

Michigan Association of Chiefs of Police
MICHIGAN LAW ENFORCEMENT ACCREDITATION PROGRAM



Onsite Final Report

**The City of Midland Police Department
January 14, 2020**

Team Leader: Daniel J. Mills

Team Member: Brian Miller

A. Agency Name, CEO and AM:

The City of Midland Police Department
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(989)839-4710

Marc Goulette
Chief of Police

Officer Tyler Hollingsworth
Accreditation Manager

B. Dates of the On-Site Assessment:

Monday, January 6, 2020 – Tuesday, January 7, 2020

C. Assessment Team:

1. Team Leader: Daniel J. Mills, Senior Deputy Police and Fire Chief
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D. Community and Agency Profile:

1. Community Profile

The City of Midland, Michigan is the county seat of Midland County, Michigan and is part of the larger Saginaw-Midland-Bay City area. In the 1820s, Midland was established as a fur trading post of the American Fur Company. Here agents purchased furs from Ojibwa Indians. The Campau family of Detroit also operated an independent trading post at this location.

If you visited Midland in the 1850s, you would have discovered riverbanks lined with Ojibwa Indian Wikkiups, round huts made of bent saplings, skins, and bark. You may have come across an Indian man hunting or fishing while others worked crops of corn,

squash, and pumpkins. However, Midland evolved from an Indian village to the "City of Science and Culture" and was incorporated in 1887. In 1890, a young man named Herbert Henry Dow arrived in Midland and subsequently founded The Dow Chemical Company; its world headquarters are still located there. Mr. Dow's success enabled Midland to survive the end of the logging era and to grow to its present size. Midland has become a center for industrial innovation, and is quickly becoming a hub for the solar energy industry, emerging technologies, and a variety of entrepreneurial pursuits. Dow Corning is also headquartered in Midland, Michigan.

Midland is centrally located in the Great Lakes Bay Region of Michigan's Lower Peninsula. Midland provides ready access to major highways, rail transportation and the Midland, Bay City, Saginaw (MBS) International Airport. With light traffic, a healthy economy, affordable cost of living, low crime, robust housing options, and excellent schools, Midland has been named a "Best Place to Live", "Best Place to Raise a Family" and "Best City to Retire" in the state by numerous national publications. Midland offers the opportunity to experience amenities typically seen in a large city with the safety and quiet of a smaller community, including Broadway shows at Midland Center for the Arts, Dow Gardens and the Whiting Forest Canopy Walk, and shopping and dining options in the newly-renovated Downtown Midland area. Midland is also the home of a minor league baseball team, the Great Lakes Loons, who play at Dow Diamond Stadium. Additionally, the Midland Country Club is the host of the Ladies Professional Golf Association's Dow Great Lakes Bay Invitational golf tournament, which was recognized as the LPGA's 2019 tournament of the year.

As of the 2010 census, there were 41,863 people, over 17,000 households, and nearly 11,000 families residing in the city. Midland has a median income of \$64,465 and a wide range of housing with the average cost of a single family home of \$142,000. Midland covers 36 square miles, making it the state's fifth largest city in terms of land size. The racial makeup of the city is 92.0% White, 3.3% Asian, 2.4 % Hispanic or Latino, 2.0% Black, and 0.3% other races. The gender makeup of the city was 48.1% male and 51.9% female.

Midland is home to two higher-education institutions, Northwood University and Delta College, and boasts a generous philanthropic community, strong local businesses, and passionate residents who actively invest in the city's future. The Midland Public Schools operates two high schools, two middle schools, and six elementary schools. The agency provides four school resource officers for the community.

Midland operates under the council-manager system of government with an appointed city manager and elected officials. The City Manager oversees the day-to-day operations of the city, manages staff operations, makes policy recommendations to the elected, and appoints the chief of police.

2. Agency Profile

The Midland Police Department was officially organized in 1923 and consisted of a chief of police and a night patrolman headquartered in the fire barn on Main Street. By 1944,

the department had grown to a staff of nine personnel, with a permanent office, a two-way radio and a well-organized system of police procedures. In 1994 the Midland Police Department moved to its current location in the Midland Law Enforcement Center. There it is housed with the Midland County Sheriff's Office and Midland County Central Dispatch.

Currently, the Midland Police Department is staffed by 48 sworn police officers and 2 non-sworn individuals. Sworn positions include 35 police officers, 8 sergeants, 3 lieutenants, a deputy chief and the chief of police. The agency is in the process of hiring a new police chief. Chief Marc Goulette is currently the interim police chief and when the new chief is hired, Chief Goulette will return to his position as deputy chief. The city expects to have the new police chief hired in February 2020.

The organizational structure of the department is divided into three divisions: Patrol, Investigations and Administration. The patrol lieutenant provides support to the patrol sergeants, patrol officers and a civilian records clerk. The detective lieutenant oversees a detective sergeant, three detectives, a warrant officer and a narcotics officer. The administrative lieutenant is responsible for a community relations sergeant, community relations officer, four school resource officers, and the school crossing guards. The lieutenants report to the deputy chief who in turn reports to the chief of police. The chief and deputy chief are supported by an administrative assistant.

