APPROVED
BUDGET ADVISORY BOARD MEETING
CITY OF FORT LAUDERDALE
100 NORTH ANDREWS AVENUE
8th FLOOR CONFERENCE ROOM
FORT LAUDERDALE, FLORIDA, 33301
JUNE 1, 2016 – 8:00 P.M.

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<tr>
<th>Board Member</th>
<th>Attendance</th>
<th>10/2015 through 9/2016 Cumulative Attendance</th>
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<td>Present</td>
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<td>June Page, Chair</td>
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<td>Drew Saito, Vice Chair</td>
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<td>Chip Burpee</td>
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<td>Josias Dewey (Reinstated)</td>
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<td>James McMullen</td>
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<td>Fred Nesbitt</td>
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<td>Robert Oelke</td>
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<td>David Orshefsky</td>
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<td>Bryson Ridgway</td>
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<td>Johnnie Smith</td>
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Also Attending
Stanley Hawthorne, Assistant City Manager
John Herbst, City Auditor
Laura Reece, Budget Manager
Linda Logan-Short, Deputy Finance Director/CFO
Kirk Buffington, Director of Finance
Diana Alarcon, Director of Transportation
Debora Griner, Business Manager, Transportation and Mobility
Paul Vanden Berge, Fire Rescue Department Budget Coordinator
Tameka Otto-Stewart, Assistant Budget Manager
Charmaine Crawford, Budget Department and Board Liaison
Lisa Edmondson, Prototype Inc.

Communications to the City Commission
None.

Purpose: To Provide the City with input regarding the taxpayers’ perspective in the development of the annual operating budget; to review projections and estimates from the City Manager regarding revenues and expenditures for upcoming fiscal year; to advise the City Commission on service levels and priorities and fiscal solvency; and to submit recommendations to the City Commission no later than August 15 of each year regarding a budget for the upcoming fiscal year.
1. **Call to Order**
The meeting of the Budget Advisory Board was called to order at 7:45 p.m.

2. **Roll Call**
Roll was called, and it was determined a quorum was present.

Mr. Ridgway announced his resignation as Vice Chair and recommended Mr. Saito replace him.

**Motion** made by Mr. Ridgway, seconded by Mr. Smith to elect Mr. Saito as Vice Chair.
In a voice vote, motion passed unanimously.

3. **Approval of Meeting Minutes**
   A. April 2016 Regular Meeting
   No discussion.

4. **Public Input**
None

5. **Old Business**
No discussion.

6. **New Business**
   A. Final FY 2017 Departmental Budget Review Session
Chair Page wished to evaluate the departmental presentations in preparation of the joint workshop.

**Information Technology**
Mr. Ridgway was in favor of the data center consolidation with the Police Department but doubted would be a dollar-for-dollar credit.
Mr. Oelke felt the data consolidation would provide savings. He also believed relocating would solve the air conditioning issue.
Mr. Orshefsky said both hardware and software needed to be updated across the City.

**Transportation and Mobility**
Mr. Oelke said it was difficult to get things done. He believed it was due partly to a lack of personnel and partly due to bureaucracy.
Mr. Orshefsky liked the department’s dashboard, programmatic approach. He stated Vision Zero was a significant element of the transportation zone. Alternative mobility enhancements were the only solutions to traffic. He did not know how to respond to the department’s request for more employees.
Mr. Saito thought that all of the enforcement studies were not solving the problem; he would rather hire more Police units. He felt that studies should conclude with staff stating a date for completing the recommendations of the study or reporting to the City Manager why the recommendations were not accomplished.
Chair Page said things were getting worse, not better and wondered what the City was not doing to effectively address the pedestrian and bicycle injuries and deaths. Mr. Ridgway did not feel they had discovered the real cause of the issues and thought knowing the demographics of those injured and killed would reveal a lot about the causes. Mr. Oelke thought more sidewalks would protect pedestrians better.

**Police Department**

Mr. Saito was frightened by body cameras and the unintended costs of propagandizing recorded incidents. He believed there were better uses for the money to be spent on the cameras. Chair Page and Mr. Ridgway agreed. Mr. Orshefsky said the goal of the cameras was transparency, which was a concern in many communities. Mr. Oelke said the Community Policing report referred to overstaffing at higher levels and thought this could be considered in future budgets. Mr. Orshefsky noted the report also suggested consolidation of existing specialized units and he wanted to know if those studies had been moved forward. Mr. McMullen was in favor of body cams because he felt they protected the Police Department and citizens and built trust in the community.

**B. Updated Budget Advisory Board Recommendation Matrix**

Chair Page recalled the Board had discussed Procurement and the Fire Assessment Fee recently.

Mr. Vanden Berge said there were two methodologies for determining the Fire Assessment Fee, traditional and enhanced. Chair Page stated the Board supported full cost recovery in the past. Mr. Orshefsky did not feel the $254 per household fee the study recommended would not provide full cost recovery but Mr. Vanden Berge explained that it would.

Mr. Oelke stated many of the costs were not direct costs, such as payroll for someone who was a firefighter/paramedic. He felt the methodology for assigning the costs deserved a detailed examination, including determining which properties were more likely to suffer a fire and the size of the home, like the process for assessing commercial properties. Mr. Orshefsky thought this had been litigated and decided. Mr. Hawthorne said it was not feasible to consider such a change for this year. Mr. Oelke wished to use the current methodology for one year and postpone the three-year “true-up” to give them time to discuss and consider a change in the methodology next year.

**Motion** made by Mr. Orshefsky, seconded by Mr. Oelke, to inform the City Commission that the BAB supports an increase in the Fire Assessment Fee to allow for 100% cost recovery in FY 2017 subject to the City’s re-examination of that fee within the next year to potentially revise its methodology. In a voice vote, motion passed unanimously.
Chair Page said the Board had talked about modernizing the Procurement ordinance for months. Mr. Buffington explained the City Manager, or his delegate could authorize anything under $50,000. The consultant had recommended increasing this to $100,000 and the City Auditor had supported $100,000 for commodities and services and $250,000 for construction.

Mr. Herbst stated the reason for the difference in commodities and services and construction was because more fraud took place in commodities and services. He said 80% of their purchases were over $250,000. Mr. Herbst was most concerned about senior management overriding the controls and cited multi-million dollar examples from the City of Hollywood and the Broward Workforce Development Board. Mr. Orshefsky wondered if $250,000 was high enough for multi-million dollar construction contracts and said the issue was bogging down the process with paperwork. Mr. Herbst stated this would not slow the competitive bid process. Mr. Orshefsky recalled that there were additional recommendations from the study including standardizing contracts and alternatives to existing RFPs.

Mr. Herbst was not comfortable with the City Manager’s memo recommendation to authorize staff to approve and execute standard contracts, pass orders and contract modifications because the term “staff” was not specific enough. He requested a list of exactly who would have this authorization. He also opposed including the removal of solicitation and proposal responses in standard City contracts as attachments to agenda items; he felt all information should be available to the general public.

Mr. Hawthorne recalled that when the consultant attended the Board’s meeting and they had made recommendations regarding procurement, Mr. Orshefsky had put forth a very general motion and the Board had not approved it because they wanted to be more specific. The Procurement Manager had indicated he did not support making procurement a Division of Finance and Mr. Feldman agreed.

