Refer to FHPD memo* below
5. **Anti Bias Data Requested**
 - a. Addressed in the Phase 2 report
6. **Does the Department collect demographic data for each arrest?**
 - a. FHPD Memo*** below
7. **Traffic stop resulting in arrests**
 - a. Refer to the FHPD memo **** below
8. **Can the CAD/RMS provide a breakdown of arrests made from traffic stops and other activities?**
 - a. Refer to FHPD memo **** below
9. **Arrests Use of Force**
10. **Breakdown of Use of Force incidents for types of activity including initial event codes**

FHPD Memo*

2022 Interoffice Winbourne Arrest (Word document April 2023)

We are finding the same obstacles with the Arrest Data in Phase III as we did with the Traffic Stop, Vehicle Searches, and Citation/Warning Citation Data in Phase II. These obstacles consist of only having certain reports that can be run in "Business Objects" ("Canned Reports") and are not specific with what Winbourne Consulting LLC is requesting to be produce for this assessment.

With the new updated Business Objects through CLEMIS, some of these requests may be possible, but until the "New Business Objects" is up and running (End of April, Beginning of May) we will not have the full understanding of the New Business Object's capabilities and possibilities. For now, we are left with the old version and the old canned reports for data and statistical retrieval.

As it pertains to the Phase III Arrest Data request, four (4) separate data formats for arrests made by The Farmington Hills Police Department for the 2020, 2021, and 2022 calendar years have been provided. Three (3) of the data formats provided are run through CLEMIS in Business Objects and one of the data formats is obtained through the Farmington Hills Arrest Book and compiled by Record's Supervisor Kelly Nelson on an excel spreadsheet.

The first three (3) data formats are information collected by CLEMIS through the written arrest reports. The first format is posted on the Farmington Hills Police Department's Transparency Dashboard. Transparency Dashboard can be located on The City of Farmington Hills Website, is automatically run, and sent to Transparency Dashboard by CLEMIS. The second and third formats are utilizing "Canned Reports" from CLEMIS through Business Objects. These canned reports are not formatted to the exact request made by Winbourne Consulting LLC but is the closest reports to the request made by Winbourne Consulting LLC. Note: the third format used for arrest data purposes has a lot of "Arrest By Crime Data" embedded in the report, but the last page of this document has the breakdown of the demographics. The fourth format is an excel spreadsheet that is compiled by Record's Supervisor Kelly Nelson directly from the Farmington Hills Arrest Books.

The Farmington Hills Arrest Books are utilized in the Booking Room of the Farmington Hills Police Department. An entry is made every time an arrest is made by a Sworn Officer of the Farmington Hills Police Department. These Arrest Books are used for all arrests whether it be an On View, Summoned/Cited, or In-Custody and produces an Arrest # for each person. It should be noted that there are two (2) arrest books for each year, one (1) for Adults Arrests and one (1) for Juveniles Arrests. These Arrests Books are kept at the front desk (Command Desk) until the end of the calendar year, then forwarded to the Records Division for safe keeping. It should also be noted that the spreadsheet Supervisor Nelson produces is only limited to Date of Arrest, Arrested Person, Arrest #, TCN#, Incident #, Race, Gender, DOB, Arresting Officer, Charges, and Crime Class Codes. It does not answer the question of Division, District/Beat/Zone, Shift, Mapping, Response to Resistance, nor Traffic vs. Crime Related Activity.

The Record's Arrest Spreadsheet, the Transparency Dashboard, nor the "Canned Reports" in Business Objects answer the questions of Division, District/Beat/Zone, Shift, Mapping, Response to Resistance, or Traffic vs. Crime Related Activity for this Project. An attempt was made to add more information to Supervisor Nelson's Spreadsheet by tasking a Cadet that is posted on light duty with going through each Arrest Report and adding Division, District/Beat/Zone, Shift, Response to Resistance, Traffic vs. Crime Related Activity and Use of Force (if any). It was determined after five (5) full days of data mining, by this Cadet, only three months of the 2022 Adult Arrests (January, February, and March) were completed. Due to the time spent on updating the information to those three (3) months, not

enough staffing, and the amount of time it would take to complete, the decision was made to cancel this task. The updated months were saved and attached to this interoffice and Project.

Further, Supervisor Nelson advised that the Transparency Dashboard and the Business Objects Reports do not appear to be accurate, and you will notice that all three (3) of the CLEMIS formats produce different outcomes. Supervisor Nelson advised this was why Records compiles a spreadsheet to get an accurate Arrest Number for each calendar year. Since the additional information could not be added to the Record's Arrest Spreadsheets, the original excel data was calculated and attached it to this interoffice.

At this point, writer will be unable to produce District/Beat/Zone, Shift, Mapping, Response to Resistance, nor Traffic vs. Crime Related Activity for Arrests by The Farmington Hills Police Department for the years of 2020, 2021, and 2022 without going through each Arrest Report. This would require more staffing, more time, or a different program being written by CLEMIS in Business Objects.

Lastly, it should be noted for the future that The Record's Supervisor Kelly Nelson, Record's Coordinator Beverly Yharbrough and I (Lieutenant Michael Flatt) recently attended an online beginners training for the New Business Objects (On March 8, 2023) and attended an in-person Intermediate New Business Objects Training (On March 14, 2023). When available, we will also be attending the Police Specific New Business Objects and the Advanced User New Business Objects Training. Police Specific and Advance User trainings will be available when CLEMIS' Updated Business Object System finally goes live. Further, our Police Department has taken advantage of this CLEMIS training, and several of our civilian support staff also took the online beginners New Business Objects training. They will also be attending the in-person Police Specific Training when it becomes available.

Attachments:

2020, 2021, 2022 Transparency Dashboard Arrest Data
2020, 2021, 2022 Business Objects Report "Arrest By Crime Class, Age, Race, and Gender"
2020, 2021, 2022 Business Objects Report "Felony/Misdemeanor Arrest Counts"
2020, 2021, 2022 Record's Arrest Data Spreadsheets
2020, 2021, 2022 Record's Arrest Data Calculations
2022 Attempted Record's Arrest Data Spreadsheet Information Update (January, February, March task cancelled)

FHPD Memo**

Document: Phase II, 01. CAD Breakdown, a. Traffic Stops, iv. Does the department differentiate a vehicle stop for a traffic offense versus crime related (e.g., BOLO, suspicious activity, wanted person, suspect vehicle, etc.), **P21_a iv.pdf**

The Farmington Hills Police Department has provided Traffic Stop data in another section of this project. If an officer calls out on a traffic stop that is what is recorded in CAD for traffic enforcement. Any category of crime related activities is recorded as that related crime in CAD. If it is a crime related activity, this information would have to be looked at a case-by-case basis in the narrative of the incident report to learn if a particular incident started as a traffic stop. If an arrest is made by the officer or possible criminal activity has to be documented, a new incident number is generated, and the possible criminal activity or arrest is documented under that new generated incident report number.

FHPD Memo***

Asked in Phase II

Document: Phase II,

FHPD PDF dated 11/15/22 stating: "The Farmington Hills Police Department only collects data for driver and passenger(s) demographics on a traffic stop if a citation or an actual warning citation is issued. If the passenger did not receive a citation no data is collected and vice versa. It also depends on what demographic data collection you are inquiring or attempting to obtain. For instance, level of education, religion, occupation, etc.... are not collected on traffic stops, citations, reports, or arrests unless the information is pertinent to a specific case."

FHPD Memo****

Traffic Stops Resulting in Arrests: *The Farmington Hills Police Department has provided Traffic Stop data in another section of this project. If an officer calls out on a traffic stop that is what is recorded in CAD for traffic enforcement. Any category of crime related activities is recorded as that related crime in CAD. If it is a crime related activity, this information would have to be looked at a case-by-case basis in the narrative of the incident report to learn if a particular incident started as a traffic stop. If an arrest is made by the officer or possible criminal activity has to be documented, a new incident number is generated, and the possible criminal activity or arrest is documented under that new generated incident report number.*

Phase 3 Report Arrest Data

Opening Commentary and Analysis

The Need for a Purposeful Arrest Strategy

In our previous reports, a high priority was placed on developing a strategic plan for each of the major law enforcement responsibilities of FHPD. This requirement is even more important for the process of arrest, which is the single most complex, exacting, and consequential responsibility of the police. The foundation for a comprehensive, values-based strategic policy and procedures plan is the same for every mission and responsibility of FHPD:

- 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.

The organizational philosopher Simon Sinek proposes that the most important question an institution needs to answer is “WHY.” In other words, the reason, or reasons that systems should do what they do. Too often, organizations, police are no exception, focus upon the “how.” Elevating the “how” over the “why” is one of the origins of tragedy in public safety. The how, enforcing the law, does not excuse police action that violates principle or common sense. Look no further than George Floyd, whose death originated with the suspected use of a counterfeit \$20 bill, the most minor of minor misdemeanors.

The purpose of law enforcement policies and procedures must be founded upon principles that can be clearly communicated. As Sinek remarks:

“When we know WHY we do things, everything falls into place. When we don’t, we have to push things into place.” [[Start With Why](#)]

Obviously, enforcing the law is central to the FHPD mission:

It is clear that the law empowers police, giving them the authority to intervene and take certain actions (e.g., arrest) in specific circumstances (where evidence suggests the probability of a violation). Without a legal basis for intervention and action, it is undoubtedly true that the police would show less inclination to get involved in many problems and take certain legal actions. [Mastrofski, et al.]

But this “why” is only a part of the basis for police arrests. Reverence for life, constitutional policing, victim protection, officer safety, crime prevention, community caretaking, and many other criteria are the foundation for justifiable police action. One construct to consider is proposed by Mastrofski et al. (see Sources)

“making good arrests, deescalating crises, investigating crimes, using coercion and language effectively, abiding by the law and protecting individual rights, developing knowledge of the community, and imparting a sense of fairness to one’s actions”

All these factors need to be plainly articulated, in the form of a strategic plan, as much for the community as for the police themselves.

FHPD policy is commendably forthright concerning an overarching “reverence for life” standard:

“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]

We examined the process of creating a data-informed strategic plan in the Phase 2 report, specific to the FHPD Traffic Safety and Enforcement policies and procedures. [CF. The Building Blocks to Create A Mission, Vision, and Core Values Statement to Govern FHPD Traffic Enforcement, starting at p. 85] Our first recommendation is based on the foregoing discussion.

Recommendation 1: FHPD should create and implement an objectives-based criminal arrest strategic protocol that is data-informed and focused upon life safety as the ultimate goal of enforcement and prevention.

A. The Farmington Hills Public Safety and Crime Dynamic

In considering the challenges confronting Farmington Hills concerning criminal activity, one reality leaps out: The City of Farmington Hills is in essence bracketed by two of the most impoverished and crime afflicted jurisdictions in the nation: Detroit and Flint. Both are in the top 10% of violent crime (cf. Farmington Hills, which is in the bottom 10%, according to the 2022 FBI-NIBRS report and the Bureau of Justice Statistics) and are on either side of a more or less straight line passing through Farmington Hills. This geographic reality is further complicated by the amenities and attractions Farmington Hills has to offer.

This dynamic, in a real sense, creates a high-risk corridor and set of challenges whose origins are significantly external to Farmington Hills. This is **not** to argue that residents of Farmington Hills are exempt from committing arrestable crimes, but that the public safety challenge confronting FHPD is compounded by the proximity of two high crime jurisdictions.

FHPD cannot control crime and predation in Detroit or Flint. But they can create robust lines of communication, engage in mutual crime analysis, and share suspect and offense data towards the end of prevention and prosecution, particularly in the case of recidivist offenders.

Recommendation 2: FHPD should strengthen and, where needed, initiate regional crime analysis, data sharing and cooperative intelligence and enforcement systems with a particular focus on recidivist offenders and crime patterns originating in Detroit and Flint

This recommendation is hampered by two factors: First, the data analytics insufficiencies documented in the Phase 2 report and at various points in this Phase 3 report. And second, the lack of dedicated, trained, full-time crime analysis professionals within the ranks of FHPD.

Recommendation 3: FHPD should evaluate the need to create a dedicated crime analysis capability, to include requirements of expertise and budget implications.

B. Commentary on the Topic of Equity and Disproportionality

The requirement for objective, unbiased, constitutional policing is one of the highest priorities of FHPD, and the focus of the larger debate about the roles and responsibilities of the police in the 21st century. In previous reports, we established that the policies, training, and accountability systems of FHPD are sound and in some cases exemplary, to include implicit bias prevention and the requirement for equal treatment of all persons.

As noted in the Methodology section (above), *“The process of criminal arrest, unlike the highly discretionary process of traffic enforcement, which is almost always officer-initiated, or “on-view,” is largely non-discretionary. Most arrest scenarios originate in 911 dispatched calls; are governed by specific legal frameworks; are founded upon probable cause and particularly for felonies and serious misdemeanors (e.g. domestic violence) requiring specific actions concerning custody. Consequently, our methodology focuses more on FHPD meeting the standards for a system of arrest.”* In other words, when we consider the demographic outcomes of arrest, the overriding criterion on whether an arrest is valid has to do with the precise requirements of the legal system, specifically probable cause. Probable cause means that the facts and circumstances that exist give rise to the reasonable belief a crime is being committed or has occurred.

Discretion, which may be the basis for disparate treatment based on unconstitutional factors (like race or ethnicity), is limited in most arrest scenarios. Those situations which allow for discretion (most notably citation and release for low-level, non-violent misdemeanors) are also clearly spelled out in policy and training. FHPD has clear policies and procedures governing all these arrest scenarios.

The fact of disproportionality of enforcement based upon demographic data is a topic of great concern throughout the US. It should be. But presenting the argument that disproportionality is prima facie evidence of discrimination is highly problematic. First, disproportionality is present in virtually all categories of society, from education to employment to healthcare, indeed, in most social systems with some nexus to crime. Second, as discussed above, the basis for arresting a citizen is probable cause as defined by law. This is in no way to argue that there are no abuses of the law in all facets of the criminal justice system including the police, but we did not find such instances of abuse in the FHPD. The arrests we reviewed were solidly based on the objective standard of probable cause.

The challenge to erase disproportionality is a goal. It is not yet a standard, as standards require demonstrable prevalence. We need to tirelessly work to transform this aspiration into a standard, but we are not there yet.

Recommendation 4: FHPD should continue and expand upon its community engagement efforts to explain the “why” of arrest disproportionalities and other community concerns and remain a dedicated partner and leader in the community discussion of equity in all aspects of civic life.