3. CEO Biography

A 24-year veteran of the Midland Police Department, Chief Marc Goulette joined the organization in December 1995. Over his career, he has served as a patrol officer, field training officer, detective, detective sergeant, detective lieutenant and deputy chief. He was appointed as the Chief of Police in September 2019. As the Chief, he is responsible for administering the activities and supervising the employees of the Midland Police Department. Additionally, he is accountable for providing the community with an effective and efficient law enforcement agency committed to the continuous enforcement of laws, protection of life and property, and the preservation of peace within the City of Midland.

Chief Goulette is a graduate of the Michigan State University School of Staff and Command, as well as the MACP Police Executive and New Chief's School. He has also successfully completed the Michigan Police Executive Development Seminar, presented by the Federal Bureau of Investigation.

Currently, Chief Goulette serves on the 911 Advisory Board and the Local Emergency Planning Committee. He is a board member with the Legacy Center for Success and a past executive committee board member of Safe and Sound Child Advocacy Center.

4. Accreditation Managers Profile

Officer Tyler Hollingsworth has served with the Midland Police Department for the past four years. Prior to his employment with the Midland Police Department, Officer Hollingsworth worked for the Manistee County Sheriff's Office for over two years as a

seasonal marine patrol deputy and full-time road patrol deputy. Since joining the Midland Police Department, Officer Hollingsworth has become a trained and certified member of the Midland County Dive Rescue Team. He has also assisted with technological integrations, including the formatting of an electronic daily activity reporting system.

Officer Hollingsworth moved to Michigan in 2012 from Phoenix Arizona. He graduated from Arizona State University in 2011 with a Bachelor of Science in Criminology and Criminal Justice with a minor in Sociology.

5. Future Issues

With the recent, unexpected retirement of the long-standing Chief, the Midland Police Department is in the process of transitioning to new leadership. The transition to the unknown and unexpected has created some anxiety in the ranks. The City of Midland has selected several finalists to interview for the Chief of Police position and the hope is to have the new Chief hired soon.

Keeping up with the ever changing technologies available to police departments is a continual issue. The Midland Police Department has tried to purchase and make available the best equipment, including body-cameras, computer tablets and in-car technology. Also, keeping informed of how criminals are using technology and how investigators can use technology is an issue for the agency.

E. Public Information Activities:

Public notice and input are cornerstones of democracy and MLEAC accreditation. This section reports on the community's opportunity to comment on their law enforcement agency and to bring matters to the attention of the commission that otherwise may be overlooked.

1. Telephone Contacts

The public telephone line was active on Tuesday, January 7, 2020, from 10:00 a.m. to 12:00 p.m. The telephone line was tested, found to be functional, and seven calls were received.

Elaine Popovich, Citizen, (989) 205-2656

Ms. Popovich said that she is very proud of the Police Department. She witnessed an officer intercede with a man who was "out of control." The officer spent 45-60 minutes talking with the man, who appeared to have cognitive issues. The officer properly de-escalated the situation, was very professional and caring. The officer's patience was remarkable.

Ms. Popovich fully supports the agency's effort to become state accredited.

Brittany Pochert, Child Forensic Interviewer at Child Advocacy Center, (989) 492-1832

Ms. Pochert is a resident of Midland and also works in Midland at the Safe and Sound Child Advocacy Center. Ms. Pochert is part of a multi-disciplinary team that works with the Midland Police Department in the area of Child Forensic Interviewing and has been with this team for six years.

Ms. Pochert spoke highly of the Midland Police Department, commenting on the high level of professionalism. In particular, she commented on how helpful the Detective Bureau is when working cases together. She was impressed by the thoroughness of investigations, the high level of follow-up during case review meetings, and in general – how great the detectives were when dealing with children.

Ms. Pochert fully supports the agency's effort to become state accredited.

Maureen Donker, Mayor of Midland, (989) 835-9700

Ms. Donker, the Mayor of Midland (and resident of Midland), spoke very highly of the department. Ms. Donker was especially impressed about the department's work with those with mental illnesses. She commented on the high level of training the officers receive and how this training is very apparent when dealing with those individuals with mental illness.

Ms. Donker noted that the department is very supportive of community programs and agencies, such as Hope not Handcuffs, the Narcan initiative, and Dump Your Drugs. She is impressed with the amount of support that the agency gives to these programs.

Ms. Donker described the Midland Police Department as a "forward thinking department" and said, "our police officers are who we know as Midland."

Ms. Donker fully supports the agency's effort to become state accredited.

Steven Witt, Resident and Business Owner, (989) 631-1950

Mr. Witt is a life-long resident of Midland, a business owner in Midland, and works as a coach at Midland Schools. He separated his comments into three categories.

As a business owner, Mr. Witt commented on how easy dealings with the Midland Police Department are. He particularly loves partnering with the department for community events. He often financially sponsors events in partnership with the Police Department and is always impressed with how well run Midland Police Department programs are – commenting that they are "organized, first class" community events.