Mr. Orshefsky recalled that staff had recommended using standardized contracts and changing the threshold amounts. Mr. Hawthorne said if the Board was not ready to make a recommendation, it could be deferred.

Mr. McMullen was unsure that procurement was a budget-related item on which the Board should opine; this was a management issue. Mr. Hawthorne said this was a policy issue the City Commission wanted and it was one of Mr. Feldman’s top two priorities at the annual planning session.

Mr. Orshefsky suggested the Board not take a position before June 12 and just indicate they supported streamlining the procurement process and Chair Page could talk about it generically at the workshop. They could then seek direction from the City Commission on whether they wished additional detail from the BAB.
Mr. Saito wished Chair Page to mention at the workshop their concern about aging IT infrastructure City-wide. Mr. Orshefsky said he had already drafted a more specific recommendation regarding upgrading IT but if the Board wished, it could be more generic. He had also drafted a recommendation regarding capital and ongoing maintenance requirements and ROI. He felt the Board should make these recommendations to the Commission before they started putting the budget together.

Ms. Reece referred to the Board’s minutes from January 2015 in which they had approved an ROI policy to give the City Manager discretion is setting the ROI between 2.69% and 6.18%, with the range to be reviewed every three years. Mr. Oelke said he would like to discuss this in greater detail.

Mr. Orshefsky pointed out that there were CIP and capital budget modifications every year and recalled that Water and Sewer put $12 million in the General Fund last year. Water and Sewer had needed $230,000 to replace generators and Mr. Orshefsky wondered if that department could fund more of its own capital requirements if it did not contribute $12 million to the General Fund.

Chair Page stated this had more to do with the capacity to do projects than the money. Ms. Reece said she had discussed this with Chair Page and explained that there was approximately $150 million in unspent balances on projects and the contribution every year was approximately $20 million.

C. Joint City Commission Workshop Preparation
Chair Page reminded Board members that Ms. Reece had included the recommendation matrix in their packets.

7. Joint City Commission Budget Workshop Dates at 6:30 PM
   A. Tuesday, June 14, 2016
   B. Monday, August 29, 2016 (to be confirmed)

8. Communications to/from the City Commission
   None.

9. Board Member Comments
   Mr. Oelke asked if the Board would see detailed financial integrity policies. Ms. Reece informed the Board that some policies were being drafted by her team and some were being drafted by the Finance team. They were taking most of them to the Community Building leadership team. Mr. Hawthorne explained that Commission policies would be reviewed by the BAB and lower-level administrative policies would be reviewed by the senior leadership team.
10. **Adjourn**  
Upon motion duly made and seconded, the meeting was adjourned at 9:07 p.m.

[Minutes prepared by J. Opperlee, ProtoType Inc.]
Transportation Services – Administrative Support

A preliminary comparison of administrative support in other divisions with similar type functions estimates a need for 2 additional administrative positions. An example is 1:14 for Transportation and 1:5.5 for PW – Engineering. These resources are needed to provide support to the growing MOT, Q-Alert and Neighborhood Mobility Master Planning initiatives.

- **Administrative Assistant**
  - Procurement & contract coordination, division program support
- **Clerk III**
  - Q-Alert, Maintenance of Traffic, document management, and day-to-day clerical support
- **Neighborhood Traffic Calming** ($650,000)
  - Funding for implementing Q-Alert infrastructure projects, Neighborhood Mobility Master Plans, and maintenance of infrastructure
- **Department Grants Manager**
  - Financial administration of more than a dozen federal, state, and private grants

Traffic and Safety Programs (Neighbor Survey Priorities)

These resources are needed to address neighbor concerns regarding the safety of biking and the desire for a more walkable community and to facilitate the reduction of fatalities and serious injuries on our streets.

- **Vision Zero Coordinator**
  - Coordination of implementation of City-led VZ strategies, Champion and VIP teams, and 5-year work program, a significant effort.
- **Neighbor Transportation Events** ($122,591)
  - TAM, Police and Parks costs for Open Streets and Family Fun Bike Rides
- **Dynamic Messaging** ($146,960)
  - Pedestrian and bicycle counting and speed detection equipment for before and after studies, program prioritization, Downtown Land Use Amendment monitoring, and Vision Zero awareness efforts

Traffic Division – FY2017 General Fund Requests Organized by Programs

Commission Annual Action Priority Advancement and Strategic Performance – There are currently 3 active CAAPs and a critical need to focus resources on strategic initiatives to advance mobility goals.

- **Strategic Operations Coordinator (Senior Performance Analyst)** – 50% Parking Fund/50% General Fund
  - Data-driven process improvements
  - City-wide parking study, Commission Annual Action Priorities, and Project Tracking and Troubleshooting
  - Develop coordination between transportation and parking programs to adapt to the evolving market and support transit-oriented development.
- **Beach Traffic Management Plan ($175,000)**
  - Develop short, mid, and long term actionable recommendations

Community Bus Operations Support – continued support for this critical transit service.

- **Community Bus Additional Operational Funds ($298,115)**

Transport Services – Technical Support

Q-Alert, infrastructure projects and the Development Review Committee study reviews have increased by significant amounts since the inception of the Division and are projected to continue on that growth trend as the data represents. There is also a growing need for technical resources for traffic calming implementation, and Vision Zero.

- **Mobility Field Analyst**
  - Q-Alert investigations, data collection for projects, Vision Zero and the Downtown Land Use Amendment monitoring
- **Engineer**
  - DRC support, site plan reviews, traffic and parking study reviews, Q-Alert infrastructure action planning, and traffic calming implementation

Neighbor Transportation Services – Technical Support

- **Q-Alert investigations, data collection for projects, Vision Zero and the Downtown Land Use Amendment monitoring**
- **Vision Zero Coordinator**
  - Coordination of implementation of City-led VZ strategies, Champion and VIP teams, and 5-year work program, a significant effort.
- **Neighbor Transportation Events** ($122,591)
  - TAM, Police and Parks costs for Open Streets and Family Fun Bike Rides
- **Dynamic Messaging** ($146,960)
  - Pedestrian and bicycle counting and speed detection equipment for before and after studies, program prioritization, Downtown Land Use Amendment monitoring, and Vision Zero awareness efforts

Current FTE: 0.50 includes Senior Design Engineer needing to focus on strategic and policy initiatives including code changes to improve multimodal efforts.

Current FTE: 0.60 – more than 30 projects in the queue.

Current FTE: 0.50 for events - The VZ Coordination and administrative positions will help to relieve the deficit in resources for event planning and management.
Multi-Focused Community Policing Assessment

Fort Lauderdale Police Department
May, 2015
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1) Bobcat’s Management and Operations
2) Fort Lauderdale Review Team
Dear Sirs,

Thank you for giving Bobcat Training and Consulting, Inc. an opportunity to conduct an onsite review of the community policing effort of the City of Fort Lauderdale, the Fort Lauderdale Police Department and its community partners.