**SECTION TWO, PART ONE: FHPD ARREST
SYSTEM - STATE AND NATIONAL STANDARDS
AND MODEL PRACTICES**

SECTION TWO, PART ONE: FHPD ARREST SYSTEM - STATE AND NATIONAL STANDARDS AND MODEL PRACTICES

Our analysis of the FHPD system of arrest begins with a thorough assessment of the policies, procedures, protections, and other structural elements of making an arrest.

The reason for initiating an assessment of the FHPD arrest process hinges on the fact that arresting a citizen, which is a seizure under the protections of the 4th amendment, is the single most complex, exacting, and consequential responsibility of the police. We place emphasis on the term “system,” which ideally is comprised of numerous functions and processes, inter-related and inter-dependent. It is for this reason that both state and national standards, as well as model practices derived from both external research and prevailing policies is multi-faceted, to include the following elements:

- Professional arrest criteria and models
- Suspect control and use-of-force: including restraint, officer safety searches, etc.
- Custody: including transport, holding cell management, jail transfer, etc.
- Interview and Interrogation
- Suspect rights and police obligations and responsibilities
- Field and follow-up (detective) investigations
- Crime scene management
- Evidence preservation and handling: including hazardous materials, legal chain of custody
- Searches: including incident to arrest, custodial, by warrant
- Gender specific protocols and protections
- Juvenile specific protocols and protections
- Special population protocols and protections (mentally ill, elderly, hearing/ speech/visually impaired, ESL, injury/health crisis)
- Injury management: including fire/EMS integration, hospital custody requirements
- Anti-bias policies, training, monitoring, and accountability
- Victim support
- Prosecutorial assistance: including investigation, adjudicative evidence management, testimony, etc.
- Crime analysis: predictive/hot spot/high crime policing
- Documentation and data entry (which, concerning arrests, is invariably the most extensive and time-consuming process among all police activities)

State and National Accreditation and Standards Entities

At the state level, the Michigan Law Enforcement Standards (MCOLES) has statutory responsibilities for establishing mandatory minimum standards for all elements of arrest.

Additionally, the Michigan Association of Chiefs of Police (MACP) has established a comprehensive accreditation process founded upon compliance with 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 purposes of accreditation.

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

On the question of FHPD meeting baseline national and state accreditation standards - specifically CALEA and Michigan Accreditation Standards - FHPD meets these standards in their traffic management programs. The 2021 reaccreditation of FHPD validates the finding that the department is in compliance with both state and national accreditation standards, and in many cases - particularly as concerns training - exceeds those standards.

**SECTION TWO, PART TWO:
CONSIDERATIONS FOR ENHANCEMENTS AND
IMPROVEMENTS**

SECTION TWO, PART TWO: CONSIDERATIONS FOR ENHANCEMENTS AND IMPROVEMENTS

As detailed in Part One (above), the system of arrest in FHPD is fundamentally sound and in compliance with current standards and model policies and procedures. With the exception of data system insufficiencies, we do not see “red flags” or areas for concern. We have discussed the data analytics shortfalls at length in the Phase 2 study, and in this Phase 3 report. Other than this important category, we pose one recommendation derived from the Part One standards analysis, as follows:

Implicit Bias Monitoring

Recommendation 5: FHPD should adopt a more regular and rigorous review of body-worn camera and in-car video footage to assess compliance with policy provisos on implicit bias and general performance standards during arrests. The focus of these permitted reviews should be on training and correction, rather than punitive action.

This recommendation emerged from both the Phase 2 study and the standards analysis from Part One (above) at Standards Item 6.1, proposing the systematic review of body-worn camera footage for enforcement actions or stops that don't result in a complaint. The authority for this kind of review appears to be permitted within FHPD body-worn camera policy, specifically under the training proviso:

“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].”

What follows is a set of observations, commentaries and recommendations of emerging, leading edge approaches that support or would be supported by the sound system of arrest at FHPD. These categories for consideration are as follows:

Revisiting the Data Challenge

The problems with FHPD data input, retrieval, and analysis have been discussed at length in both this report and the Phase Two study (cf. Problems obtaining FHPD stop and citation data (Phase 2 P. 37) including summary of the problem(s); and throughout the Phase 2 policy analysis, beginning at P. 85). While the focus of the Phase 2 report was the FHPD program of Traffic Safety and Enforcement, the data deficiencies, including those residing in CLEMIS and the courts, are the same and even more consequential when considering arrests. Section One of this report continues to examine these data challenges. For purposes of this policy/procedures analysis, there are two additional areas for consideration:

First, a much more rigorous protocol for obtaining and retaining accessible information about offender history, patterns, place of origin, method of operation, motives, and other criminal activity data at the point of arrest is an emerging model practice. Miranda contingent information that can be legally obtained about the circumstances of the arrest beyond probable cause has proven to result in valuable diagnostic data for both prevention and predictive policing. This regular, systematic information-gathering process should include de-briefing arrestees (if possible given Miranda status), victims, witnesses, and other parties incident to a criminal arrest. This is especially relevant when considering the external impacts of being “bracketed” by Detroit and Flint (discussed above).

Second, a deep dive into the prosecutorial and adjudication record of an arrestee is similarly invaluable. The problems with obtaining information from the courts is an obstacle that needs to be forthrightly confronted and addressed.

Recommendation 6: FHPD should develop a comprehensive protocol of de-briefing and entering retrievable data from arrestees (dependent on Miranda status) victims, witnesses and other parties incident to a criminal arrest that focuses upon the circumstances of offender actions, history, MO, point of origin, patterns of travel and behavior pre- and post-crime, and other data to aid in prevention and prediction of future crimes.

Recommendation 7: FHPD should work with the prosecutor’s office to create a comprehensive protocol of retrieving permissible, non-protected data from the prosecutor and the court about arrestees, victims, witnesses and other parties incident to a criminal arrest and adjudication that focuses upon the circumstances of offender actions, history, MO, point of origin, patterns of travel and behavior pre- and post-crime, and other data to aid in prevention and prediction of future crimes. In addition, the disposition of an arrest in terms of charging, pleas, court findings, sentencing, conditions of release and other adjudicative actions/decisions is important for predictive analytics concerning arrests.

Evidence-based Policing

At the heart of the data dilemmas at FHPD is the leading-edge commitment to evidence-based policing. FHPD possesses this commitment but struggles with implementing reliable systems of crime analysis and data-driven planning. The broad definition of evidence-based policing is expressed in the extensive work of David Weisburd et al at the Center for Evidence-Based Crime Policy at George Mason University (see Sources).

“Evidence-based Policing (EBP) requires that decision-making in policing be strongly influenced by basic and applied research... Data analytics and scientific experimentation holds the potential for revolutionizing police discretion... From the EBP perspective, police executives are advocates for ensuring that scientific methods and knowledge are key elements of police education and training, are integral to the management and operations of police organizations, and are features of line officer decision-making)...Some agencies might even have in-house “evidence cops” to monitor what the department is doing and to ensure that it is complying with evidence-based practices and guidelines”

Recommendation 8: FHPD should avail themselves of the many resources of the Center for Evidence-Based Crime Policy in furtherance of developing evidence-based policing practices and infrastructure, with particular focus upon arrests and “hot spot” policing (discussed next)

Hot Spot Policing

As discussed above, the law enforcement program described as “hot spot” policing is part of a critical assessment of the “why” of policing and arrests throughout the US.

Background

David Weisburd was founder and executive director of the Center for Evidence-Based Crime Policy at George Mason University. The Law of Crime Concentration, nick-named “hot spot policing,” established that a relatively small group of places produce much of the crime in any given city. Weisburd’s findings in Seattle, for example, proved that 50% of the crime was produced in about 5% of the places. This ratio held firm over time, including the remarkable statistic that even though crime declined by 22% in Seattle, the crime concentration levels stayed the same.

Weisburd’s conclusions are very specific: Crime concentrations are not found in large areas like a neighborhood or census track but often two or three city blocks. These areas are described as “micro-geographies.” Calling these hotspots “bad neighborhoods” is inappropriate: “Places characterized locally as “bad neighborhoods” nonetheless have substantial numbers of low-crime or crime-free street segments, while hot spots are also interspersed throughout areas residents would likely consider safe” (Weisburd, Gill)

Another key finding is that when crime in a concentrated micro-geography is reduced or eliminated by police attention, arrests, restoring collective efficacy (see below) or other civic/private sector improvements – that the crime concentration does not shift to other nearby areas. Displacement, in other words, is not statistically verified. One reason is that a street with a high concentration of crime and criminals can only feasibly relocate to another street with high crime concentration and/or low collective efficacy, which may be distant, and/or the object of police attention and collective efficacy building efforts itself. Another reason is that police focus on a “hotspot” result in arrests and incarcerations.

In summary of this Background section, “hot spot” policing is built upon theories about crime at places, treating a place (e.g., address, street segment, or other small geographic area) as the unit of analysis.

The hot spot policing approach described in the Background summary stands in contrast to the Standard Policing Model, which is in many regards is the status quo in Farmington Hills (and the majority of other police agencies in the US).

The Standard Policing Model can be thought of as the historical baseline for policing in recent decades. The Center for Evidence-Based Crime Policy describes the standard model as having three core practices,

- *placing high emphasis on being able to respond to 911 calls for service quickly, with the underlying idea that the police respond to crime and seek to hold offenders accountable rather than try to prevent crime from occurring*
- *when not responding to a call, carrying out patrols largely at random (as opposed to making decisions about where to patrol based on data)*
- *providing incentives for officers getting sheer numbers of arrests and enforcement actions (not to the same extent as zero tolerance and aggressive policing), with limited focus on the severity or importance of specific arrests and actions.*

A real-world example of a *consistent, reliable presence and enforcement program*, a “hot spot,” is the regular focus of FHPD on The Hawk. Whether or not this important community center objectively qualifies as a genuine, data verifiable “hot spot” is immaterial to this discussion; focus upon The Hawk is an example of how “hot spot” policing works. The challenge becomes how to identify and pivot focus to the other legitimate (and likely small in number) hot spots in Farmington Hills. Data deficiencies make this approach difficult, but the Center for Evidence-Based Crime Policy has many supportive programs to assist agencies in identifying and applying law enforcement strategies to “hot spots”.

Recommendation 9: FHPD should seek the support of the Center for Evidence-Based Crime Policy to collaboratively determine the efficacy and structure of a “hot

spot” policing system in Farmington Hills. [Winbourne-Kimerer can assist in this process]

Note: In discussions with sworn staff at FHPD, the law of crime concentration (aka “hot spot policing”) was familiar and considered promising. On a practical level, most officers and commanders could identify the “hot spots” in Farmington Hills. The challenge is the rather complex process of precisely identifying the area and characteristics of the crime concentration and developing effective tactics and strategies to confront and reduce crime in that generally small area.

A related concept, building community collective efficacy, is the focus of the next discussion.

Collective Efficacy

Background and Discussion

A problem-solving framework, building neighborhood collective efficacy, is linked to the Law of Crime Concentration. It has been described as “Broken Windows” theory “on steroids.” The big difference is that crime is not linked to Broken Windows so much as Broken Neighborhoods, defined by economic and social challenges. Based on rigorous applied research, the vulnerability of a neighborhood to crime (and most other social ills) is highest when the basic civic health of that neighborhood lacks social cohesion and positive shared values. While the police play a supporting role, building collective efficacy neighborhood by neighborhood depends on the whole of government and community commitment and strategy.

While arrests (and proper disposition) of chronic offenders is a critical component of restoring collective efficacy to a neighborhood, the goal is to create a resilient community that doesn’t have to rely on the repetition of arresting a handful of criminals to enjoy safety and security.

In the sociology of crime, the term collective efficacy refers to the ability of members of a community to control the behavior of individuals and groups in the community. Positively influencing one another’s behavior allows community residents to create a safe and orderly environment. Collective efficacy involves residents watching out for the safety and welfare of children playing in public areas, or the elderly or vulnerable going to the library, being a presence to discourage truancy and hanging out in parks or on street corners, or working with the police to safely confront individuals who exploit or disturb public spaces.

A central measure of collective efficacy is a neighborhood’s degree of Social Cohesion, which describes how residents think and feel about their neighborhood. Do people get along with their neighbors? Can they count on each other’s help when there is a problem? Do they get together for holiday dinners? Do they babysit each other’s children? Do they walk in the local park after dinner? Do they think their children are being taught well in school? Do they feel safe? Can students go to the library after school?

Residents' care and concern for each other's welfare provide the social glue that holds a community together. Some neighborhood characteristics promote social cohesion: High levels of home ownership; a core of stable, long-term residents; the presence of extended families; close friendships among neighbors; good schools; people who attend local centers of worship; and the use of amenities such as parks, recreation centers and libraries.

Collective efficacy describes what residents are willing to do to improve their neighborhoods. Although social cohesion is the foundation of collective efficacy, at the core of collective efficacy are the willingness to intervene and the capacity for informal social control. In neighborhoods with collective efficacy, neighbors agree on what is acceptable behavior and reinforce it in each other. Together, social cohesion and collective efficacy are the qualities that distinguish well-functioning, harmonious neighborhoods from poorly functioning, disordered ones.

In conclusion, collective efficacy is a City of Farmington Hills kind of project, which emphasizes working with neighborhood residents to co-produce public safety and civic vitality.

Recommendation 10: Building neighborhood collective efficacy is a “whole of government” partnership with neighborhoods at risk. The FHPD plays an important, but not central role. It is important to use data to establish the correlation between poverty, urban decay, and unemployment to quality of life, the breakdown of community cohesion, and the increase of crime, which brings us back to the priority of fixing data insufficiencies in Farmington Hills as a whole. Many models are available to collaboratively create strategies to build collective efficacy, neighborhood by neighborhood. As a general rule, neighborhoods that qualify as “hot spots” are also characterized by low collective efficacy and social cohesion.

Recommendation 11: Specific to FHPD, adopt community policing strategies that support and work in concert with economic development efforts within communities.

Staffing to Workload and to Meet Community Priorities

The system of dispatching patrol officers to calls for service is the single most important operational function of a police department. FHPD objectives or goals about how the police should function in society (the higher order goals, like Community- and Problem Oriented Policing and Procedural Justice) must integrate those aspirations with the operational realities of patrol deployment, which means putting the right number of police officers at the right locations at the right times by hour of the day and day of the week.

The biggest single criterion governing patrol deployment is the strategic determination of how the department will answer calls and patrol the city. For many agencies, a more or less equal distribution of patrol officers and supervisors per watch and district is the

general (peanut butter) model. There is a convention, however, that night shifts are busier and more dangerous than other shifts (not necessarily true) and therefore require elevated levels of staffing.