As an athletic coach, Mr. Witt has had frequent contact with the agency's School Resource Officers (SRO). He commented on SRO Hinson and how dedicated to the school and city he is. He is impressed with the great rapport that SRO Hinson has with the students. Mr. Witt noticed that SRO Hinson often comes to school events on his own time and that is something the students notice and admire.

As a resident, Mr. Witt commented on how safe Midland is and felt it was a direct result of having an outstanding police department. He loves the community involvement of the department and hears the same from others. He commented on Lieutenant Sokol being at Ice Cream Social community events and Sergeant Wenzell organizing Coffee with a Cop (which his parents love).

Mr. Witt fully supports the agency's effort to become state accredited.

Charlie Schwedler, Senior Services / MIDVAN Committee, (989) 859-9610

Mr. Schwedler works for the city's Senior Services, and is also on the MIDVAN (Midland Vulnerable Adult Network) Committee. He spoke very highly of the department in general, stating he was "very satisfied" with the services provided. He spoke about frequent outreach programs the department provides to seniors, such as the "Coffee with a Cop" program.

Mr. Schwedler serves on the MIDVAN committee with Officer Paul McDonald. He spoke very highly of Officer McDonald's professionalism and outreach while serving with him on the committee – stating that with the help of the Police Department, MIDVAN has been able to help a lot of vulnerable adults.

Mr. Schwedler fully supports the agency's effort to become state accredited.

Matthew Budzek, Mid-Michigan Medical Center, (989) 839-1975

Mr. Budzek is a medical supervisor at Mid-Michigan Medical Center and has worked closely with the Police Department on training of staff regarding high risk radioactive materials, which are on-site at the hospital. From his experience, the police employees were highly engaged during the training and were very professional. He was impressed with the support and how everyone was respectful and positive.

Mr. Budzek fully supports the agency's effort to become state accredited.

Michelle Waskevich, Safe & Sound Child Advocacy Center, (989) 835-9922

Ms. Waskevich stated that the Police Department is an excellent partner with the Safe & Sound Child Advocacy Center. The Center provides a refuge and a voice for abused and neglected children. She said that all of her personal contact with police officers has been respectful and she said that police officer's interaction with people has always been professional. The Police Department is supportive and has shown much caring to the community. She personally observed former Police Chief Cliff Block de-escalate a situation in public, in which the Police Chief actually sat on the ground and talked to a person in crisis. She said the situation was handled beautifully.

Ms. Waskevich fully supports the agency's effort to become state accredited.

2. Correspondence

The assessors received one correspondence regarding the reaccreditation process:

From: Millikin, Brian (DHHS) [<mailto:MillikinB@michigan.gov>]
Sent: Friday, January 03, 2020 1:06 PM
To: Police Citizen Comments <PoliceCitizenComments@midland-mi.org>
Subject: Midland Police Department Accreditation

To Whom This May Concern,

I am emailing to pledge my full support of the Midland Police Department. I have worked with several law enforcement agencies around the state of Michigan and can easily say that the Midland Police Department is one of the most respected, well trained, and professional departments. We can always count on their collaboration, especially in the area of Children's Protective Services and Adult Protective Services. They are consistent in their partnership on investigations that we share. My office has also utilized their professional, safety oriented, prompt service when we have threats against us or dangerous situations in our office or out in the field. I am thankful that we have them in our locality and know that they are here to work collaboratively with us and serve us in emergent situations.

I would be glad to answer any further questions or provide any addition information should you need it.

Brian

Brian Millikin, Director
Gladwin/ Midland County
Department of Health and Human Services
millikinb@michigan.gov

Gladwin (989) 426-3329
Midland (989) 835-3849

3. Media Interest

There were no inquiries to assessors from the media regarding the on-site.

4. Community Outreach Contacts

Carol A. Stone – Director of Human Resources & Labor Relations, (989) 837-3360

Carol Stone stated that the community loves and supports the Midland Police Department. She said the department is engaged and involved within the community, the staff is very professional and highly ethical. She only receives positive feedback from city

employees and the community, and she has not had to investigate any complaints against the Police Department.

Ms. Stone fully supports the agency's effort to become state accredited.

Lesley A. Kovacevich – Senior Paralegal, (989) 837-3395

Ms. Kovacevich believes that the Midland Police Department is the best in the State of Michigan. She has worked for the City of Midland Legal Department for 23-years and works with the department daily. She said the staff is very professional, courteous and responsive.

Ms. Kovacevich fully supports the agency's effort to become state accredited.

Roger Fournier – Resident, (989) 859-2486

Roger Fournier stated that he has been a resident of Midland, Michigan for that past 32 years. He said that Midland is a safe community and the police play a large role in that safety. He said the police are very responsive to the needs of the community. He recalled a time when a family friend came home to find a spouse dead. The officer who responded was very compassionate and stayed at the home longer than necessary to help and support his family friend.

Mr. Fournier also said the Police Department is "second to none" and is very professional, a great department. He shared a time when he received a ticket, the officer was very professional. He said the officers of the Midland Police Department are often seen patrolling neighborhoods and participating in community activities. Mr. Fournier also mentioned that the police administration is always helpful and is always timely with information to the community.