Please pass on our thanks to your wonderful and professional staff. Not only were they helpful to us in our logistics but they also were very forthcoming in terms of their openness to our inquiries and questions. We received honest and heartfelt discussion from employees about their jobs, their impressions and their concerns. It made our job easier and we certainly hope that our discussion and recommendations reflect the information that we received from the people who are most acquainted with the operation and culture of the city and the police department.

We want to offer a special thanks to Assistant Chief Mike Gregory and Maria Herrera who served as our liaison and coordinators. They made life simpler.

We also want to thank the community and departmental partners, including association representatives, who were open and invested in high quality policing in their department and communities. We found hard working and involved people both inside and outside of the department.

We point out a number of issues in our observations and we make several significant recommendations pertaining to the areas we were requested to assess. We also identified several critical issues beyond our scope of services for this engagement. We think it important that we make mention of these based on their impact on the department and its community policing effort.

It goes without saying that this was but a good first step. The observations and recommendations made here must be translated into implementation. We think that the next tasks must include laying out the steps necessary to make the recommendations chosen for adoption a reality.

As you move forward, both in the department and in the community, if you find that we might be helpful, please give us the opportunity to serve you again.

Bob Stewart
President
Bobcat Training & Consulting
“We Promote Success”
Executive Summary

Policing in Fort Lauderdale Florida is a complex undertaking and defies easy labels.

Some communities enjoy strong relationships, open communication and cooperation between the police, businesses and residents and in many ways are satisfied and supportive of the local police.

On the other hand, other communities, specifically minority communities are at odds with the police and it is in these areas that there is a need for community engagement and growth. There is significant room for improvement in the Fort Lauderdale Police Department that involves police practices and how the Fort Lauderdale police department is perceived to engage the community, especially communities of color.

There are serious issues at play in the Fort Lauderdale Police Department whose roots began with the firing or resignation of four police officers for issues pertaining to police misconduct. Further, incidents around the country have heightened public awareness and brought national attention to the issue to police practices.

Specifically, the situation involving the firing or resignation of the aforementioned officers has raised the tone of discussion between the police and citizens in communities of color. The reputation of the agency has suffered and the legitimacy of the police in the eyes of the minority community members is being called into question.

The recommendations in this report are aimed at making the FLPD Department aware of best practices in areas that have had success in a number of other police agencies. They are primarily focused on addressing issues relating to the police-community partnership, handling citizen complaints, recruitment, training and background investigations. These areas have a direct impact on how the residents and business owners view the quality of police service received from members of the FLPD Department.

Key among the challenges that must be addressed is the perception among many residents that police officers do not engage the public nor treat citizens equally. More training in this area is needed.
Of equal importance is the necessity for the Department to bring the community into all aspects of policing, not just informing neighborhood residents and business people of strategies but collaborating with them regarding options, acceptability and actions the community can take to produce desired outcomes.

Further, during the review process, we came to believe that the command staff is top-heavy. There is a need for staff review. There may be too many ranking officers not reflective of typical spans of control.

We also recommend consolidation of many of the specialized units. We think that there could be a realignment of several allied functions that might share common supervision. This situation deserves serious study.

Fort Lauderdale City officials and the Chief of Police have set high standards for officer behavior and performance and publically communicated their intention to enforce those standards through a policy of zero tolerance for police misconduct.

However, the current community police relations dynamic continues to undermine the trust and cooperation between the police and citizens in some communities and places police officers at risk making their jobs more difficult and dangerous.

Finally, we cannot overlook the fact that the role and function of the Citizen’s Police Review Board is not clear. Without the assistance and guidance of the City Attorney’s Office, the Internal Affairs Commander is being forced into an unfair position outside the scope of her office. The City Commission should revisit the ordinance establishing the CPRB after researching the models currently in use around the country and adopt or create a structure and process that better serves the police department and the citizens of Fort Lauderdale.
Overview
City of Ft Lauderdale

The City of Ft Lauderdale is located in Broward County, on the Atlantic coast 23 miles north of Miami. According to the 2010 census, the city had a population of 165,521.

Incorporated on March 27, 1911, encompassing more than 33 square miles, Fort Lauderdale is the largest of Broward County's 31 municipalities and the eighth largest city in Florida. Fort Lauderdale has been designated as the "Venice of America."\(^1\)

According to the United States Census Bureau, the city has a total area of 38.6 square miles, 34.7 square miles of which is land and 3.8 square miles of which is water. Fort Lauderdale is known for its extensive network of canals; there are 165 miles of waterways within the city limits.\(^2\)

The city of Fort Lauderdale is adjacent to the Atlantic Ocean, includes 7 miles of beaches. The city is a popular tourist destination. Greater Fort Lauderdale which takes in all of Broward County hosted 12 million visitors in 2012.

Fort Lauderdale is named after a series of forts built by the United States during the Second Seminole War. Today, Fort Lauderdale is a major yachting center, one of the nation's largest tourist destinations, and the center of a metropolitan division with 1.8 million people.\(^3\)

Fort Lauderdale's economy is heavily reliant on tourism. From the 1940s through the 1980s, the city was known as a spring break destination for college students.

Fort Lauderdale has a Commission-Manager form of government. City policy is set by a city commission of five elected members: the mayor and four district commission members. In 1998, the municipal code was amended to limit the mayoral term. Administrative functions are performed by a city manager, who is appointed by the city commission. Fort Lauderdale Fire-Rescue Department provides Fire and Emergency Medical Services.

\(^1\) http://www.fortlauderdale.gov/government/about-fort-lauderdale
\(^2\) http://www.flpd.org/index.
\(^3\) http://www.fortlauderdale.gov/government/about-fort-lauderdale
The Fort Lauderdale Police Department or FLPD is the police department of Fort Lauderdale, Florida, a city of about 170,000 inhabitants. The department has 515 sworn police officers and 195 non-sworn employees.
4 Report Methodology

This report describes the areas reviewed during a multi-focused assessment of the Ft Lauderdale Police Department (FLPD). The assessment included a review of five (5) critical areas which are essential to effective police management and practice. The five (5) focus areas examined are listed below:

1. Community Policing
2. Complaint Management
3. Background Investigations
4. Recruiting
5. Training

The methodology and process utilized to assess these five (5) focus areas within the FLPD included interviews (internal and external), focus groups, review of internal/external documents and data as well as various other relevant information sources. A brief summary description of the assessment methodology for each focus area is provided below.

- **Focus groups:** We convened targeted focus group meetings to probe in greater detail the perspectives of different sectors of the environment including municipal government representatives, community leaders, police officials, school administrators, youths, and others. These focus groups included individuals and groups who often feel underrepresented and marginalized.

- **Interviews:** We held more than 50 interviews with key stakeholders, including community leaders, elected representatives, law enforcement officers and executives, police union leaders, legal experts, members of the clergy, and others.

- **Review of internal/external documents and data:** We conducted a wide-ranging data collection and analysis effort that examined population and demographic trends; police department organization, staffing, policy and training records; and reported crimes and calls for service, where available.
• **Literature Review.** We completed an extensive review, of other research reports, Florida State statutes and regulations, and articles by the Sun Sentinel and national news media.
5 Community Policing

We examined FLPD’s community policing process, procedures, and practices to assess the quality and management of this focus area. We obtained information from FLPD’s leadership and officers, system stakeholders, community stakeholders, and agency documents to support any findings or conclusions derived from the assessment of this focus area.