We encourage FHPD to adopt a business analytics perspective, where staffing and productivity is tied to workload and demand, which is not always the criteria used in patrol deployment systems. This entails consideration of the following criteria:

- Staff to workload, with an emphasis on priority calls.
- Deploy patrol assets based on call priority. Not all calls are created equal.
- Staff to create proactive time and facilitate the higher order goals of police departments, such as community policing and “hot spot” policing.
- Evaluate options to dispatch, such as telephonic or online reporting.

Both priority call response and creating time for proactive work take on greater significance when we consider the Law of Crime Concentration (discussed above). These simple realities have created a quiet revolution in the application of data to determine the proper alignments between patrol deployment, calls for service and level of staffing to meet evidence-based public safety requirements.

While the model in virtually every other private and most public sector enterprises is to scientifically match workload to staffing (aka supply and demand), many police agencies continue the practice of spreading assets around a city based on other criteria like peanut butter, more or less evenly distributed even when there are significant differences in demand and priority.

In many police departments, patrol officers are distributed in a fashion that creates significant workload imbalances. It is not uncommon for the patrol car assigned to one beat to have as much as four times the workload of an adjacent beat. With these imbalances, opportunities to connect with neighborhoods within their assigned beat for purposes of problem solving may be very difficult and infrequent. Why? The need to respond to busy districts requires patrol officers to regularly vacate their assigned neighborhoods, a practice called “cross beat dispatch.” David Weissberg’s Law of Crime Concentration was not reflected in the deployment model used for decades in Seattle and many other police departments around the country. One reason the models of patrol deployment are archaic in many locations is the persistence of the belief, not founded in evidence, that police resources prevent crime through random, evenly distributed and visible patrol, even though we’ve known since the Kansas City Preventive Patrol Experiment in 1974 that there’s no evidence-based justification for this concept.

Create time and keep officers in their assigned neighborhoods, a relatively simple formula. But if calls for service are not triaged according to their priorities and officers are dispatched without distinction between a robbery in progress or a domestic violence arrest and a barking dog, then the formula has little chance of seeing the light of day.

Recommendation 12: FHPD Law enforcement should evaluate their patrol deployment practices allowing sufficient time for patrol officers to participate in problem solving and community engagement activities through a comprehensive 911 dispatch staffing and workload study.

Policy and Procedure Review

Policy and Procedure Review

Sources – Abbreviations for Tables

The abbreviations below are for the following tables (Sources of Standard column).

ABBREVIATION	SOURCE
FHPD	FHPD General Orders, Directives, Rules/Regulations Manual (See Bibliography)
MCOLES	Michigan Commission on Law Enforcement Standards
CALEA	Commission On Accreditation of Law Enforcement Agencies [National]
RAND	Policing Toolkit Models and Strategies
WEISBURD	Procedural Justice Efficacy/Proactive Policing Strategies
ALPERT	Officer Assessments of Risks/Decision-Making
BJA	Sourcebook On Criminal Justice Statistics
FBI	National Arrest Data 2019-2022
EXT. DP&P	Review of external police department policy and procedure manuals from similarly sized cities, including Boulder, CO; Renton, WA; Bloomington, IN; Albany NY; Sioux City, IA; Livonia; and Ann Arbor, MI.
NPF	National Police Foundation, Study on Officer Safety Training: Findings and Implications

Category 1: Professional Arrest Criteria: Adult Felony and Misdemeanor Arrest Policies, Procedures and Training

See table on previous page for definitions of abbreviations

Policy and Procedure Standard	Sources	Compliance
<p>1.1 Adult Arrests: A written directive specifies the procedures for adult arrests and includes criteria for:</p> <ul style="list-style-type: none"> a. Arrests made with a warrant; b. Arrests made without a warrant; c. Alternative to custodial arrest; d. The reports required by the arrest; e. Arrests of Foreign Nationals, persons of limited capacity, limited English proficiency, or sight/auditory impairment; f. Fingerprinting requirements; and g. Photographing (mug shot) requirements. 	<p>MLEAP 3.1 CALEA 1.2 FHPD BJA EXT. DP&P NPF</p>	<p>Full Compliance</p>
<p>1.2 Elements of a Valid Arrest: People v Gonzale 356 Mich 247 (1959) defines an arrest through six elements:</p> <ul style="list-style-type: none"> • Authority- The lawful authority granted to a peace officer • Intent - The arresting party must have the intent to arrest. The arrested subject should be informed of this intent. • Force -Some amount of force must be used, but only to the extent necessary to make the arrest. That force may be a verbal command or physical. • Custody - Verbal or physical custody or control must be exercised by the arresting officer. • Submission - There must be a submission to the arrest by the arrested subject. This may be voluntary or forced. Submission is present when custody or control is gained. • Notification - When feasible, an officer making an arrest should immediately inform that person that they are being arrested and why they are being arrested. 	<p>MLEAP 3.1 CALEA 1.2 FHPD EXT. DP&P ALPERT NPF</p>	<p>Full Compliance</p>

<p>1.3 Arrests Made Without a Warrant: An officer may make an arrest without a warrant:</p> <ul style="list-style-type: none"> • When a felony, misdemeanor, or ordinance violation is committed in the officer's presence. • When a person has committed a felony, although not in the presence of the officer. • When a felony in fact has been committed and the officer has probable cause to believe that the person has committed it. • When a felony, when there is reasonable cause that it was committed, and the officer has reasonable cause to believe the person committed it. • When an officer has reasonable cause to believe that a misdemeanor is punishable by imprisonment for more than 92 days or a felony has been committed and has reasonable cause to believe the person committed it. • When the officer has received positive information broadcast from a recognized police or other governmental radio station, or teletype, that affords the officer reasonable cause to believe that a misdemeanor punishable by more than 92 days or a felony has been committed and reasonable cause to believe that the person has committed it. • Reasonable cause that a person is an escaped convict, has violated a condition of parole, has violated a condition of a pardon granted by the executive, or has violated one or more conditions of a conditional release order or probation order imposed by a court of this state, another territory, Indian tribe, or United States territory. 	<p>MLEAP 3.1 CALEA 1.2, 44.2 FHPD BJA EXT. DP&P</p>	<p>Full Compliance</p>
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Category 2: Professional Arrest Criteria: Juvenile Felony and Misdemeanor, and Status Arrest Policies, Procedures and Training

Policy and Procedure Standard	Sources	Compliance
<p>2.1 Juvenile Delinquency: A written directive establishes procedures for taking juveniles into custody for delinquency, status offenses, or a warrant (pick-up order) to include, at a minimum:</p> <ul style="list-style-type: none"> a. Definition of juvenile delinquency, status offenses, and other relevant terms b. Restriction on secure detention; c. Fingerprint & photograph requirements d. Use of holding or temporary detention e. Ensuring that the juvenile's constitutional rights are protected; f. Bringing the juvenile directly to processing or other approved location g. Notifying their parents or guardians when applicable h. Release of the juvenile to appropriate person i. Custodial time limits; and j. Reporting requirements for juveniles held in secure detention/confinement. 	<p>MLEAP 4.4 CALEA 1.2, 44.1, 44.2 FHPD BJA EXT. DP&P</p>	<p>Full Compliance</p>
<p>2.2 Juveniles shall not be transported with adult prisoners. Male and female prisoners with no previous connection shall be separated. Hostile prisoners shall be separated.</p>	<p>MLEAP 4.4 CALEA 2.5, 44.1, 44.2 FHPD BJA EXT. DP&P</p>	<p>Full Compliance</p>

Category 3: Warrants

Policy and Procedure Standard	Sources	Compliance
<p>3.1 Search Warrants: A written directive establishes procedures for obtaining and executing search warrants.</p>	<p>MLEAP 3.1 CALEA 1.2, 74.1 FHPD BJA EXT. DP&P FBI</p>	<p>Full Compliance</p>
<p>3.2 Arrests Made With a Warrant: An officer may arrest a subject if there is a valid warrant for their arrest. An officer may become aware of an arrest warrant through LEIN, another officer, court personnel or other source, however, the validity of the warrant must be confirmed through the agency holding the actual warrant prior to making a custodial arrest.</p>	<p>MLEAP 3.1 CALEA 1.2, 74.1 FHPD BJA EXT. DP&P FBI</p>	<p>Full Compliance</p>

Category 4: Searches

Policy and Procedure Standard	Sources	Compliance
<p>4.1 A written directive establishes procedures for strip and body cavity searches. The procedures shall include</p> <ul style="list-style-type: none"> a. Qualifying criteria and supervisory approval for conducting strip searches and body cavity with custodial confinement; b. A requirement that strip and body searches are conducted in private by a person of the same sex/gender, with exceptions noted; c. When search warrants are required; and d. Reports and other documentation required. 	<p>MLEAP 3.5 CALEA 1.2, 72.5 FHPD EXT. DP&P</p>	<p>Full Compliance</p>
<p>4.2 Agency policy outlines the warrantless search exceptions and the need for a court authorized search warrant, when applicable. The agency takes arrests directly to the Farmington Hills Police Department jail lockup area for processing and housing. The detention area is monitored by a centralized camera system by front desk staff and by the shift supervisor. In the event there were an emergency officers may summon assistance by radio, or an emergency button located in the detention center. For arrests, officers store their weapons in a wall mounted safe before entering the weapon restricted areas within the department.</p>	<p>MLEAP 3.1 CALEA 1.2 FHPD EXT. DP&P BJA ALPERT</p>	<p>Full Compliance</p>
<p>4.3 Female Search Considerations: All arrested persons shall be searched at the scene of arrest, prior to transport. In cases involving a female prisoner who is required to be searched more thoroughly, the search shall be conducted by a female officer or PSA.</p>	<p>MLEAP 3.1 CALEA 1.2 FHPD EXT. DP&P BJA ALPERT</p>	<p>Full Compliance</p>
<p>4.4 The agency only conducts strip</p>	<p>MLEAP 3.1 CALEA 1.2</p>	<p>Full Compliance</p>

<p>searches when an arrestee is lodged and pursuant to MCL 764.25a when authorized by the shift commander, who has been designated this authority by the Chief of Police. Strip searches must be conducted by a person of the same sex. Body cavity searches must be conducted by a licensed physician (or physician's assistant or nurse, under the direction and approval of a physician) with a search warrant.</p>	<p>FHPD EXT. DP&P BJA</p>	
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Category 5: Arrestee Handling: Restraining, Searching and Transporting

Policy and Procedure Standard	Sources	Compliance
<p>5.1 Arrestees/Detainees/Prisoner Transportation: A written directive establishes procedures for transporting arrestees, detainees, and/or prisoners to minimally include:</p> <ul style="list-style-type: none"> a. All vehicles used for arrestee, detainee, prisoner transportation must be searched at the beginning of each shift; b. Prior to and following transportation of arrestees, detainees, and prisoners, the vehicle must be inspected; c. The arrestee, detainee, prisoner must be searched before being transported; d. The arrestee, detainee, prisoner must be secured in handcuffs or other restraining device during transportation, with exceptions noted; e. Use of seat belts and child safety seats; and f. Identification and authorization of restraining devices other than standard handcuffs used during transportation. 	MLEAP 5.1 CALEA 2.5, 44.2 FHPD EXT. DP&P BJA NPF	Full Compliance
<p>5.2 Processing Procedures: A written directive addresses the processing of arrestees including:</p> <ul style="list-style-type: none"> a. Designation of a processing area/room; b. Supervision of arrestees; c. Control of weapons in the processing environment; d. Restraining detainees to fixed objects, if authorized; e. Emergency alarm activation and response; f. Equipment or items authorized in the processing area/room; 	MLEAP 5.1 CALEA 2.5, 44.2 FHPD EXT. DP&P NPF	Full Compliance

<p>g. Storage of communications devices during a Breathalyzer test, when applicable; and h. Escape prevention control measures.</p>		
<p>5.3 Officers shall advise the Shift Commander if the prisoner(s) are combative. It shall be their responsibility to arrange personnel for the safe extraction of the prisoner upon arrival.</p>	<p>MLEAP 5.1, 3.1 CALEA 72.5, 44.2, 4.1 FHPD EXT. DP&P FBI NPF</p>	<p>Full Compliance</p>
<p>5.4 All prisoners shall be secured in the vehicle by proper use of a seat belt. In the event a prisoner is too violent to secure with a seatbelt and any attempt to fasten the seatbelt would put the officer in danger of injury, an officer may select to not utilize the seatbelt. Under these circumstances the officer shall document the decision not to utilize a seatbelt in the incident report.</p>	<p>MLEAP 5.1 CALEA 2.5, 44.2, 4.1 FHPD EXT. DP&P FBI NPF</p>	<p>Full Compliance</p>
<p>5.5 Officers shall provide dispatch with the arrest location and destination of transport along with the mileage readings before and after transport when transporting a prisoner who is the opposite gender than the officer.</p>	<p>MLEAP 5.1 CALEA 2.5, 44.2, 4.1 FHPD EXT. DP&P</p>	<p>Full Compliance</p>

Category 6: Implicit Bias Training and Accountability

Policy and Procedure Standard	Sources	Compliance
<p>6.1 Bias Influenced Policing Prohibited: A written directive addresses bias influenced policing and, at a minimum, includes the following provisions:</p> <ul style="list-style-type: none"> • A clear definition of bias influenced policing; • A prohibition against bias influenced policing in all law enforcement encounters; • A requirement that investigations into possible bias influenced policing are conducted in accordance with Internal Affairs; • Corrective actions if bias influenced policing is found to have occurred; and • Training agency personnel in the impropriety of bias influenced policing, including legal requirements and sanctions at a minimum of every three years. 	<p>MLEAP 5.3 CALEA 1.2, 35.1 FHPD EXT. DP&P WEISBURD</p>	<p>Full Compliance</p> <p>See note re: Enhanced Monitoring Initiatives</p>

Note: The FHPD program addressing implicit bias was evaluated at length in Phase 1. In that report, Winbourne found the FHPD policies, procedures, training, and accountability systems to confront implicit bias exemplary. In conversations with the authors of the nationally recognized implicit bias awareness program used by FHPD and most police agencies nationwide, Dr. Lorrie Fridell and Anna Laszlo concurred that the training must be supported by systematized monitoring and oversight.

Note: For this specific issue (monitoring, measuring, and addressing possible implicit bias), Winbourne recommends the collaborative use of the four-step Procedural Justice model (see Category 13, below) as a structure or accountability framework.