Mr. Fournier fully supports the agency's effort to become state accredited.

5. Agency Ride-along

On Monday afternoon, Assessor Mills rode along with Officer Greg Tait. Officer Tait was very courteous and professional. He demonstrated thorough knowledge of the agency's policies and directives. He went to several key locations in the city and conducted traffic enforcement in a school zone. He assisted on an arrest of a parole violator. During the contact, Midland officers demonstrated a caring professional attitude towards the detainee. There were no issues observed during the arrest.

Officer Tait gave an informative tour of the city and explained the various neighborhoods and issues surrounding the community's quality of life. No calls for service were taken during the ride-along. Officer Tait seemed very attached to his community, was very knowledgeable in the workings of the Police Department, and spoke highly of the agency, his coworkers and the command staff.

6. Community Involvement

The Midland Police Department has a Community Relations Division which is supervised by a sergeant. The division consists of one community police officer, four school resource officers, traffic officers and canine officers (when assigned), and civilian crossing guards. Many of the programs conducted by the division include, Coffee with a Cop, Cone (ice cream cone) with a Cop, and senior housing events. The department involves itself with the Midland County Fair and Kids Day at the Midland Mall.

Officers partner with community organizations which include, *Hope not Handcuffs*, a Michigan Chapter of Families against Narcotics, *Dump your Drugs*, which has collected and disposed of approximately 2,600 pounds of unwanted or unused prescription drugs, and a Narcan initiative to assist drug overdose victims. The department also works with the Great Lakes Bay Region Against Narcotics, which over 100 people have participated region-wide in an effort to prevent drug abuse. Additionally, officers use Facebook Live videos to promote crime prevention and suicide prevention service announcements.

The Midland Police Department uses Facebook to inform the community about local events featuring police officers. Some of the events include, a voluntary gun drop off and the Midland Law Enforcement Torch Run. The agency also uses Facebook for assistance in locating wanted individuals, called "Wanted Wednesdays."

Midland has a Safe and Sound Child Advocacy Center which partners with the Midland Police, the Midland County Prosecuting Attorney's office, and family service organizations. The Center provides a refuge and a voice for abused and neglected children.

The Midland Police also partners with an organization called, *Blueprint for Safety*. *Blueprint for Safety* is a program or process which is followed to prevent further domestic abuse and assaults in a community. The process focuses on how jurisdictions respond to victims of domestic violence and criminal sexual assault. The program integrates local hospitals, community mental health workers, the courts, prosecutors, dispatch centers, and the police. The program also includes an educational component and case reviews in an effort to improve how each component responds to victims.

The agency works closely with the Midland Vulnerable Adult Network (MIDVAN). MIDVAN assists in protecting vulnerable adults in the community. There is a strong educational component with MIDVAN, educating law enforcement and the public about the appropriate criminal charges available instead of investigating these types of issues as civil cases.

Other community activities include a child care safety seat installation program, presentations on safe driving techniques, personal identification theft and fraud, vacation property checks, and firearm safety. Midland Police also provides a Drug Abuse Resistance Education (DARE) curriculum to school aged children.

F. Essential Services:

Chapter 1 – The Administrative Function

Direction of Personnel

The Chief of Police has the authority to issue, modify, repeal, amend, revise and approve agency written directives. The appointed accreditation manager is also authorized to issue, modify, repeal, amend, revise and approve agency written directives; and may be tasked to evaluate and draft new policy and procedure when required in order to comply with accreditation standards. Any modifications, revisions, or drafts are then forwarded to the Chief of Police for review, rejection, or approval.

The overall written directive system was clear and understandable. The directives were constructed in a logical manner with employee duties and responsibilities clearly defined, including constraints on employee actions and expectations.

The agency's stated mission is "to serve and protect." Its stated core values are integrity, professionalism and service to the community; and its stated vision is, "We strive to be recognized as a committed and respected team of the most highly trained, proactive, community-orientated law enforcement professionals in Michigan."

Fiscal Control

The agency has three cash accounts: one for receipt of Preliminary Breath Tests, one in the Records Bureau and one petty cash account. The cash drawer in the Records Bureau is balanced weekly. The Deputy Chief of Police is the only person with access to the petty cash and has overall responsibility for insuring that petty cash funds are used for legitimate law enforcement purposes. The account is reconciled for its initial balance, cash received, and cash disbursed.

The Office of the Chief of Police conducts an accounting of the petty cash funds quarterly. In the event that the amount of cash needed exceeds the established expense limits, by policy, the Chief of Police has the authority to authorize the expense.

Internal Affairs

The primary responsibility for the investigation of personnel complaints rests with the employee's immediate supervisor, unless the supervisor is the complainant. The Chief of Police may also direct another supervisor to investigate any complaint, and in special circumstances, the Chief of Police may direct an outside agency or department to investigate any complaint. Upon completion of the investigation, the Chief of Police reviews the investigation and makes the final recommendation as to the imposition of any disciplinary measures after the employee has had the opportunity for a pre-disciplinary meeting.