Our inquiry assessed the degree to which FLPD’s community policing efforts align with best practices, community norms and department activities which support community partnerships, problem solving and organizational transformation.

Community Policing Observations:

- A primary concern of the community is that the department’s image has been tainted by an incident involving the firing of the four officers, the arrest of the homeless advocate for feeding the homeless on public space and a slapping incident.
- The community perceives that the department has become disconnected from the neighborhoods it serves, particularly communities of color.
- Within the department Community Policing is defined as a program and not an operational philosophy. Since community policing is a difficult concept to define, a helpful way to understand exactly what it encompasses is to identify its key philosophical, tactical, and organizational characteristics.
- There is a perceived lack of communication with internal and external stakeholders by police executives.
- Many officers don’t know community members. Many community members don’t know the officers assigned to their areas. The department has moved away from zone integrity in the past three years.
- Officers think the Neighborhood Action Team (NAT) is community policing. There is some confusion both internally and externally in reference to the function of the NAT team.
- A policing strategy is needed to engage businesses owners and the business community.
- Calls for service drive the organizational strategy. Solely responding to calls for service doesn’t give officers time to interact with the community or focus on serious crime issues.
Police executives, officers and non-sworn members have no clear understanding of procedural justice.

Some members of the organization are interested in a different shift configuration. If this is so, it might provide an opportunity for other, more creative scheduling and assignments currently not provided for in the bargaining agreement.

Addressing crime must be the highest priority of the department. There must be an organizational commitment to not only respond to crime but to prevent it through strong police-community interactions and relationships.

There is a perceived isolation and lack of communication at all levels of the Department.

The department senior leadership has an irregular presence with lower-level officers to aid in assisting them to understand the changes that are occurring.

There is a request to bring the community into all department activities; the senior command should invite neighborhood representatives to all press conferences, sharing the stage with them when new strategies are announced.

Recommendations

1. **The FLPD Command Staff should hold a retreat to outline “Community Policing” in Fort Lauderdale.**
   
   There is no strategic vision of where the department is headed. There should be a three year plan which informs the department members and the public of the direction of the organization and where it sees itself in the future. The initial work should be organized within the management of the department but then broadened to include all levels of the organization and the public.

   The more invested participants are, the more likely they are to help “sell” the vision throughout the city since they participated in the plan.

2. **FLPD should formalize a call for service reduction plan.**

   Every department, to create more time for officers to engage the community, found that they had to devise a more efficient method to handle the massive non-emergency call for service workload. In FLPD, as we find in so many other police departments, non-emergency radio calls for service stifle the opportunity for patrol officers to park and meet the
residents they serve let alone focus their efforts on crime reduction activities.

There are a number of tried and true methods to reduce or eliminate mobile responses to many non-emergency calls. The reduction effort must be widely advertised and must include community participation so that the methods employed are accepted, embraced and supported by residents and police.

3. **FLPD should post its non-classified policies on its website.**
   All of the tenets of community policing and procedural justice speak to community engagement and transparency. One of the first steps is to advise the populace of the rules and regulations which govern their police officers. The publication of general orders on the website also allows citizens to more effectively interact with the department by understanding how it is organized and how it works.

4. **The department should explore the development of a geographic-neighborhood centered plan within each patrol district.**
   Despite the daunting work involved, we see significant results in departments that have assigned police managers, typically lieutenants, to smaller geographic areas based on contiguous neighborhoods. The largest benefits are those associated with making a police manager a community leader.

5. **The police command staff must play a larger role in the development of community organization and leadership.**
   We were able to attend a meeting of the Council of Fort Lauderdale Civic Associations. There was clear organization and leadership and a spirit of good citizenship displayed during the evening. While not generally perceived as a police responsibility, the law enforcement organization that is looking for ways to engage all of its citizens will explore ways in which to encourage representation from those neighborhoods that could benefit most. The experiences, efforts and support necessary to establish good community leadership and organization should be shared with those struggling to achieve it.
6. **A policing strategy is needed to engage the business community.**

   FLPD needs to develop a specialized strategy for engaging the business community in the neighborhoods where they exist. This effort needs to be coordinated alongside the overall crime prevention and crime reduction efforts in their respective communities and neighborhoods.

   Addressing crime must be one of the highest priorities of the department. There must be an organizational commitment to not only respond to crime but to prevent it through strong police-community and business interactions and relationships.

7. **The department senior leadership has an irregular presence with lower-level officers to aid in assisting them to understand the changes that are occurring.**

   This means more than just having Command Officers sometimes attend roll calls and talking to officers. It means a sustained presence throughout the organization. It means holding focus groups of employees, having lunch with officers, riding with officers on patrol, engaging the union with the vision of the future, and becoming a symbol of what can be in the future, and why.

8. **In-service training should include presentations by command staff and city attorneys and discussions regarding community engagement.**

   Strategic and tactical development, transparency and the sharing of responsibility between police and community for effective crime reduction throughout the city is essential. So are internal police communication and management practices that show respect for employees and values the work they do.

   A strong commitment to procedural justice in every aspect, with officers understanding the importance of meeting these standards and fully supporting them must be at the core of the policing culture in the Department. This will produce a highly skilled workforce able to interact with residents and business people in a manner that rebuilds their trust in the FLPD.
6 Complaint Management

We examined FLPD's complaint management process, procedures, practices, and timelines to assess the quality and management of this focus area. We obtained information from FLPD's leadership and officers, system stakeholders, community stakeholders, and agency documents to support any findings or conclusions derived from the assessment of this focus area.

**Complaint Management Observations:**

- There have been a number of questions raised regarding the statistics being used for analysis of complaints. This issue needs to be addressed.
- There is a community perception of non-transparency in reference to complaint investigations. The department has had major challenges in processing and managing civilian complaints.
- There appears to be an uneven effort devoted to complaint investigation. Complaint procedures are not clearly delineated and not all complaints are investigated. Internal affairs procedures are not clear to internal and external stakeholders.
- The process for reaching “findings” has not been effective and is somewhat complicated. The “Note To File” report is confusing and does not reflect the actual number of complaints investigated. The process can be greatly simplified, and the timeframe shortened, reflective of best practices.
- There should be a review and revision of IA procedures and handling of category 2 complaints. Supervisors are not documenting complaints received from the public, (Notes to file category,...)
- All complaints should be documented as a part of the Early Intervention Program.
- Other processes can dramatically improve the time it takes to reach resolution of complaints. There are currently no timelines in IA policy except for the 180 day rule. There is no public access to policies. Internal investigation policies are not posted on the website.
- There are no complaint forms readily available to the public in the lobby. All policy statements should be collected in one comprehensive general order.
- The Florida Officer’s Bill of Rights and its effect on internal investigations is not typically understood outside of the department.
The authority of the Citizens Review Board is not clearly defined and has contributed to an adversarial relationship between the police and the public.

Establish a 24/7 anonymous confidential complaint hotline.

**Recommendations**

1. **There should be a review and revision of IA procedures and handling of category 2 complaints.** Supervisors are not documenting complaints received from the public, (Notes to file category....)