Category 7: Guidelines for prisoner handling of suspects with diminished capacity (mentally ill, sight/hearing impaired, etc.) and juveniles, either as arrestees or dependents at the scene of an arrest

Policy and Procedure Standard	Sources	Compliance
<p>7.1 A written directive establishes protocols for dealing with emotionally impaired persons, persons suffering mental disturbances or emotional crises to minimally include:</p> <ul style="list-style-type: none"> a. Recognizing the potential symptoms; b. Tactics and procedures for dealing with such persons in field and custodial encounters; c. Procedures for voluntary referral to available mental health resources (government and/or non-governmental entities); d. Criteria and procedures for taking a person suffering from mental illness or emotional crisis into involuntary custody; e. Initial training of agency personnel; and f. Triennial refresher training for agency personnel. 	<p>MLEAP 3.1, 3.5 CALEA 72.5, 44.2 FHPD EXT. DP&P BJA NPF</p>	<p>Full Compliance</p>
<p>7.2 Alternate Care for Arrestee's Dependents: When an officer makes a custodial arrest of a subject who has dependents in their care at the time of arrest the officer shall make arrangements to have the dependents properly cared for. The parent, custodian or guardian shall be consulted to determine who can take custody of the dependents. If no parent, custodian or guardian can be located Child Protective Services or Adult Protective Services shall be contacted to determine placement of the dependent(s). Disposition of any dependents as the result of an arrest shall be noted in the officers police report, including, name/age of dependent, name and contact</p>	<p>MLEAP 3.1, 3.5 CALEA 72.5, 44.2 FHPD EXT. DP&P BJA NPF</p>	<p>Full Compliance</p>

<p>information of their parents, custodian or guardian and who the dependent(s) were turned over to and on whose authority.</p>		
<p>7.3 Officers who come in contact with a person who has committed a non-violent misdemeanor and may have a possible mental illness or developmental disability can contact Common Ground at (248) 456-1991 for possible admittance to the Jail Diversion Program.</p>	<p>MLEAP 3.1, 3.5 CALEA 72.5, 44.2 FHPD EXT. DP&P BJA NPF</p>	<p>Full Compliance</p>
<p>7.4 If an officer is considering arresting an individual that they believe has a mental illness or developmental disability they should consult with their supervisor, if possible. Custodial arrests, including non-violent felonies, may not be necessary in some circumstances. Severity of the mental illness or developmental disability, the need for a custodial arrest, and the severity of the crime should be reviewed by the arresting officer and their supervisor prior to making a custodial arrest. Other options may include Jail Diversion, turning the subject over to a responsible family member or guardian while follow-up investigation is done, or petitioning the subject to a mental health care facility for evaluation. The safety of citizens, the suspect, and officers is the priority. In some situations, a custodial arrest may be the only option to ensure the safety of all three. An arrested person with a possible mental illness or developmental disability shall be given a single cell assignment and monitored as a high-risk prisoner. Refer to the Jail Operations Manual.</p>	<p>MLEAP 3.1, 3.5 CALEA 72.5, 44.2 FHPD EXT. DP&P BJA NPF</p>	<p>Full Compliance</p>
<p>7.5 Persons with Sight/Auditory Impairments: Officers arresting an individual with sight impairments shall ensure the subject is properly cared for during transportation or</p>	<p>MLEAP 3.1,3.5 CALEA 72.5, 44.2 FHPD</p>	<p>Full Compliance</p>

<p>when being moved. Officers should communicate clearly with the subject to determine their needs for maintaining their safety. Time should be taken to allow the subject to become familiar with Jail Lock-Up facilities including the layout of their cell. Officers should assist in locating obstructions or hazards for the subject. Sight impaired individuals shall only be placed in single cell assignments and monitored as high risk prisoners. Refer to the Jail Operations Manual.</p>	<p>EXT. DP&P BJA NPF</p>	
<p>7.6 Officers arresting an individual with auditory impairments should determine the best means for communication with the subject. Note writing may suffice for brief two way communication, however, significant or complex communication may require an interpreter. Phone numbers for 24 hour deaf and hearing-impaired interpreters can be found in the resource book located at the Command Desk. These interpreting services can also provide interpreting services for individuals who are blind and deaf if necessary. Arrested persons who suffer from auditory impairment shall also be placed in single cell assignments and monitored as high-risk prisoners. Refer to the Jail Operations Manual.</p>	<p>MLEAP 3.1, 3.5 CALEA 72.5, 44.2 FHPD EXT. DP&P BJA</p>	<p>Full Compliance</p>

Category 8: Prisoner Processing and Custodial Detention Guidelines and Protections

Policy and Procedure Standard	Sources	Compliance
<p>8.1 Temporary Detention Defined: A written directive addresses the temporary detention of arrestees, detainees, and/or prisoners and minimally includes:</p> <ul style="list-style-type: none"> a. Designation of specific rooms, locations, cells, and/or areas for temporary detention; b. Search requirements; c. Securing detainees in locked spaces, if any; d. Restraining detainees to fixed objects, if authorized; e. A requirement that male and female detainees shall be separated from each other; f. Recording the person’s name, sex, reason for custody, date and time in and out of temporary detention, date and time of each face-to- face check with checking staff member’s signature or ID, and any meals provided; g. Considerations of medical and mental health needs, including medications; and h. Retention of temporary detention records. 	<p>MLEAP 5.3.1, 5.3.2 CALEA 75.5, 44.2 FHPD EXT. DP&P ALPERT</p>	<p>Full Compliance</p>
<p>8.2 Security Protocols: A written directive establishes security protocols in a temporary detention facility:</p> <ul style="list-style-type: none"> a. Weapons restrictions, with exceptions noted; b. Emergency alarm activation; c. Medical emergency response; d. Access to detainees; e. Detainee escape prevention measures; f. Suicide screening measures; g. A determination whether 30- minute face- 	<p>MLEAP 5.3.1, 5.3.2 CALEA 75.5, 44.2 FHPD EXT. DP&P NPF</p>	<p>Full Compliance</p>

<p>to-face checks, 15-minute face-to-face checks, or constant face-to-face observation is to be instituted based on suicide risk or other risk factors as determined by the agency;</p> <p>h. Use of audio and/or video surveillance system, if so equipped, to monitor detainees.</p>		
<p>8.3 Evacuation/Hazard Protocols: A written directive establishes a written plan for fire prevention, fire suppression and for the evacuation of the temporary detention locations if a fire or other emergency occurs.</p>	<p>MLEAP 5.3.1, 5.3.2 CALEA 75.5, 44.2 FHPD EXT. DP&P ALPERT</p>	<p>Full Compliance</p>
<p>8.4 Inspections: A written directive requires that sanitation inspections and security inspections be conducted of the temporary detention rooms or areas and reported in writing to the officer in charge of the function.</p>	<p>MLEAP 5.3.1, 5.3.2 CALEA 75.5, 44.2 FHPD EXT. DP&P ALPERT</p>	<p>Full Compliance</p>
<p>8.5 Officers who arrest a subject are responsible for the health, safety, and welfare of that prisoner. When an officer deems it necessary to take an individual into custody the following guidelines shall be used when in the field:</p> <ul style="list-style-type: none"> • Place the subject under arrest and restrain their hands behind the back using Department approved handcuffs. • Search the arrestee thoroughly prior to transport. If practical, the search should be conducted by an officer of the same gender as the arrestee. • Advise the arrestee of the charges that 	<p>MLEAP 5.3.1, 5.3.2 CALEA 75.5, 44.2 FHPD EXT. DP&P ALPERT FBI BJA</p>	<p>Full Compliance</p>

<p>will be sought, or if in the case of an arrest warrant, the charges indicated on the warrant.</p>		
<p>8.6 All felony arrests shall be custodial arrests. The officer shall take the subject into custody and transport them to the Farmington Hills Jail Lock-Up for processing and lodging. An investigator will be assigned to the case for review and follow-up. Once the case is reviewed and prepared, the investigator will submit the case to the prosecutor's office requesting a warrant. Investigators may make arrangements for a suspect to turn themselves in for processing and arraignment if they are not in custody.</p>	<p>MLEAP 3.1, 5.1 CALEA 1.2, 75.5 FHPD EXT. DP&P RAND FBI BJA</p>	<p>Full Compliance</p>
<p>8.7 Misdemeanor Arrests and Alternatives to a Custody Arrest: When an officer makes a misdemeanor arrest the officer must determine whether a custodial arrest is necessary. Many misdemeanor violations can be handled by issuing a misdemeanor ticket and releasing the subject from the scene. Refer to General Order: Appearance Tickets (I&R) Arrests for 93-Day Misdemeanors. If a custodial arrest is necessary the officer shall take the subject into custody and transport them to the Farmington Hills Jail Lock-Up for processing and lodging. In instances where a misdemeanor warrant request is necessary from the prosecutor's office an investigator will be assigned to the case. If a misdemeanor ticket is issued an investigator will not be assigned unless there is evidence to be processed or other follow-up is needed.</p>	<p>MLEAP 3.1, 5.1 CALEA 1.2, 75.5 FHPD EXT. DP&P RAND FBI BJA</p>	<p>Full Compliance</p>
<p>8.8 Agency policy outlines the warrantless search exceptions and the need for a court authorized search warrant, when applicable. The agency takes arrests directly to the Farmington Hills Police Department jail lockup area for</p>	<p>MLEAP 3.1, 5.1 CALEA 1.2, 75.5 FHPD EXT. DP &P</p>	<p>Full Compliance</p>

<p>processing and housing. The detention area is monitored by a centralized camera system by front desk staff and by the shift supervisor. In the event there were an emergency officers may summon assistance by radio, or an emergency button located in the detention center. For arrests, officers store their weapons in a wall mounted safe before entering the weapon restricted areas within the department.</p>		
<p>8.9 That the agency has a processing and holding facility for all arrestees, detainees, and prisoners. The agency has written a directive detailing the processing of these individuals. The intake area is organized and has video surveillance of the whole holding area that is monitored by dispatch and the front desk staff. Physical and visual inspections of the prisoners are conducted every 30 minutes and every 10 minutes for persons who may be suicidal.</p>	<p>MLEAP 3.1, 5.1 CALEA 1.2,75.5 FHPD EXT. DP&P</p>	<p>Full Compliance</p>

Category 9: Arrest and Investigation Support External to FHPD

Policy and Procedure Standard	Sources	Compliance
9.1 Via mutual aid agreements, shared jurisdiction, memoranda of agreement, county-state compacts and other formal or informal partnerships, to enlist support from external law enforcement entities/jurisdictions in all phases of the arrest and investigation process as needed.	CALEA 2.1 FHPD EXT. DP&P RAND BJA	Full Compliance

Category 10: Interviews, Crime Scene Processing, and Evidence Handling

Policy and Procedure Standard	Sources	Compliance
10.1 Procedures for standards compliance with contemporary criminal procedural requirements related to 1. interviews, investigative detention interviews, and interrogations; and 2. Crime scene processing and evidence handling utilizing advanced technology and specially trained investigators.	MLEAP 3.1, 4.3 CALEA 42.1, 42.2 FHPD EXT. DP&P	Full Compliance

10.1 Note: The agency has three interview rooms located on the premises that have audio and video recording capability. Interviews are monitored remotely by other officers via security cameras. The cell block room is also equipped with an emergency button in case help is required. Officers can also summon assistance by pressing the emergency button on their portable radios. The policy indicates that typically no more than two officers will be inside an interview room during an interview/interrogation. The agency's written directive indicates that officers shall be aware and consider all legal mandates when recording an interview or interrogation consistent with state law.

Category 11: Performance Measurement and Accountability Specific to Arrests

Policy and Procedure Standard	Sources	Compliance
<p>11.1 Model Accountability Standards and Systems:</p> <ul style="list-style-type: none"> • All employee actions and performance is measured against is an unequivocal competency requirement • Immediate Complaint Investigation • Personal Acknowledgement of Policies [FHPD Manual of Rules and Regulations] • Mandatory Use of Force Reporting • Body and In-Car Video Systems • Audit of Body and In-Car Video protocol • Early Warning System - [General Order - Guardian Tracking DOI 4-16-2020] 	<p>MLEAP 2.2, 3.2, 4.2, 4.3 CALEA 1.2, 35.1 FHPD EXT. DP&P</p>	<p>Full Compliance</p>
<p>11.2 Performance Evaluation Categories relevant to the arrest function</p> <ul style="list-style-type: none"> • LAW: Is the officer well versed in the criminal laws and procedures relevant to his/her assignment and does the officer apply them appropriately? Are arrests proper? Does the officer keep abreast of new laws? • SELF-GENERATED ACTIVITY: What type of self-initiated field activity (SIFA) does the officer produce? (Examples: arrests, tickets, citizen contacts, subdivision patrols) When not answering calls for service does he/she actively patrol their assigned area to detect, deter and address criminal activity and traffic related problems? • PRODUCTION EXPECTATIONS: Does the officer produce the work and results relevant to his/her assignment? Does the officer produce the results consistent with other 	<p>MLEAP 2.2, 3.2, 4.2 CALEA 1.2, 35.1 FHPD EXT. DP&P</p>	<p>Full Compliance</p>

<p>officers performing in the same or similar assignment</p> <ul style="list-style-type: none"> • DECISION MAKING: Does the officer consider all available facts before making decisions in stressful and non-stressful situations? Does the officer reach logical conclusions (solutions) and logical inferences? Is the officer willing to make decisions and stand accountable for them? Do others have faith in the officer's judgement? Does the officer make snap judgments, sometimes resulting in error? • OFFICER SAFETY: Does the officer practice proper use of weapons and handling of life-threatening situations? Does the officer follow proper safety procedures? Does the officer drive safely, or has the officer been determined at fault in Department vehicles crashes? Does the officer safely arrest, transport, book and lodge prisoners? Does the officer follow Departmental infectious disease policies? Is risk properly managed? 		
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Category 12: Data Analytics

Policy and Procedure Standard	Sources	Compliance
<p>12.1 Building sufficient capacity for timely access to uniform, consistent, and reliable arrest data - including GIS and other information sources - in order to create and validate a comprehensive criminal arrest and enforcement program at FHPD. Two overarching capabilities are emphasized:</p> <ul style="list-style-type: none"> • First, a robust capacity to obtain data in real time and in granular detail to establish criteria to guide deployments, obtain a reliable picture of crime risk, and facilitate strategic planning, particularly to meet the overarching priority of saving lives. • Second, the capacity to rigorously analyze the data. This capacity represents the data dependent, strategic planning element of a high order Crime Enforcement program. This analytical capacity includes GIS analytics (for example, heat mapping) and the ability to correlate enforcement patterns/outcomes with victimization 	<p>MLEAP 1.8. 2.8, 3.8 FHPD EXT. DP&P See Phase 2 Report</p>	<p>PROBLEMATIC – Partial Compliance</p>

12.1 Note: It is strongly recommended that FHPD first continue its efforts to obtain complete, real-time records and information from the CLEMIS and other relevant records management systems. In partnership with Winbourne during the course and scope of this Phase Two analysis, substantial progress has been made. Still, it can't be overstated that a leading-edge criminal arrest/enforcement strategy cannot be completed without comprehensive and immediate access to all relevant data.