The agency accepts and investigates all complaints, including anonymous complaints. All internal investigation files are properly secured with limited access.

During the assessment period, six investigations were conducted. Two cases were closed as Not Sustained, in two cases the officer's conduct was Exonerated, and one case was Unfounded. The sixth case was withdrawn by the complainant. None of the cases showed a pattern of improper behavior by any single officer or group of officers.

Disciplinary Procedures

The agency's written directive system details the rules, regulations and expectations for employee conduct. The Chief of Police, or authorized designee, may temporarily assign an accused employee to administrative leave. Supervisors also have discretion to place employees on administrative leave when the misconduct is of a serious nature, or when circumstances indicate that allowing the accused to continue to work would adversely affect the mission of the Department. The agency is well-disciplined and has procedures to apply training and counseling in lieu of punitive employee discipline. The agency has an appropriate appeal and grievance process in place with established timelines. There were no appeals or grievances filed in matters of discipline or corrective action during the assessment period.

Organization

All sworn personnel take, sign and subsequently abide by an oath of office to enforce the law and uphold the Constitution of the United States, the Constitution of the State of Michigan and the rules and regulations of the Midland Police Department. All agency personnel acknowledge a code of ethics and receive ethics training. Bias-influenced policing is strictly prohibited by the agency. There is a definition for bias-influenced policing, including prejudicial decisions affecting individuals in classes protected by federal and state law.

The agency also prohibits unlawful workplace discrimination and harassment, including sexual harassment. The written directive outlines a proper reporting mechanism in the chain of command, including an alternate reporting process for any conflict of interest. The directive requires employees to report any type of harassment and requires investigations to be conducted in accordance with state law. There was only one reported incident of workplace harassment during the assessment period. An investigation was conducted and corrective action was taken for a minor infraction.

The police personnel have structured unity of command. In the City of Midland Police Department, the Chief of Police is supported by three lieutenants, who lead separate divisions: Patrol, Detective Bureau, and Administration. The City of Midland Police Department currently has 50 sworn personnel. The agency also has access to supervisory personnel on a 24-hour basis; there is always a supervisor on-duty. In the absence of the Chief of Police, the Deputy Chief is in charge.

The Midland Police Department has a full functioning police honor guard which attends many functions, including paying respect to the families and communities of officers who have lost lives in the line-of-duty, paying respect at funerals and memorial services, as well as, displaying and escorting the national flag at ceremonial functions.

Agency Equipment and Property

Agency personnel are responsible for all equipment issued to them and it is the responsibility of the employee to maintain all equipment in an operational state and report any malfunctions, damage, or loss of equipment immediately to a supervisor. The wearing of body armor is mandatory for all sworn personnel, and there are additional requirements to wear body armor while engaged in pre-planned and high-risk operations. All sworn personnel are responsible for the maintenance of agency-issued equipment.

Public Information

The Community Relations Sergeant is the designated as the Public Information Officer and the Chief of Police has the ultimate responsibility for media releases to the public. However, in situations not warranting immediate release and in situations where the Chief of Police has given prior approval, lieutenants, shift supervisors and the designated Public Information Officer (PIO) may prepare and release information to the media in accordance with department policy.

Agency Records and Computers

The agency has a detailed written directive system describing field reporting, follow-up investigations, and the approval of reports by supervision. The department controls access to agency records electronically with records management passwords. Any hard copies of reports are stored in a file cabinet where only records staff have access. Juvenile records are kept separate, and there are extra security measures for non-public records. All Freedom of Information requests are handled by the Midland City Attorney. The agency abides by the state retention and disposal requirements in accordance with Michigan Statute and Records Management.

The agency has procedures to protect its central records. The data is stored and backed up electronically and is password-protected. Annual security audits and password audits were performed during the assessment period. There were no breaches in security during the assessment period.

Agency Training

The agency training records are current and are being maintained in accordance with applicable retention schedules. Training course content is outlined, and lesson plans are utilized. In-house instructors are properly trained and experienced. New sworn personnel are required to complete an extensive training program. Officers in field training rotate shifts and assigned field training officers in an attempt to expose newly hired officers to all shifts. Field training officers are properly selected and trained through a documented

process. The Police Chief makes the final determination of selection of field training officers. The field training program is properly supervised. Newly promoted personnel receive supervisory and leadership training consistent with new responsibilities and tasks. Annual training includes firearms, hazmat, use of force, and ethics.

The written directive regarding remedial training did not include suspension or fit for duty options in the procedure for those personnel who are unable to qualify with an authorized weapon. During the on-site, the written directive was changed to include suspension and fit for duty in the procedure for remedial training of personnel.

Authorization and Use of Agency Weapons and Ammunition

The CEO is the authorizing authority for weapons and ammunition requirements, including specialized weapons. The agency uses certified/qualified staff for armorer inspections, repair and replacement. Records of weapons are properly maintained with written guidelines for storage.