2. **All complaints should be documented as a part of the Early Intervention Program.**

3. **Complaint forms should be readily available to the public in the lobby and in several other public places.**
   All policy statements pertaining to the complaint process should be organized in one comprehensive general order.

4. **Establish a 24/7 anonymous confidential complaint hotline.**

5. **Citizens approaching the agency to file a citizen complaint against a police employee should not be particularly “counseled” regarding the perjury consequences of filing a false report by agency supervisors.**
   The Department of Justice in its reviews of agencies pursuant to 42 U.S.C. § 14141 has determined that any practice that has a deterrent effect on would-be-complainants who fear retaliation should be eliminated. “Counseling” a citizen complainant or issuing an admonishment or caution regarding a false complaint against an employee can have a chilling effect on the complaint process.

6. **Consideration should be given to granting shift lieutenants the responsibility of conducting all investigations of line personnel of lesser offenses that do not rise to the level of a required Internal Affairs investigation.** Each patrol lieutenant should be specifically trained in all aspects of the union contract relating to internal affairs and the Florida Police Officer’s Bill of Rights.
Recruitment of Candidates

The Consultant examined FLPD's recruitment process, procedures, and practices to assess the quality and management relative to this focus area. We obtained information from FLPD's leadership and officers, system stakeholders, community stakeholders, and agency documents to support any findings or conclusions derived from the assessment of this focus area.

Recruitment Observations:

- The policy of the Department to accept police officer applicants at age of 19 creates the opportunity for young people without substantial life experience to join the department.
- Applicants under the age of 25 may tend to have difficulty in being effective in the environment in which urban policing exists, to be more influenced by peers who have a negative sense about the community and be less skilled at interactions with a diverse community.
- The community should be a part of each selection panel used by the department in the selection process. Those panels should reflect the diversity of the community.
- Most of community residents interviewed expressed a concern about the recruitment and hiring of minority officers. The Ft Lauderdale community, possibly in conjunction with the homeowners' associations, should be engaged in finding local candidates who community residents know and trust, to enter the police service.
- Law enforcement agencies lose the best candidates for a lack of a user-friendly process.

The two top complaints are; first, they do not know what components of the selection process will occur when, and second; they do not know when the process will be concluded

Recruitment Recommendations:

1. FLPD should require that every police manager also do recruiting as a part of their job.
Once a profile is developed of the knowledge, skills, abilities, education, training, experience, behavior, and traits that make a person effective as an FLPD officer, managers should be intentional about targeting suitable applicants particularly minorities. Effective recruitment is an on-going effort that should occur year-round. The second most effective recruitment method is targeted selection. First determine the dimensions of job effectiveness, and then conduct an intentional search for that person.

2. The department should explore the use of an entry level assessment center for each police officer candidate.

3. FLPD should require that every police officer applicant submit a written document for evaluation to determine the applicant has the requisite written communication skills for the job.

   Our discussion with FLPD management indicated that this type of written communication assessment had been done in the past but they struggle with a way to validate this type of examination process.

   This type of examination can be validated and structured following the use of a job-task analysis that confirms effective written communication as an essential job function. A consultant might be used to develop this exam and related scoring instrument.

4. Construct the hiring process so that it is initiated and completed in no more than 120 days.

   Prior proper planning and preparation will ensure that both candidates and administrators of the selection process know what component of the selection process will be done during what time frame, and the candidates will know by a date certain if they have been selected or not.

5. Develop recruiting strategy to identify and hire officers that are reflective of the community served by the department.

   FLPD, like many law enforcement agencies across the country recognizes the difficulty of recruiting and hiring officers of color, particularly African-American officers. Although the department
currently lists Florida A & M and Bethune-Cookman Universities on their yearly recruitment activities, a more strategic engagement plan is necessary. It is recommended that increased effort be given to developing collaborative partnerships with the criminal justice programs at each of Florida’s four (4) HBCUs (Bethune-Cookman University (BCU), Edward Waters College (EWC), Florida A & M University (FAMU), and Florida Memorial University (FMU). Criminal Justice represents one of the largest degree granting programs at each of these institutions.

6. **The recruitment process needs to be analyzed to determine what efforts yield the best results.**
   The way to determine the best use of resources to recruit viable candidates is to analyze what current efforts are yielding the best results. Once this is done then the recruitment process may be effectively modified.

7. **Currently $800.00 per month is being spent on an employment guide company that is being used to advertise for interested applicants.**
   Data is needed to determine how many of these individuals are actually hired by FLPD. Increase efforts to identify and recruit minority officers.

8. **Establish a recruitment and retention advisory council.**
   Opening lines of communication with the community and asking their opinions help to break down barriers and generate useful information about the quality of policing services.
8 Background Investigations

The Consultant examined FLPD’s background investigation process, procedures, and practices to assess the quality and management relative to this focus area. We obtained information from FLPD’s leadership and officers, system stakeholders, community stakeholders, and agency documents to support any findings or conclusions derived from the assessment of this focus area.

Background Investigations Observations:

- Our discussion with FLPD management indicated that a written communication assessment had been done in the past but they struggled with a way to validate this type of examination process.
- Estimated 20% of applicants are from out of state
- FLPD administrators believe that they have a highly competitive salary.
- Background investigators receive a 40hr course when assigned to the unit.
- FLPD uses paper files onsite and retain files for disqualified individuals for 1 year - other case files are archived.
- The Background Investigation Unit conducts and documents a comprehensive background on all applicants that meet or exceed contemporary police practices; they enjoy an excellent partnership with HR.

Recommendations

1. The FLPD Command Staff should develop a profile of an effective police officer. Identify the knowledge, skills, abilities, education, training, experience, behavior, and traits that make a person effective as an FLPD officer.
   Evaluate the top 10% of current officers to determine the dimensions of the high performing police officers. This process should follow a job-task analysis.

2. FLPD should encourage college education for entry level police officers and for promotion.
Those individuals that have a four-year college degree tend to be the ones that get hired and are successful in the promotional process because they are developed academically to perform better. There are several scholarly/academic studies that confirm that the college educated person performs better in both the entry level and management jobs.

3. **Electronic file system**
   The Unit should continue to review the appropriateness of software technology specific to the backgrounds process. Several programs are under review by the agency.

4. **Use social media in the recruitment of applicants.**

5. **Increase personnel in BI unit.**

6. **Use an instrument that identifies high risk behavior**

7. **In addition to the information developed during the course of the background investigation (BI) and “driving” the BI, the investigation protocol should require at least five contacts not listed by the applicant that are developed during the course of the background investigation.**

8. **Establish a set of core values for FLPD and use them to screen for applicants with compatible values.**

9. **The police officer job is primarily a character-based job.**
   Therefore it is critical to both screen and select for officers that have a history of demonstrating values consistent with the law enforcement code of ethics, and the core values of the agency.

10. **Core Values are one of the essential organization statements that every law enforcement agency should have (i.e. mission, and vision).**
   These core values should be in alignment with both FLPD’s vision and mission statement.
Training

The Consultant examined FLPD’s training process, procedures and practices to assess the quality and management of this focus area. The Consultant obtained information from FLPD’s leadership and officers, community stakeholders, and agency documents to support any findings or conclusions derived from the assessment of this focus area.