Category 13: Procedural Justice

Policy and Procedure Standard	Sources	Compliance
<p>13.1 Implement Procedural Justice theory, a consistent process applied equally to everyone. The theory rests on four pillars:</p> <ul style="list-style-type: none"> • 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” 	<p>MLEAP 3.1, 3.5 CALEA 1.2.9 FHPD EXT. DP&P WEISBURD</p>	<p>Full Compliance</p>

13.1 Note: In the Phase 1 report, we noted that “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.”

Category 14: Comprehensive, integrated training based on model arrest policies and procedures, emphasizing varied classroom and real-world scenario-based instruction modalities

Policy and Procedure Standard	Sources	Compliance
14.1 See Phase 1 Report	See Phase 1 Report	Full Compliance – See Phase 1 Report

14.1 Note: As extensively examined in the Phase 1 Report, FHPD has committed to leading edge programs of developing training to achieve progressively higher levels of competency and tactical skill, governed by sound policies, and objectively reasonable decision-making which includes building competency in fair and impartial policing principles.

Category 15: Victim Support

Policy and Procedure Standard	Sources	Compliance
15.1 Provide advocacy and assistance to victims of crime through all phases of the arrest and criminal adjudication process.	FHPD EXT. DP&P WEISBURD RAND	Full Compliance

Arrest Data

2020 – 2022 ADULT ARREST DATA

2020 – 2022 Adult Arrests Top 20 Officers Data Table

Adult Arrests 2020 - 2022			
	2020	2021	2022
Officer 1	102	105	178
Officer 2	80	99	124
Officer 3	75	88	78
Officer 4	66	87	64
Officer 5	54	80	56
Officer 6	52	59	51
Officer 7	46	57	50
Officer 8	45	55	47
Officer 9	40	48	47
Officer 10	40	42	46
Officer 11	36	40	42
Officer 12	35	38	42
Officer 13	31	38	39
Officer 14	30	37	39
Officer 15	29	34	35
Officer 16	27	33	34
Officer 17	25	31	34
Officer 18	23	31	32
Officer 19	22	31	31
Officer 20	20	31	29

2020 – 2022 Adult Arrests by Race/Sex Year Total Data Table

2020 - 2022 Adult Arrests			
Race/Sex	2020	2021	2022
AIF	2	3	14
AM	6	13	21
ASM	5	0	0
BF	240	361	407
BM	499	708	761
IM	2	3	2
UF	4	7	3
UM	21	15	11
WF	154	199	200
WM	385	474	452
TOTAL	1318	1783	1872

Race/Sex	Year Total
AIF	14
AM	21
BF	407
BM	761
IM	2
PM	1
UF	3
UM	11
WF	200
WM	452
TOTAL	1872

2020 – 2022 Felony/Misdemeanor Year Total Data Table

2020 - 2022 Felony Misdemeanor			
ARRESTS	2020	2021	2022
Felony	317	465	495
Misdemeanor	1422	1860	2020
TOTAL	1739	2325	2515

2020 – 2022 Juvenile Arrest by Race/Sex Year Total Data Table

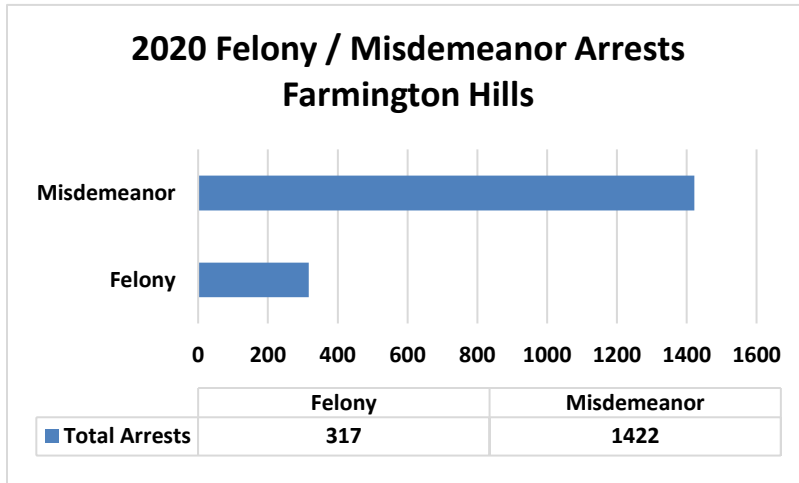
2020 - 2022 Juvenile Arrest by Race/Sex			
Race/Sex	2020	2021	2022
BF	2	6	8
BM	9	7	22
WF	1	4	5
WM	12	10	15
AM		1	
UM		2	2
TOTAL	24	30	50

2020 ADULT ARREST DATA

2020 Felony and Misdemeanor Arrests Year Total Data Table

2020 Felony / Misdemeanor Arrests Farmington Hills	
Felony or Misdemeanor	Total Arrests
Felony	317
Misdemeanor	1422
Total Agency Arrests	1739

2020 Felony and Misdemeanor Arrests Year Total Bar Chart



2020 Adult Arrests by Race/Sex and Month Data Table

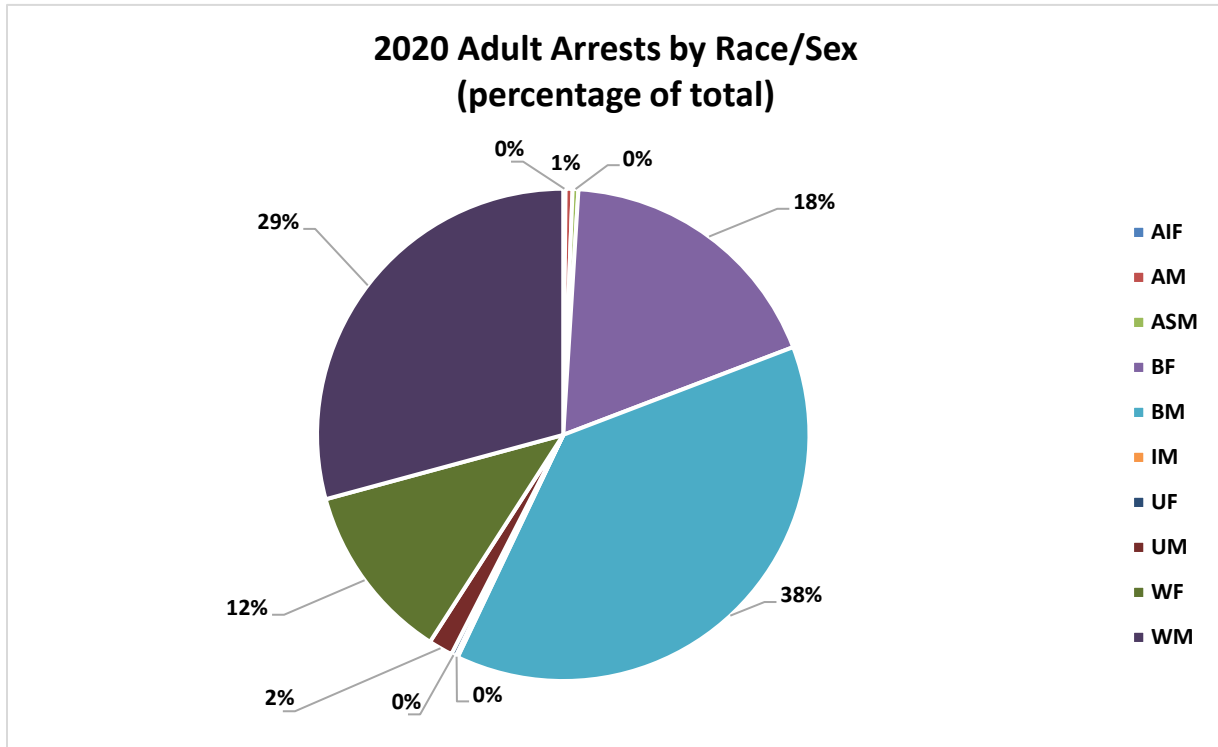
Race/Gender	January	February	March	April	May	June	July	August	September	October	November	December	Year Total
AIF	2	0	0	0	0	0	0	0	0	0	0	0	2
AM	0	0	0	1	0	0	1	0	0	2	0	2	6
ASM	0	1	1	0	1	2	0	0	0	0	0	0	5
BF	39	46	26	7	7	9	16	17	13	30	13	17	240
BM	55	48	42	15	28	33	27	49	51	53	47	51	499
IM	0	0	0	0	0	0	1	0	0	1	0	0	2
UF	0	1	0	0	1	0	1	0	0	0	1	0	4
UM	3	0	2	1	0	2	1	0	4	4	2	2	21
WF	20	14	12	5	6	9	10	25	13	15	14	11	154
WM	36	40	32	24	30	27	28	21	41	40	35	31	385
TOTAL	155	150	115	53	73	82	85	112	122	145	112	114	1318

2020 Adult Arrest – Race/Sex Year Total

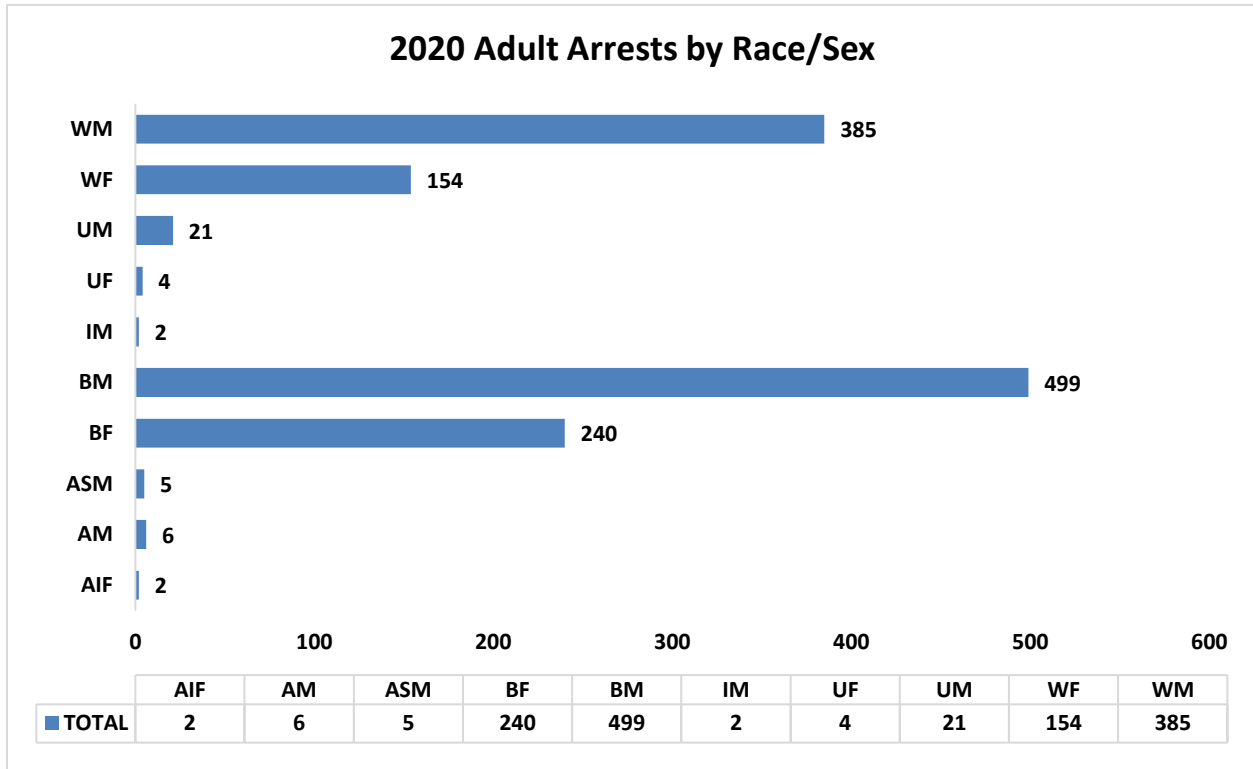
2020 Adult Arrests	
Race/Sex	Year Total
AIF	2

AM	6
ASM	5
BF	240
BM	499
IM	2
UF	4
UM	21
WF	154
WM	385
TOTAL	1318

2020 Adult Arrests by Race/Sex Data Pie Chart



2020 Adult Arrests by Race/Sex Data Bar Chart



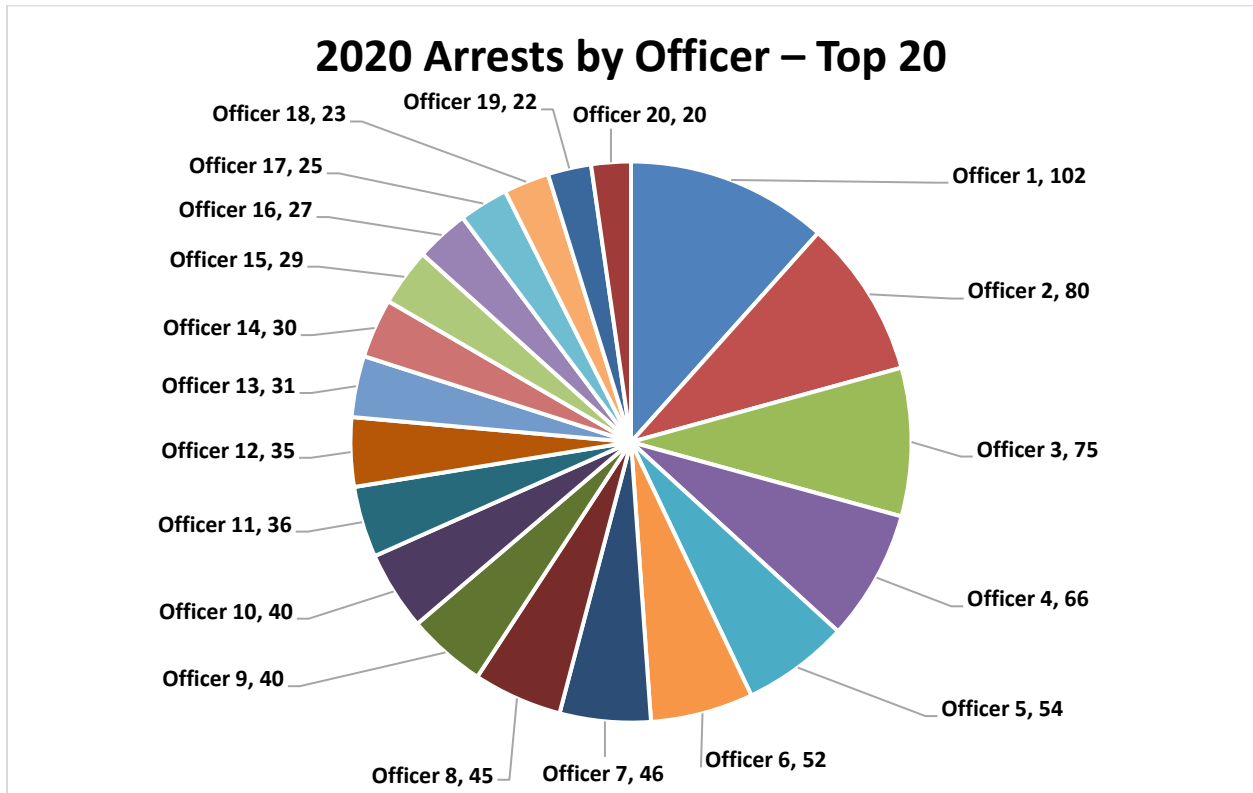
2020 Top 20 Arrests by Officer and Month Data Table