Chapter 2 – The Personnel Function:

Personnel Benefits and Responsibilities

The agency has a written directive outlining an employee assistance program, line-of-duty injury and death circumstance policy, and an employee collision and review process. The agency uses a third party provider for the Employee Assistance Program (EAP). No employees used the service during the assessment period. Also during the assessment period, there were no serious line of duty injury or death incidents. The agency also has a comprehensive exposure control and reporting policy.

Members of the Midland Police Department need to obtain written permission and approval for off-duty employment and is granted at the discretion of the Chief of Police. The agency does not authorize participation in extra-duty employment.

Performance Evaluations

All agency personnel receive documented bi-annual performance evaluations. The performance evaluation system has a well-defined purpose statement with established and defined criteria, scored on a rating scale. The system also includes directives to raters regarding evaluation responsibilities and procedures on how to use the required forms. Training for evaluators is documented, and the evaluations are maintained according to the department's retention schedule. The agency has an established early warning system.

Promotion of Sworn Personnel

The promotional process is outlined in the collective bargaining agreements. The process includes a point system. During the promotional process, the Human Resource Director

and the CEO reviews the requisite qualifications for promotions when deciding on advancement of personnel. The CEO makes the final decision on all promotions.

The written directive did not address or provide a process to redress the results and outcomes of the scoring, however, the City of Midland has a long-standing practice dating back to 2009 of providing candidate feedback on one's performance during the promotional testing and promotional assessment center processes. The agency plans to address this deficiency during the next labor contract negotiations in years 2020 and 2021.

Recruitment of Sworn Personnel

The recruitment plan contains a clear statement that the agency is committed to equal opportunity. The stated goals and objectives for recruitment are clear and understandable. The agency is dedicated to creating a work force that is representative of the diversity of the community. The department is primarily Caucasian. Sworn staff includes 43 males and 5 females, one African-American male, one Hispanics, one Native American and one officer from Trinidad and Tobago. The agency's authorized sworn force is 50, currently the agency has two vacancies.

The purpose of the Midland Police Department Recruitment Plan is to place into effect a comprehensive effort to identify candidates that are highly motivated, self-driven, and community-oriented. The Department is committed to recruiting and hiring the finest qualified full-time sworn police officers to serve our community.

The Midland Police Department actively seeks out qualified applicants who best represent the Core Values of the Department: Integrity, Professionalism, and Service to Community. The City of Midland holds the Department to the highest standards of community-driven and community-oriented policing, and in this respect, the Department will use all available resources to fill any vacancies with those applicants whose values and mission fall in line with those of the Midland Police Department.

The overall goal of the Midland Police Department is to increase and/or maintain sworn representation that reasonably reflects the demographics of the City of Midland. Included in this goal is the Midland Police Department's effort to enact positive procedures to ensure that realistic hiring objectives are established, and reaffirming a non-discriminatory hiring practice by examining and addressing all potential or perceived barriers to applicants. The plan listed the following recruitment strategies: utilizing the internet, including the Midland Police Department social media pages, participating in employment fairs, creating an internship program, recruiting from academy training programs, and seeking assistance from community leaders, service organizations, and higher education communities.

Selection of Personnel

The agency has a complete written process for the selection of new full-time personnel, which includes a thorough background investigation, as well as, a medical and

psychological exam. The selection process includes panel interviews. The Chief of Police makes the final decision on the selection of new personnel.

Reserve Officers and Civilian Volunteers

The agency does not utilize reserve officers, auxiliary officers, or civilian volunteers.

Chapter 3 – The Operations Function:

Arrest, Search and Seizure

The City of Midland Police Department is a full-service agency with arrest powers. The agency and its policies follow the U.S. Constitution in relation to arrest, search and seizure. The agency recognizes the foundation set forth in the Fourth Amendment.

Agency policy outlines the warrantless search exceptions and the need for a court-authorized search warrant, when applicable. The agency takes in-custody arrests directly to the Midland County Jail detention facility for processing and incarceration. Breathalyzers for Operating While Intoxicated (OWI) arrests are also conducted at the County Jail.

The agency conducts strip searches when an arrestee is lodged and there is reasonable cause to believe the suspect is concealing a weapon, controlled substance or evidence of a crime. The strip search is conducted by a person who has obtained prior written authorization from the shift commander after consulting with the operations commander or his/her designee. The strip search must be conducted by a person of same sex, in private, and with the fewest number of personnel as necessary. Body cavity searches are conducted by a licensed physician or a nurse acting with the approval of a licensed physician, with a search warrant.

Interview and Interrogation

The City of Midland Police Department has established procedures for compliance with contemporary criminal procedural requirements related to interviews, investigative detention interviews, and interrogations. All interview rooms have audio and video recording capability. The agency encourages the use of audio and video taping capabilities for purposes of recording statements and confessions in an overt or covert manner consistent with state law. The agency has their own "Avigilon" audio/video recording system so that interrogations and interviews can be easily recorded and retained.

Interview room security was addressed during the on-site. Generally, when interviewing, members are either monitored via CCTV or have their issued police radio with emergency buttons. It was noted during the on-site that the interview rooms in the Detective Bureau are capable of being locked from within (potentially by a suspect). It was suggested that this be corrected to insure officer safety during interviews and assurances were given that this will be corrected in the short term.