Training Observations:

- Several community members said officers need more training in how to interact with persons with mental illness or other conditions that can cause them to misunderstand police and behave dangerously.
- Focus group participants recommended that police develop standard protocols and receive additional diversity training.
- Focus group participants noted that cultural competency training for working with transgender residents was needed in almost all departments. Others recommended specialized training on domestic violence and family violence issues.
- Some community leaders noted that pay and working conditions in FLPD seem to be lower than among neighboring law enforcement agencies, which could be another disincentive to attracting and retaining quality officers.

Recommendations

1. Train the entire agency in Fair and Impartial Policing

This COPPS Office produced training offered primarily by Dr. Lorie Fridell at the University of South Florida is having very good and positive results with police agencies across the country. The class focuses on an understanding of implicit bias and its effects in law enforcement. Grounded in research and tailored for police officers, the largest benefit of the class is that it draws distinctions among and between the definitions of bias, stereotyping, discrimination and prejudice. The training may be best for the understanding gained which makes for much richer and meaningful discussion about race, ethnicity and race relations.

Dr. Fridell has a number of training formats and courses designed for the various rank levels within the police agency which are well suited for FLPD.
2. **Train all lieutenants and above in Procedural Justice.**
   We were disappointed to find that many managers in the department could not adequately define or describe the basic principles of “Procedural Justice.” The pillars of Procedural Justice are: Fairness, Voice, Transparency and Impartiality. There are internal versions of the training for departmental relations and external versions for relations with the community.

   Procedural Justice is a topic of discussion in professional police and criminal justice circles, written about in Police Chief Magazine and in countless meetings and conferences about modern policing. FLPD managers and executives must be conversant in the topics of their trade.

3. **Establish a career development program for sergeants and lieutenants.**
   We’ve pointed to this in several places in this report. While the most recent Block Training included segments devoted solely to supervisors, we would suggest that additional steps be taken. Since the “professional” training and education for law enforcement officers is typically offered to those the rank of captain and higher, there is the need to broaden the training for lower ranking managers in the management and leadership areas.

4. **Increase the number of personnel attending Crisis Intervention Training (CIT).**
   In our discussions with the command staff, there was an acknowledged desire to have more personnel sent to CIT Training. The training is helpful to officers in terms of recognizing and handling emotionally disturbed persons. It also emphasizes de-escalation techniques which result in fewer complaints against officers and fewer uses of force. We would urge the department to place a priority on CIT Training and set an ultimate goal of having all sworn members of FLPD trained.

5. **Ensure that agency core values are aligned with performance evaluation.**

6. **Provide training in Community policing / transformational leadership.**

7. **Make roll call training a component for key in-service areas.**

8. **Provide more training and career development programs for non-sworn personnel.**

9. **The current training curriculum should be made available for partner and community reviews.**
Considerations

Community Policing

As we celebrate the 20th anniversary of Community Policing, read the interim report of the President’s Task Force on 21st Century Policing and watch the television and read the newspaper over the past months, we recognize the need to move in a new and different direction. Our study revealed a complex policing and justice environment that cannot be “fixed” by any one measure. We have identified areas of “consideration” to which we suggest you give careful thought and deliberation.

We embrace the Three Pillars of Community Policing as defined by the COPPS Office: Partnerships, Problem Solving and Organization Transformation. The transformation of the police organization has not taken place to the degree where it has engendered a paradigm shift. Organizations typically designate specific officers to become “community policing officers” while there is no change to the work of the patrol officer who still runs from call to call to call but is expected to find time to “engage the community.”

We’d propose that the Fort Lauderdale Police Department look carefully and thoughtfully at this issue since it would seem that the “community policing” work is done largely by specially designated officers who interact with homeowner associations. We think that there might be a more integrative approach to the provision of services. We would also ask that the department look at its hierarchy and the proportion of ranking officers to lieutenants, sergeants and officers. We would also suggest that there might be a review of the “specialized” units within the department with an eye toward reducing the number of “headquarter” units versus operational units especially resources devoted to the patrol districts.

We believe that the community policing trend; organizational transformation, involves a re-dedication to the principle that patrol is the backbone of the department. Because it’s the area that typically has the most contact with the public, it must be adequately resourced to support the job and what’s expected of them. This transformation begins with the development of a call reduction strategy which reduces non-emergency calls for service which could be
handled without a mobile response by a sworn police officer or calls which might be delayed to an off peak time when there is less demand for mobile police resources. There are any number of sources that outline and describe call reduction strategies that have proven to be successful in other jurisdictions. Fort Lauderdale needs an easy to remember alternative call number for calls which are not emergency 911 calls.

The time gained by better management of calls for service can then be used to focus on directed patrol activities which target serious, habitual violent offenders. The time gained can also be used to get patrol officers out of their cars and into the community to meet residents, business owners, school administrators and teens in non-enforcement encounters to help build community trust.

Finally, many police organizations are exploring ways in which to tie their community policing to an organizational design that places increased leadership directly to neighborhoods within the “district” command. This appears to be leading to a more “geo-centric” design to operations than the predominant “shift” model typically used today. We encourage discussion and the exploration of the “organizational transformation” in the Fort Lauderdale PD that might move us in that direction.
Considerations

Training

During our review we were very impressed with the quality of the training staff and the zeal that they displayed in their work. They have organized a very fast paced and highly developed in-service training program. Recognizing the need to initiate Block Training for supervisors and managers, they developed a curriculum that, from what we gathered, was very favorably embraced by supervisors who are thirsting for an exposure to the larger world of policing and ways in which they can become better in their jobs.

We also came away with an impression that many officers we talked to wanted exposure to more training that is typically reserved for specialized personnel. We would encourage the expansion of training in a number of areas that appear to be having very positive effects.

Chief among these is Crisis Intervention Training (CIT). We had an engaging discussion with command staff about the desire to have a larger percentage of FLPD officers attend CIT Training. We would endorse this and encourage the department to explore ways in which to enlarge the pool of officers who get to attend CIT Training. There is clear evidence to demonstrate that officers who attend CIT Training are better at recognizing persons with emotional problems, de-escalating potentially violent encounters and they appear to use less force without becoming less effective.

FLPD enjoys a good relationship with its Broward County and South Florida counterparts when it comes to bringing training that can be shared by a number of agencies. Whether FLPD looks into training topics singularly or in conjunction with its law enforcement partners, we would suggest training to consider.

We came away feeling that there is a need for more “community policing” and “procedural justice” training for both officers and supervisors that focuses on actual implementation strategies not philosophy. These are primary areas of focus in the COPS Office which means that they are part of a national dialogue about American policing. Our officers, supervisors and executives should be conversant in these topics.

A standard recommendation that we offer to police agencies is to look at “Fair and Impartial Policing” by Dr. Lorie Fridell. Developed in conjunction with the
COPS Office, this class moves beyond the human diversity classes that we’ve all had to a deeper understanding of implicit bias and its effects in law enforcement. We can’t recommend it more highly.