2020 Arrests by Officer														
OFFICER	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	% of Total Arrests
Officer 1	9	9	7	2	6	6	6	10	7	18	11	11	102	8%
Officer 2	7	3	2	7	10	8	8	8	5	7	6	9	80	6%
Officer 3	11	8	3	2	2	2	5	7	6	16	5	8	75	6%
Officer 4	9	13	12	1	2	1	2	3	6	8	7	2	66	5%
Officer 5	4	5	6	3	3	4	2	7	7	3	3	7	54	4%
Officer 6	8	5	3	3	3	6	5	4	3	6	2	4	52	4%
Officer 7	6	10	2	2	1	3	2	2	4	8	3	3	46	3%
Officer 8	5	3	4		3	6	3	3	6	6	5	1	45	3%
Officer 9	8	6	5	2	2	2	1	4	1	3	4	2	40	3%
Officer 10	7	9	3	3	2	2	3	2	4		3	2	40	3%
Officer 11	5	3	3		4	3		6	5	2	4	1	36	3%
Officer 12	6	4	2			2	1	3	9	5	2	1	35	3%
Officer 13		5	4	1		1	4	4	3		7	2	31	2%
Officer 14		5	2	2	4		2	6	2	3	1	3	30	2%
Officer 15	1	3	4		3	1	1	2	4	4	3	3	29	2%
Officer 16	6	4	2	1	1	1	2		2	4		4	27	2%
Officer 17	5	4	4	4	4	3	1						25	2%
Officer 18	3	4	1	1	1	1	1	5	2	2	1	1	23	2%
Officer 19	5	5	2	1		2		1	2	4			22	2%
Officer 20			1	3		3	2	1	3	2	3	2	20	2%

2020 Adult Arrest – Top 20 Officer Year Total Data Table

OFFICER	TOTAL
Officer 1	102
Officer 2	80
Officer 3	75
Officer 4	66
Officer 5	54
Officer 6	52
Officer 7	46
Officer 8	45
Officer 9	40
Officer 10	40
Officer 11	36
Officer 12	35
Officer 13	31
Officer 14	30
Officer 15	29
Officer 16	27
Officer 17	25
Officer 18	23
Officer 19	22
Officer 20	20

2020 Top 20 Arrests by Officer Year Total Pie Chart



2020 JUVENILE ARREST DATA

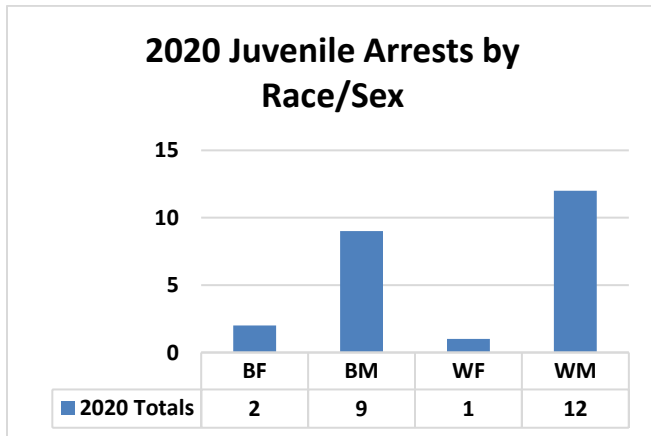
2020 Juvenile Arrests by Month Data Table

Race/Sex	January	February	March	April	May	June	July	August	September	October	November	December	Year Total
BF	0	0	0	2	0	1	1	0	0	1	1	0	6
BM	0	0	0	0	0	1	0	1	0	2	2	1	7
WF	0	0	0	0	0	1	0	2	0	1	0	0	4
WM	1	0	0	1	1	1	1	1	0	2	1	1	10
AM	0	0	0	0	0	0	0	0	0	0	0	1	1
UM	0	0	0	0	0	0	0	0	0	0	1	1	2
TOTAL	1	0	0	3	1	4	2	4	0	6	5	4	30

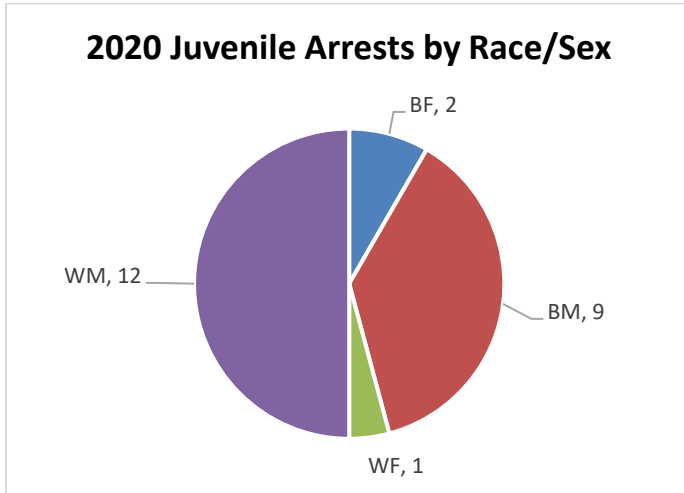
2020 Juvenile Arrests Race/Sex Year Total Data Table

Race/Sex	Year Total
BF	2
BM	9
WF	1
WM	12
TOTAL	24

2020 Juvenile Arrests Race/Sex Year Total Bar Chart



2020 Juvenile Arrests Race/Sex Year Total Pie Chart

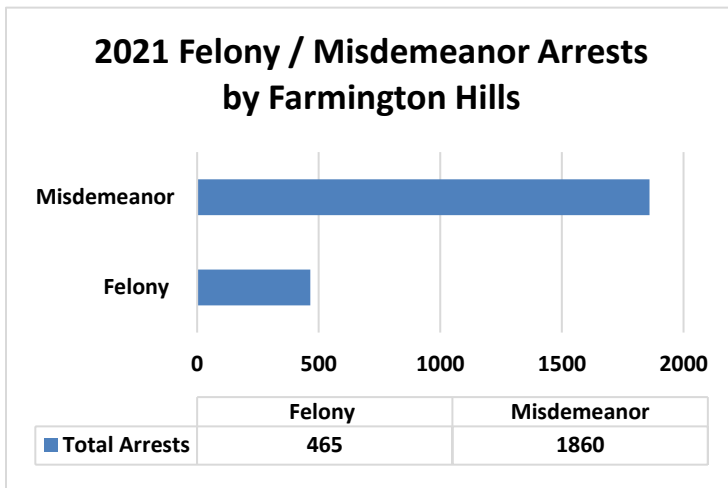


2021 ADULT ARREST DATA

2021 Felony and Misdemeanor Arrests Year Total Data Table

2021 Felony / Misdemeanor Arrests by Farmington Hills	
Felony or Misdemeanor	Total Arrests
Felony	465
Misdemeanor	1860
TOTAL	2325

2021 Felony and Misdemeanor Arrests Year Total Bar Chart



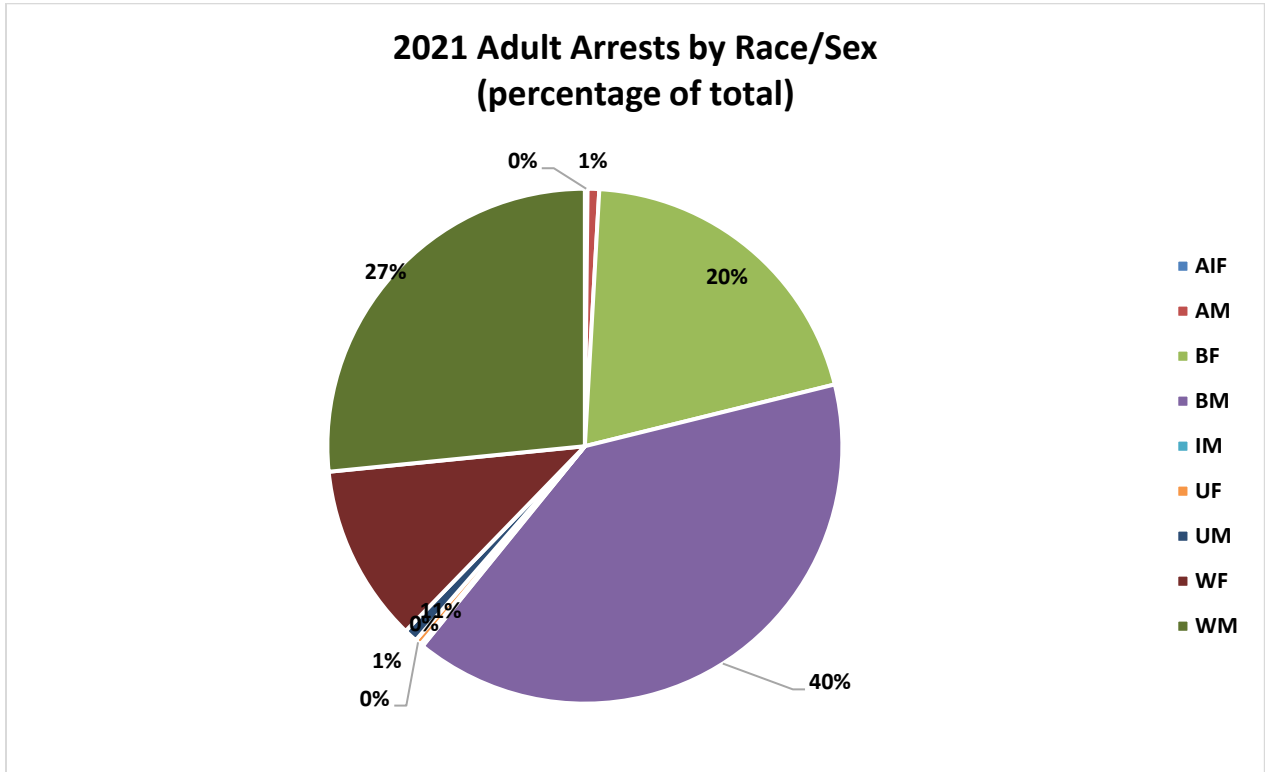
2021 Adult Arrests by Race/Sex and Month Data Table

Race/Gender	January	February	March	April	May	June	July	August	September	October	November	December	Year Total
AF	0	0		0	0	0	1	0	1	0	1	0	3
AM	1		2	1	1	3	0	1	1	0	2	1	13
BF	24	20	26	37	34	18	37	48	28	35	24	30	361
BM	49	55	60	63	68	57	65	73	61	46	62	49	708
IF	0	0	0	0	0	1	0	0	0	0	0	0	1
IM	0	0	1	0	0	1	0	1	0	0	0	0	3
UF	1	0	1	0	0	0	1	1	1	0	0	2	7
UM	1	2	0	1	1	0	2	1	1	3	2	1	15
WF	9	16	21	12	15	22	18	17	17	21	20	11	199
WM	38	45	38	24	39	47	40	37	34	60	38	34	474
TOTAL	123	138	149	138	158	149	164	179	144	165	149	128	1784

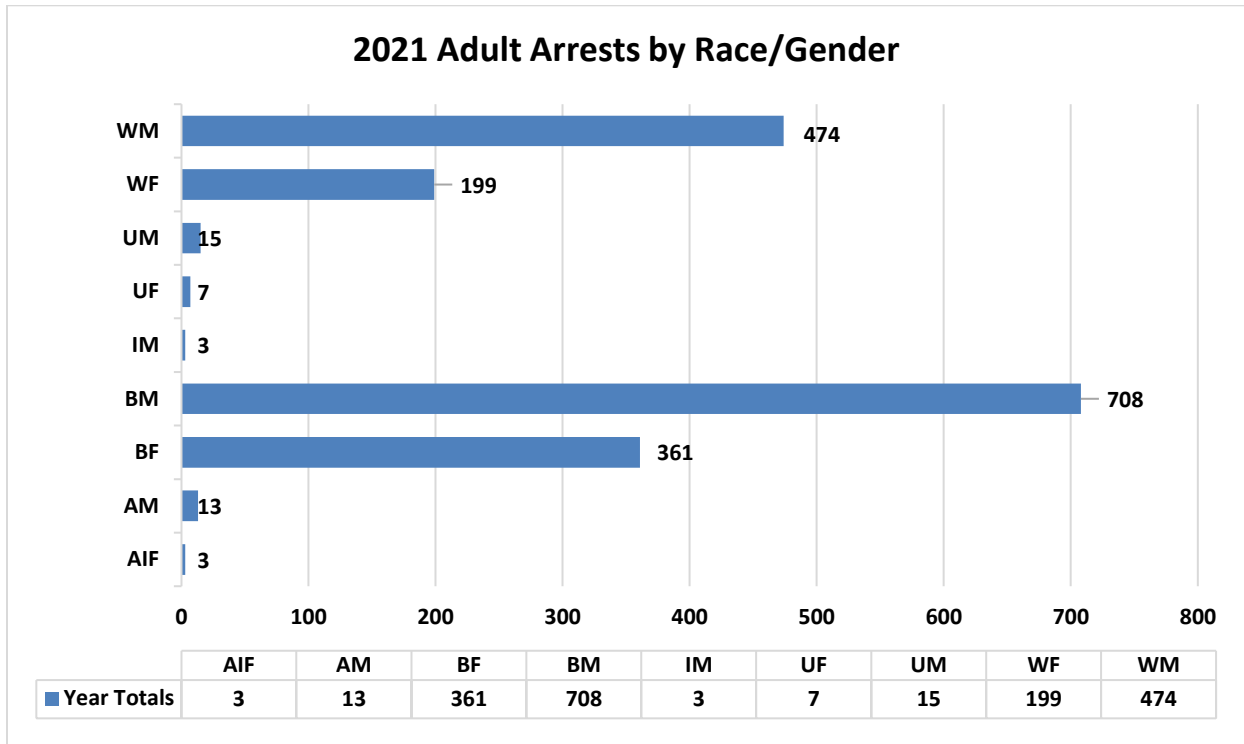
2021 Adult Arrest – Race/Sex Year Total Data Table