Use of Force

The City of Midland Police Department documents and analyzes all Use of Force incidents, individually and in the aggregate. The department documented 39 Use of Force incidents in 2018, including 1 officer involved shooting. All Use of Force incidents were found to be within departmental policy, and force used was consistent with department training.

One instance of deadly force was used by the agency during the initial accreditation cycle. This instance was documented and investigated as required by the standards and law, and was found to be justified based on all circumstances.

Communications

The City of Midland Police Department utilizes a regional dispatch center for its Public Safety Answering Point (PSAP) and dispatch services. Midland County Central Dispatch (MCCD) provides services for 11 regional fire departments and five law enforcement agencies, including Midland Police. A minimum of three dispatchers are on-duty at any given time, and share call taking and dispatching responsibilities. Each dispatch station is setup identically, allowing for dispatchers to move from station-to-station with ease.

MCCD utilizes a Computer-Aided Dispatch (CAD) system to properly record information on calls for service and tracking of officers. MCCD is responsible for the retention of all 911 recordings. As a matter of course, all recordings are retained for a minimum of 180 days. Recordings of evidentiary value can be requested by the Midland Police Department or accessed directly by the County Prosecutor.

MCCD does provide Emergency Medical Dispatch services. All dispatchers are certified in same.

MCCD is located in the same building as the Midland Police Department and the Midland County Sheriff Office (campus collectively known as the Midland Law Enforcement Center). Full load testing on the center's generator is conducted once per year with normal maintenance and testing occurring monthly. The center is equipped with an Uninterruptible Power Supply (UPS), which is designed to bridge the gap between a power outage and generator activation.

Field Activities

The City of Midland Police Department policy allows for pursuits by officers who follow the established guidelines in the written directive, including forcible stopping methods. There were four vehicle pursuits in 2018 (the last year of review). All pursuits we found to be within policy. An annual review was conducted with training recommendations.

The Midland Police Department has in-car computers available in each patrol vehicle, accessible to each patrol officer. The agency has video recording equipment in their

police vehicles and on their persons (in the form of body cameras). The videos are downloaded at the end of each shift. All videos follow the agency's retention guidelines.

The Midland Police Department has a total of four School Resource Officers – recently expanded from only two by way of a local millage. The agency has a strong focus on community involvement at the school and is beginning Alert, Lock Down, Inform, Counter, Evacuate (ALICE) safety training in all schools this year.

The Midland Police Department has a foot pursuit policy which complies with the standard. The written directive has a section which states that the reinstatement of a previously terminated pursuit is permitted at the discretion of a supervisor if conditions change. The agency conducted an annual review of all foot pursuits for the 2018 year, finding four foot pursuits that were all within policy.

Traffic Safety and Enforcement

The Midland Police Department has applicable policies in place regarding traffic violation enforcement, enforcement options, offenders, and traffic direction and control. The directive establishes procedures to conduct motor vehicle stops, including high-risk stops. The enforcement options include warnings, citations, and arrest when appropriate.

Homeland Security/Critical Incidents

The agency has a critical incident system in place, which includes command, operations, planning, logistics and fiscal responsibility. The agency hosted a large scale event with Dow Automotive with a well-drawn plan outlining all aspects of the Incident Command System, including a detailed de-brief and after action report.

Chapter 4 – The Investigative Function

Criminal Investigation

Officers follow-up on their own investigations during their work shift, depending on the severity of the complaint and how busy they are. Once an officer leaves for the day, the complaint is reviewed by a supervisor and sent to investigations. The investigations supervisor reviews each case and assigns to a detective. Solvability factors are considered when screening cases for assignment. A policy is in place for eyewitness identification.

Crime Scene Processing

The agency has detectives and accident investigators available 24-hours a day. The Detective Bureau retains the responsibility for crime scene processing and has an in-house processing lab. Detectives will be called in to process any scene. The agency has detectives trained in several areas of evidence technician training, footwear impressions, crime scene photography, fingerprint, and trace evidence, to name a few. For some

major scenes, such as murder, the agency will seek assistance from Michigan State Police.

Storage of Evidence and Property

Appropriate policies are in place for property processing and evidence collection. The agency has a large, well-organized property room. Only the Detective Lieutenant and the Detective Sergeant have access to the room; they are the property custodians. The door has card key access with video outside the door with recording access. There are several two-way lockers for officers to put large pieces of evidence into, along with smaller lockers in which evidence is placed and secured until the property officer retrieves it.

The agency has a large safe available for valuable jewelry and money. Drugs and weapons are stored in a video monitored section of the property room for enhanced security. The agency also has a large area inside a vehicle bay that can be secured to limit access in the event that large items can't be secured in a locker. This area is monitored by video.

Vehicles and large items (bicycles, appliances, etc.) are stored at the Department of Public Works. Vehicles are stored in a fenced in area of the facility and large items are stored in a locked garage. During the accreditation process, the agency determined that extra security will be needed for the garage area and installation of a camera system is scheduled.

Evidence that needs lab submission is sent to the Michigan State Police Lab.