In our discussions with FLPD command staff during our onsite visit we all agreed that places in the “advanced” police supervision schools like SPI or FBINA are typically reserved for captains and above. As the complexity of policing increases, it becomes more important that we begin exposing our sergeants and both sworn and non-sworn managers to the same kinds of management and leadership training so that they can be more effective in their current jobs while preparing them for their future roles in the organization.

While we specialize in this kind of training and would love to be a provider to FLPD, we endorse moving toward this kind of expanded training no matter which contractor might fill the need.
Considerations

Recruitment, Selection, and Retention Process of Police Officers

A consideration for FLPD is that they should conduct an external audit of the entire recruitment, selection, and retention process of police officers for alignment with the agency’s vision and mission. The purpose is to identify high quality police officers that will deliver service with integrity in a manner that promotes procedural justice.

To begin the process of conducting an external audit of the entire hiring process, a job task analysis must be the starting place. A job task analysis has not been done for the FLPD for over five years. The job task analysis will identify the knowledge, skills, abilities, education, experience, behaviors, and traits required to be effective in the police officer job for the City of Fort Lauderdale. This is the critical first step prior to evaluating the effectiveness of the recruitment, selection, and retention process for police officers.

A Job Task Analysis; The most important human resource function

The following diagram helps to indicate the importance of a job task analysis. In the human resource profession, it is considered to be the most basic human resource management tool. A job task analysis allows an organization to identify the essential functions of a job. Essential job functions are critical to the Americans with Disabilities Act [ADA]. ADA prohibits discrimination against a qualified individual with a disability. The qualified individual with a disability must be able to perform the essential functions of a job with or without reasonable accommodation.

Therefore, every job description must identify essential job functions. After identifying the essential functions of a job, other job tasks may be identified based on frequency and criticality. After a job description is established, an agency can create job goals. These job goals are in alignment with the identified essential functions of the job and job tasks. A job description along with job goals creates the environment for effective job supervision. The individual supervising the job can then properly evaluate positive or negative job performance behaviors. Finally, if the supervisor is able to evaluate positive and negative job behaviors, he or she can do an effective job evaluation. From this description, it is apparent that the essential functions of the job, job description, job goals, job supervision, and job evaluation, are all dependent on conducting an appropriate job task analysis. Conducting a job task analysis is also a tool that can be used to identify and prepare tomorrow’s departmental leaders.
The Foundational Importance of a Job Task Analysis
Considerations

Complaint Management Process and Background Investigations

A consideration for FLPD is that they conduct a complete needs assessment involving the high liability critical tasks identified by “Westfall and Gallagher,” well-regarded liability consultants. The agency should ensure that each task is comprehensively addressed in policy and robust training and effective supervision to ensure compliance.

The recognized 12 critical tasks that have been identified as responsible for 90% of litigation against police or public safety agencies are as follows:

1. Off-Duty Conduct
2. Use of Force
3. Pursuit/Emergency Vehicle Operator Course (EVOC)
4. Search/Seizure-Arrest
5. Care, Custody, Control/Restraint of Prisoners
6. Domestic Violence
7. Property-Evidence
8. Sexual Harassment - Discrimination
9. Selection/Hiring
10. Internal Affairs
11. Special Operations
12. Dealing with the mentally ill
Summary of Recommendations

Community Policing

1. Strategic and tactical development, transparency and the sharing of responsibility between police and community for effective crime reduction throughout the city.

2. Internal police communication and management practices that show respect for employees and values the work they do.

3. A strong commitment to procedural justice in every aspect, with officers understanding the importance of meeting these standards and fully supporting them as the core foundation of the policing culture in the Department.

4. A highly skilled workforce able to interact with residents and business people in a manner that rebuilds their trust in the FLPD.

Background Investigations

5. In addition to the information developed during the course of the background investigation (BI) and “driving” the BI, the investigation protocol should require at least five contacts not listed by the applicant that are developed during the course of background investigation.

Citizen Complaints

6. Citizens approaching the agency to file a citizen complaint against a police employee should not be particularly “counseled” regarding the perjury consequences of filing a false report by agency supervisors. The Department of Justice in its reviews of agencies pursuant to 42 U.S.C. § 14141 has determined that any practice that has a deterrent effect on would-be-complainants who fear retaliation should be eliminated. “Counseling” a citizen complainant or issuing an admonishment or caution regarding a false complaint against an employee can have a chilling effect on the complaint process.

7. Several sergeants voiced concern with violating an “officer’s rights”. Consideration should be given to granting shift lieutenants the responsibility of conducting all investigations of line personnel of lesser offenses that do not rise to
the level of a required Internal Affairs investigation. Each patrol lieutenant should be specifically trained in all aspects of the union contract relating to internal affairs and the Police Officer’s Bill of Rights.

**Recruitment and Selection**

8. The FLPD Command Staff should develop a profile of an effective police officer. Identify the knowledge, skills, abilities, education, training, experience, behavior, and traits that make a person effective as an FLPD officer. Evaluate the top 10% of current officers to determine the dimensions of the high performing police officers. This process should follow a job-task analysis.

9. FLPD should encourage college education for entry level police officers and for promotion. Those individuals that have a four-year college degree tend to be the ones that get hired and are successful in the promotional process because they are developed academically to perform better. There are several scholarly/academic studies that confirm that the college educated person performs better in both the entry level and management job.

10. FLPD should require that every police manager also do recruiting as a part of their job. Once a profile is developed of the knowledge, skills, abilities, education, training, experience, behavior, and traits that make a person effective as an FLPD officer, managers should be intentional about targeting suitable applicants particularly minorities. Effective recruitment is an on-going effort that should occur year-round. The second most effective recruitment method is targeted selection. First determine the dimensions of job effectiveness, and then conduct an intentional search for that person.

11. The department should explore the use of an entry level assessment center for each police officer candidate. The City of Fort Lauderdale is a community that desires to hire high quality police officers. The assessment center method is an effective way to confirm that candidates possess the knowledge, skills, abilities, behavior, and traits that make a person effective as an FLPD officer.

12. The assessment center method is a way to screen in for the most desirable candidates after using the other components of the selection process to screen out unsuitable candidates.
13. FLPD should require that every police officer applicant submit a written document for evaluation to determine the applicant has the requisite written communication skills for the job.

14. Our discussion with FLPD management indicated that this type of written communication assessment had been done in the past but they struggle with a way to validate this type of examination process.

15. This type of examination can be validated and structured following the use of a job-task analysis that confirms effective written communication as an essential job function. A consultant might be used to develop this exam and related scoring instrument.

**Hiring Process**

16. Construct the hiring process so that it is completed in no more than 120 days. Prior proper planning and preparation will ensure that both candidates and administrators of the selection process know what component of the selection process will be done during what time frame, and the candidates will know by a date certain if they have been selected or not.

17. Law enforcement agencies lose the best candidates for a lack of a user-friendly process. The two top complaints are; first, they do not know what components of the selection process will occur when, and second; they do not know when the process will be concluded.

18. The recruitment process needs to be analyzed to determine what efforts yield the best results. The way to determine the best use of resources to recruit viable candidates is to analyze what current efforts are yielding the best results. Once this is done then the recruitment process may be effectively modified.