Race/Sex	Year Total
AIF	3
AM	13
BF	361
BM	708
IM	3
UF	7
UM	15
WF	199
WM	474
TOTAL	1783

2021 Adult Arrests by Race/Sex Year Total Data Pie Chart



2021 Adult Arrests by Race/Sex Data and Month Pie Chart



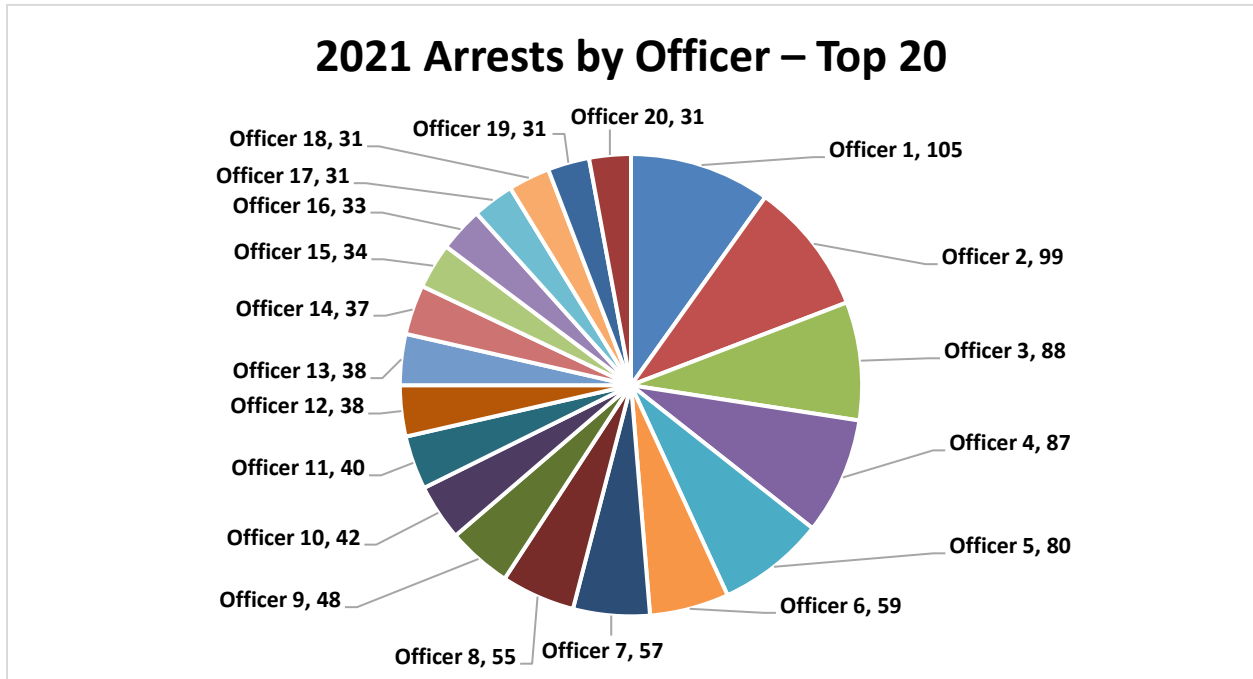
2021 Top 20 Adult Arrests by Officer and Month Data Table

2021 Arrests by Officer														
OFFICER	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	% of Total Arrests
Officer 1	8	9	9	9	7	11	9	14	9	12	8		105	6%
Officer 2					4	8	10	14	10	18	18	17	99	6%
Officer 3	2	6	12	7	9	12	13	6	4	7	5	5	88	5%
Officer 4	5	9	12	5	14	6	3	11	3	12	2	5	87	5%
Officer 5	6	3	4	7	12	6	11	9	2	7	3	10	80	4%
Officer 6	9	4	3	6	4	4	2	9	6	5	4	3	59	3%
Officer 7	10	4	5	2	7	6	8	5	6	4			57	3%
Officer 8	3	5	2	2	3	3	7	9	7	3	6	5	55	3%
Officer 9	1	2	3	5	4	7	3	3	5	6	4	5	48	3%
Officer 10	6	5	1	6	2	3	2	5	1	3	6	2	42	2%
Officer 11	2	5	3	1	3	3	6	3	6	3	2	3	40	2%
Officer 12				1	6	1	5	2	7	8	3	5	38	2%
Officer 13	5	8	4	2			3	3	3	6	4		38	2%
Officer 14	5	7	6	7	1	4	2	2				3	37	2%
Officer 15		2	6	2	1	1	4	3	5	3	3	4	34	2%
Officer 16	3	2	3	4	3	3	3	1	4		2	5	33	2%
Officer 17	3	2	6	1		5	4	3		2	2	3	31	2%
Officer 18		1		1	2		3	3	8	7	4	2	31	2%
Officer 19	2	2		4		2	1	3	5	4	5	3	31	2%
Officer 20		1			3	3	3	5	4	4	4	4	31	2%
Officer 21	2	2	2	1	2		3	2	1	7	6	2	30	2%
Officer 22	8	4	4	3	3				1			3	26	1%
Officer 23				2	5	4	1	3	3	1	1	5	25	1%

2021 Top 20 Adult Arrests by Officer Data Table

OFFICER	TOTAL
Officer 1	105
Officer 2	99
Officer 3	88
Officer 4	87
Officer 5	80
Officer 6	59
Officer 7	57
Officer 8	55
Officer 9	48
Officer 10	42
Officer 11	40
Officer 12	38
Officer 13	38
Officer 14	37
Officer 15	34
Officer 16	33
Officer 17	31
Officer 18	31
Officer 19	31
Officer 20	31

2021 Top 20 Adult Arrests by Officer Pie Chart



2021 JUVENILE ARREST DATA

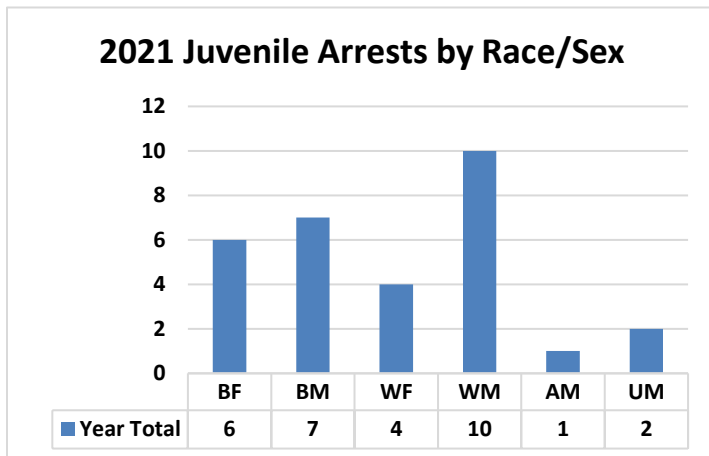
2021 Juvenile Arrests Race/Sex and Month Data Table

Race/Sex	January	February	March	April	May	June	July	August	September	October	November	December	Year Total
BF	0	0	0	2	0	1	1	0	0	1	1	0	6
BM	0	0	0	0	0	1	0	1	0	2	2	1	7
WF	0	0	0	0	0	1	0	2	0	1	0	0	4
WM	1	0	0	1	1	1	1	1	0	2	1	1	10
AM	0	0	0	0	0	0	0	0	0	0	0	1	1
UM	0	0	0	0	0	0	0	0	0	0	1	1	2
TOTAL	1	0	0	3	1	4	2	4	0	6	5	4	30

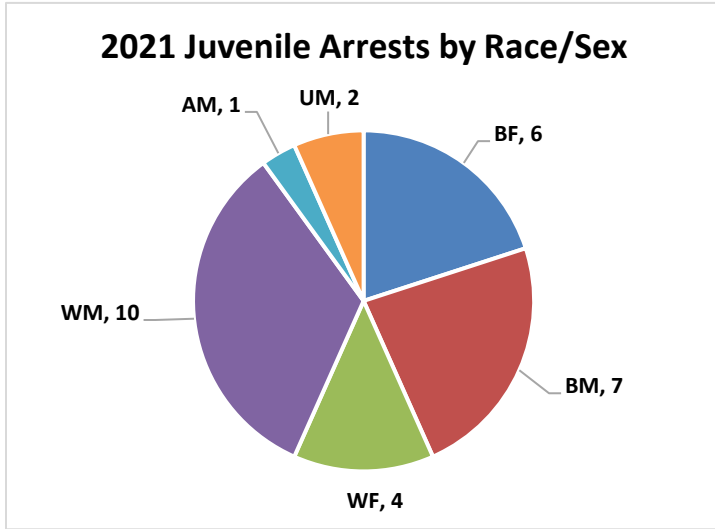
2021 Juvenile Arrests Race/Sex Year Total Data Table

Race/Sex	Year Total
BF	6
BM	7
WF	4
WM	10
AM	1
UM	2
TOTAL	30

2021 Juvenile Arrests Race/Sex Year Total Data Table



2021 Juvenile Arrests Race/Sex Year Total Pie Chart

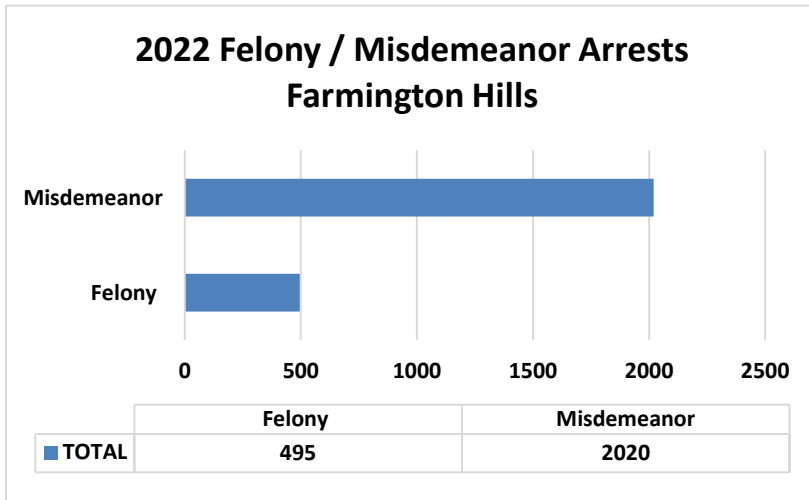


2022 ADULT ARREST DATA

2022 Felony and Misdemeanor Arrests Year Total Data Table

2022 Felony / Misdemeanor Arrests Farmington Hills	
Felony or Misdemeanor	Total Arrests
Felony	495
Misdemeanor	2020
TOTAL	2515

2022 Felony and Misdemeanor Arrests Year Total Bar Chart



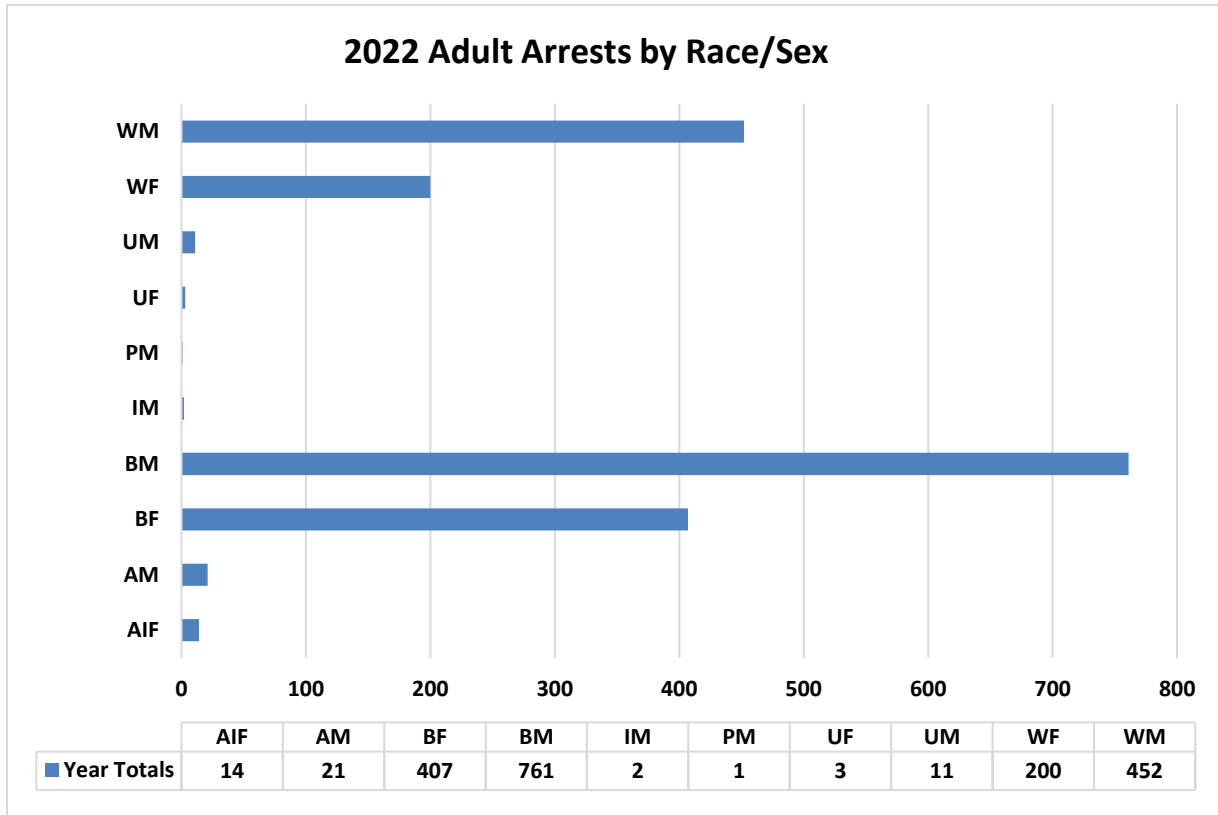
2022 Adult Arrest by Race/Sex and Month Data Table