All time-sensitive inspections, audits and inventories were conducted; no irregularities were identified. There was a change in the property custodian during the assessment period.

Juvenile Matters

The agency has established policies regarding juvenile status offenses, including runaway cases, unidentified adults and children, and the safe delivery of newborns. There were no incidents where the agency needed to use Amber Alerts.

The agency completes all required reporting related to juvenile holding. They do not hold juveniles unsupervised and comply with all state reporting requirements.

Special Investigations and Operations

The agency has a general investigations policy and a special investigations policy. The written directives are in compliance with standards. The agency is well organized in keeping records of information shared or received from other agencies. If a complaint is determined to be too involved, important or complex, or is beyond the capabilities of the officer (or position), personnel will notify the on-duty supervisor who will refer the case to a task force or outside agency Bay Area Narcotics Enforcement Team (BAYNET).

Chapter 5 – The Arrestee/Detainee/Prisoner Handling Function:

Transporting/Processing/Holding of Arrestees/Detainees/Prisoners

The City of Midland Police Department has established procedures for the transportation of arrested subjects, to include searching vehicles prior to the beginning of each shift, prior to and following any transport, and the securing of arrested subjects in restraints during transport. Patrol cars have been modified so the door handles and windows do not operate, and a safety barrier separates the rear compartment.

All custodial arrests are brought to the Midland County Jail for processing and lodging. There are no detention rooms at the Midland Police Department and no processing is conducted at the agency's building.

G. Applied Discretion Compliance Discussion

This section provides specific information on those standards found to be in compliance after on-site adjustments were made.

During this on-site, the agency had five standards in applied discretion.

Standard 1.10.2 (g) Proficiency and Qualification

ISSUE: The written directive did not include suspension and fit for duty in the procedure for those personnel who are unable to qualify with an authorized weapon prior to resuming official duties.

AGENCY ACTION: The written directive was changed to include suspension and fit for duty in the procedure for remedial training of personnel.

Standard 2.3.1 (e) Promotions

ISSUE: The written directive did not address or provide a process to redress the results and outcomes of promotional scoring.

AGENCY ACTION: The City of Midland has a long-standing practice of providing candidate feedback on one's performance during the promotional testing and promotional assessment center processes. The Human Resources Director provided proof of compliance by interview and email documentation. To address the written directive requirement, the agency plans to add language in the labor agreements during the next labor contract negotiations.

Standard 3.2.2 (b)

ISSUE: The agency did not have adequate written directives for weapon security or control in interview rooms.

AGENCY ACTION: Existing policy was updated to reflect compliance with the standard, including direction on weapon control and security.

Standard 3.2.2 (c)

ISSUE: The agency did not designate a maximum number of personnel permitted in the interview rooms during interview or interrogation.

AGENCY ACTION: Existing policy was updated to reflect compliance with the standard, including a maximum number of personnel with exceptions.

Standard 3.5.2 (l)

ISSUE: The agency did not require all personnel involved in a pursuit to complete a written report.

AGENCY ACTION: Existing policy was updated to reflect compliance with the standard, requiring all personnel involved in a pursuit to complete a written report.

H. Waivers of Standards:

This section provides specific information on those standards which qualified for waivers. Waivers are available to agencies when it is impossible to comply with a specific standard. A request to waive standard compliance must be made to the Michigan Association of Chiefs of Police Accreditation Program Director in writing, on official agency letterhead, signed by the CEO. The following standard was granted non-applicable waiver:

Standard 2.6.1 Reserve/Auxiliary Officers Program

Standard 2.6.2 Civilian Volunteer Program

Standard 5.2.1 Processing Procedures

Standard 5.3.1 Temporary Detention

Standard 5.3.2. Security Protocols

Standard 5.3.3 Training

Standard 5.3.4 Evacuation/Hazard Protocols

Standard 5.3.5 Inspections

I. Standards Noncompliance Discussion:

The agency had no standards in noncompliance.

J. Future Performance / Review Issues:

The agency has a comprehensive policy manual which contains excellent policy statements that comply with most of the accreditation standards. The manual still needs

additional procedures which identify specific criteria, guidelines and processes for officers to follow when complying with department policy. Future accreditation files will need to include written directives which are specific to standards which require procedures, protocols, criteria, and processes for compliance with accreditation standards. In the future, more care will need to be placed in accreditation file construction.

The written directives which outline the promotional processes did not address or provide a process to redress the results and outcomes of the scoring, however, the City of Midland has a long-standing practice of providing candidate feedback on one's performance during the promotional testing and promotional assessment center processes. The agency plans to address this deficiency during the next labor contract negotiations in years 2020 and 2021.

K. Summary and Recommendation:

A thorough review of the files for compliance was conducted, as well as observations of compliance; and, after interviews were conducted, it was determined that the agency was in compliance with all of the established accreditation standards with exceptions and waivers noted. Accreditation is recommended.

Daniel J. Mills, Team Leader
Date: January 14, 2020

Reviewed and approved to be scheduled for a hearing before the MLEAC.



Program Director Neal Rossow
Date: January 14, 2020