Race/Sex	January	February	March	April	May	June	July	August	September	October	November	December	Year Total
AF	0	0	0	0	1	1	0	0	1	1	0	10	14
AM	2	0	1	2	1	1	2	5	3	1	0	3	21
BF	33	18	37	34	30	33	40	37	28	35	29	53	407
BM	45	40	47	52	63	66	73	66	58	67	83	101	761
IF	0	0	0	0	0	0	0	0	0	0	0	0	0
IM	0	0	0	0	0	0	0	1	1	0	0	0	2
PM	0	0	0	0	0	0	0	0	0	0	0	1	1
UF	0	1	1	0	1	0	0	0	0	0	0	0	3
UM	0	0	3	0	0	2	2	0	1	1	1	1	11
WF	12	15	16	26	14	15	17	10	17	18	17	23	200
WM	28	39	42	38	50	37	51	31	38	23	32	43	452
TOTAL	120	113	147	152	160	155	185	150	147	146	162	235	1872

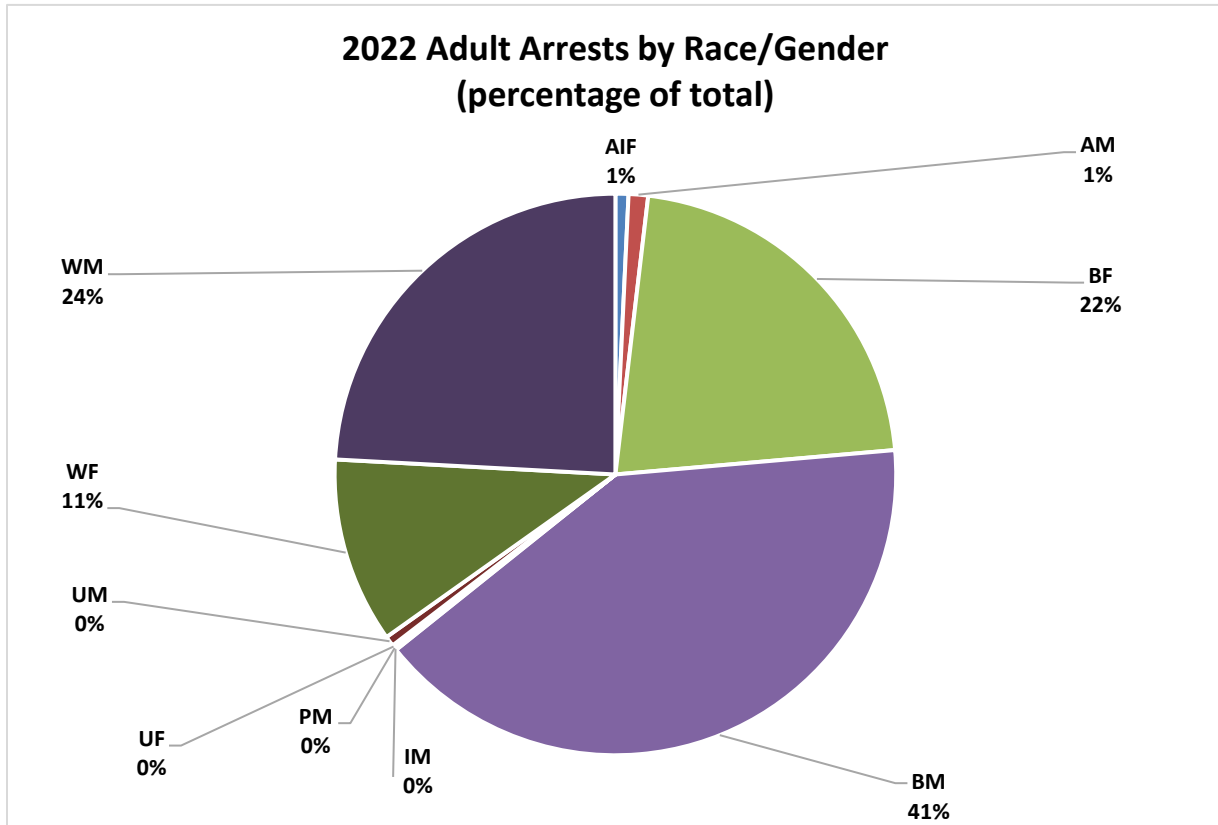
2022 Adult Arrest by Race/Sex and Month Data Table

Race/Sex	Year Total
AIF	14
AM	21
BF	407
BM	761
IM	2
PM	1
UF	3
UM	11
WF	200
WM	452
TOTAL	1872

2022 Adult Arrest by Race/Sex Year Total Bar Chart



2022 Adult Arrest by Race/Sex Year Total Pie Chart



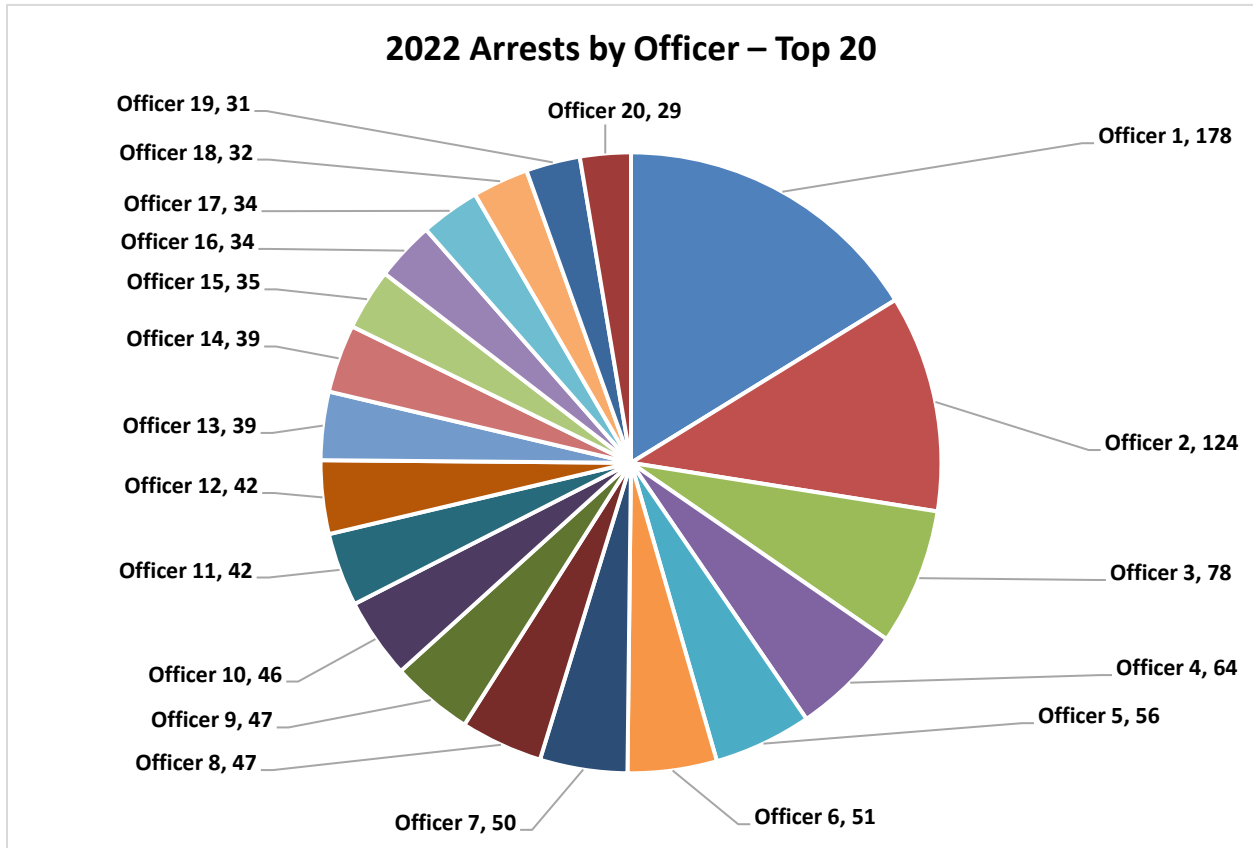
2022 Top 20 Arrests by Officer and Month Data Table

2022 Arrests by Officer														
OFFICER	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	% of Total Arrests
Officer 1	13	9	16	14	17	21	18	11	12	12	14	21	178	10%
Officer 2	9	5	8	13	14	7	21	13	5	8	7	14	124	7%
Officer 3	4	11	8	11	7	7	10	5	2	9	1	3	78	4%
Officer 4	7	5	4	5	6	4	4	8	8	3	8	2	64	3%
Officer 5	6	6	3	5	9	9	12	1	1	2		2	56	3%
Officer 6	4	8	5	5	10	6	5	3	5				51	3%
Officer 7	5	3	2	6	4	5	4	3	3	6	4	5	50	3%
Officer 8						4	4	7	8	11	8	5	47	3%
Officer 9						3	13	8	8	4	4	7	47	3%
Officer 10	5	2	2	2	6	7	5	4	3	4	3	3	46	2%
Officer 11	4	3	6	12	2	1	11		1		1	1	42	2%
Officer 12	5	3	4	5	5	1	3	2	6	3	4	1	42	2%
Officer 13										4	12	23	39	2%
Officer 14			4	6	9	3	4	2	5	1	3	2	39	2%
Officer 15	3	5	6	4	7	5	4		1				35	2%
Officer 16					4	6	2	9	4	2	2	5	34	2%
Officer 17	2	1	3	3	1	3	2	3	4	4	3	5	34	2%
Officer 18						5	6	3	7	4	2	5	32	2%
Officer 19	3	2	4	3	3	1	2	3	1		3	6	31	2%
Officer 20	1	2	1	1	1	2		2	2	5	4	8	29	2%

2022 Top 20 Arrests by Officer Year Total Data Table

OFFICER	TOTAL
Officer 1	178
Officer 2	124
Officer 3	78
Officer 4	64
Officer 5	56
Officer 6	51
Officer 7	50
Officer 8	47
Officer 9	47
Officer 10	46
Officer 11	42
Officer 12	42
Officer 13	39
Officer 14	39
Officer 15	35
Officer 16	34
Officer 17	34
Officer 18	32
Officer 19	31
Officer 20	29

2022 Top 20 Arrests by Officer Year Total Pie Chart



2022 JUVENILE ARREST

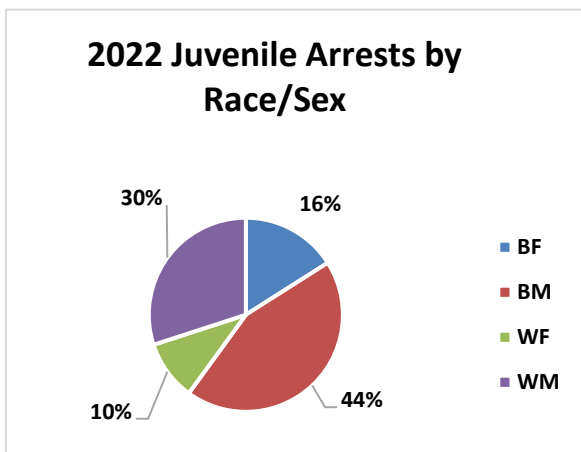
2022 Juvenile Arrests Race/Sex and Month Data Table

Race/Sex	January	February	March	April	May	June	July	August	September	October	November	December	Year Total
BF	0	1	0	1	1	0	1	0	2	1	0	1	8
BM	0	0	0	0	1	2	1	4	8	4	1	1	22
WF	0	1	0	1	0	1	0	0	0	1	1	0	5
WM	2	1	0	1	3	1	0	1	2	1	2	1	15
TOTAL	0	3	0	3	5	4	2	5	12	7	4	3	50

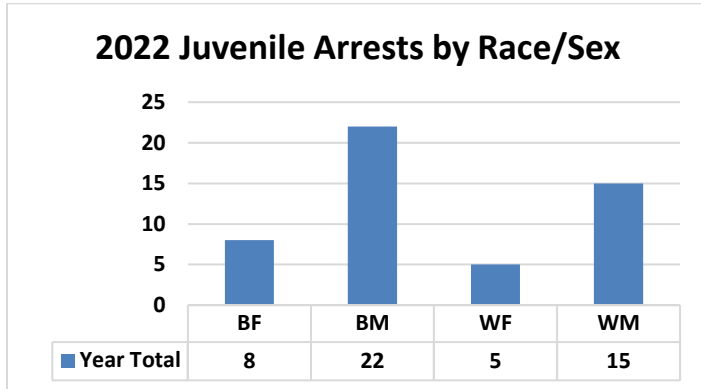
2022 Juvenile Arrests Race/Sex Year Total Data Table

Race/Sex	Year Total
BF	8
BM	22
WF	5
WM	15
TOTAL	50

2022 Juvenile Arrests Race/Sex Year Total Pie Chart



2022 Juvenile Arrests Race/Sex Year Total Bar Chart



Appendices

APPENDIX ONE: BIBLIOGRAPHY OF SOURCES

FHPD document production

- Sample Shift Summary Reports (Oct-Nov. 2023)
- [FHPD Manual of Rules and Regulations sect. 2.9]
- Immediate Complaint Investigation
 - [General Order - Command Responsibility Re: Investigation of Alleged Misconduct DOI 1-1-19]
- Personal Acknowledgement of Policies [FHPD Manual of Rules and Regulations]
- Mandatory Use of Force Reporting [Subject: Force Response to Resistance and Violence General Order DOI 01-25-2021]
- Body and In-Car Video Systems
 - [General Order - Integrated Body-Worn and In-Car Camera System Reference: Michigan Law Enforcement Body-Worn Camera Privacy DOI 1/25/2021]
 - Audit of Body and In-Car Video protocol
 - [General Order - Integrated Body-Worn and In-Car Camera System Reference: Michigan Law Enforcement Body-Worn Camera Privacy DOI 1/25/2021]
- Early Warning System - [General Order - Guardian Tracking DOI 4-16-2020]
- Sample Major Incident Summaries
- FHPD General Order - Force Response to Resistance and Violence 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
- FHPD Dispatch Summaries (2019-2023 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
- 2019-2022 FHPD Complaint/Misconduct Investigation Summaries
- 2019-2022 FHPD Use of Force Investigation Summaries
- 2019-2022 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)
- MLEAC on-site assessment re-accreditation report (2021)

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

2022 National Commission on Accreditation of Law Enforcement Agencies (CALEA) Standards Manual

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Appendix Two: Factors that Inhibit a Comparison of Police Department Statistical Information

Comparing FHPD policy, procedure and statistical information to another police department is complicated and typically will 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:

- Information may be segmented and does not show the complete and accurate picture.
- Crime statistics are socially constructed as society decides what is criminal therefore data collected by one community may be different from another community.
- Statistical information may be based on operational definitions, resulting in disagreement regarding the definition's accuracy and relevancy.
- Police departments may engage in administrative practices which result in statistics that are partial to their perspective of criminal activity.
- 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.