19. Currently $800.00 per month is being spent on an employment guide company that is being used to advertise for interested applicants. Data is needed to determine how many of these individuals are actually hired by FLPD.

20. Establish a set of core values for FLPD and use them to screen for applicants with compatible values. The police officer job is primarily a character-based job. Therefore it is critical to both screen and select for officers that have a history of demonstrating values consistent with the law enforcement code of ethics, and the core values of the agency.
21. Core Values are one of the essential organization statements that every law enforcement agency should have (i.e. mission, and vision). These core values should be in alignment with both FLPD’s vision and mission statement.

22. Presently the agency allows an Electronic Control Device (Taser) to be carried at the discretion of the officer. Nationally, this important less-lethal weapon has reduced injuries to officers and suspects and in some cases is credited with precluding the use of deadly force. The agency should require training and issuance of this critical tool to all sworn personnel performing line functions.

23. The agency has few video cameras. As a part of a major capitalization initiative, all sworn personnel (patrol, detectives, drug investigators, etc.) should be issued body cameras and required to record all citizen encounters.
Bobcat's Management and Operations

Bob Stewart is the President and CEO of Bobcat Training and Consulting, Inc., a Florida-based law enforcement training and consulting firm.

Our consulting capacity is expansive for our unique niche in the law enforcement management and administration universe. We are available to police departments, municipal governments, and community associations for a variety of services. We conduct training and facilitate strategic planning workshops on community policing. We also conduct reviews of police agencies to assess community policing efforts and make recommendations based on best practices and successful implementation strategies.

Through the assemblage of very highly qualified police practices experts and consulting associates, Bobcat Training and Consulting is capable of producing a wide array of community policing services that serve the police department, its government, and community partners.

We know how to breathe life into community policing. Our work is shaped by the work of the COPS Office and the recommendations presented by the President's Task Force on 21st Century Policing. We believe that governments and communities can benefit most by cooperative development of strategic plans to implement those recommendations.

Our training prepares law enforcement supervisors, managers, and administrators to be transformational community policing leaders. We work with command staffs to develop community engagement and implementation strategies. We also facilitate partnership and engagement workshops with the police command staff and their government and community partners that are designed to jointly create strategic implementation strategies that reduce crime and build trust.

In our consulting work, we assess departmental practices and procedures against best practices and the recommendations made in the President's Task Force on 21st Century Policing. We make recommendations based on best practices and model programs that produce successful results.

Bobcat Training and Consulting has highly sought-after instructors, consultants, and police practices experts who are knowledgeable and experienced in community policing and modern police management and administration.
Our training and consulting rates are the most reasonable to be found in the industry. We operate on a straightforward, low cost basis that provides high quality value-added services with minimal overhead. Our aim is to have clients and customers who invite us back as they travel the road to better policing.
Bobcat-FLPD Review Team

Bob Stewart  Project Director  Police Practices Expert

Mr. Stewart will oversee all aspects of the project and is responsible for meeting the requirements of the contract.

He will also lead the review of FLPD’s Community Policing efforts and the Training Operation.

Bob Stewart is the President and CEO of Bobcat Training and Consulting, Inc. He is a very busy police practices expert currently serving on the monitoring team engaged in the USDOJ Consent Decree with the Virgin Islands Police Department. He is engaged in an average of ten departmental reviews each year.

He has previously served as an independent monitor and an investigator for the USDOJ. Most recently he worked on reorganizations of the Cincinnati, San Antonio, Detroit and Oakland Police Departments and was retained as an Independent Expert for plaintiffs in two immigration related cases that involved the Maricopa County Sheriff’s Office. He serves as a consulting associate with Strategic Policy Partnerships and Berkshire Advisors.

Bob’s work includes strategic planning, organization re-design and transformation, executive development, community policing, racial profiling, police accountability, policy development, training and early intervention. He is also an active instructor of police supervision, management and leadership topics. The primary work of Bobcat Training is to prepare public safety managers for executive positions.

After a career in the Washington, D.C. Metropolitan Police Department, Bob served briefly as a major with the Tallahassee Police Department. He was the police chief in Ormond Beach, Florida for five years. He served as the Executive Director of the National Organization of Black Law Enforcement Executives (NOBLE), The Training Director for the Louisville Metro Police and Interim Police Director at Rutgers-Newark University and Camden, New Jersey.

A veteran of the U.S. Army, Bob earned a B.A. degree from Howard University and attended the 144th Session of the FBI National Academy. Bob completed graduate studies at American, George Washington and Florida State Universities.
**Patrick Oliver - Police Practices Expert**

Dr. Oliver will guide the assessment of FLPD’s Recruiting and Background Investigation procedures and practices and he will assist in the assessment of the Training Operation.

Patrick Oliver is currently an associate professor and Director of the Criminal Justice Program for Cedarville University. He recently served as Chief of Police for the City of Fairborn, Ohio. He previously served as Chief of Police in Grandview Heights, Cleveland, Ohio, and the Ranger Chief of Cleveland Metropolitan Park District. Other law enforcement experience includes 11 years as a trooper with the Ohio State Highway Patrol.

He is a 1989 graduate of Penn State University Police Executive School, a graduate of the FBI’s Law Enforcement Executive Development School in 1993, and a graduate of the Ohio Association Chiefs of Police Executive Leadership College in 1994. He became a Certified Law Enforcement Executive (CLEE) in 1996. He is also a graduate of the Rural Executive Management Institute. Oliver holds a Bachelor of Arts Degree in Criminal Justice and a Master’s Degree in Business Administration, both from Baldwin Wallace University, Berea, Ohio. He also has a Ph.D. in Leadership and Change from Antioch University, Yellow Springs, Ohio.

Chief Oliver has previously taught Criminal justice and business courses at Cuyahoga Community College, and Wright State University. He serves as a consultant and a trainer with the Ohio Association of Chiefs of Police, the International Association of Chiefs of Police, and the National Organization of Black Law Enforcement Executives. He is also a past commissioner for the Commission of Accreditation for Law Enforcement Agencies. He is a Past President for the Ohio Association of Chiefs of Police. He is a member of the Civil Rights committee for International Association of Chiefs of Police. He is the founder and Director of the Chief Executive Officers Mentoring Program for the National Organization of Black Law Enforcement Executives.
Lou Dekmar  Police Practices Expert

Chief Dekmar will be responsible for assessing the Complaint Management Process and will assist in the review of the Background Investigation Process.

Louis M. Dekmar has 38 years police experience, with 24 years as police chief or chief of public safety. Presently, he serves as Chief of Police and Chief of Public Safety for the City of LaGrange, Georgia. He is responsible for supervision, personnel and management of the LaGrange Police and Fire Departments. The police department has been accredited by CALEA since 1999 and State Certified since 1998.

He is presently 3rd Vice-President of International Association of Chiefs of Police (IACP) and served as a co-chair of the Police Image and Ethics committee. He holds a Masters of Public Administration, Georgia College and State University, and a Bachelor of Science, University of Wyoming. He is a graduate of the FBI National Academy (142nd) and a graduate of the FBI Law Enforcement Executive Development Seminar (LEEDS). Chief Dekmar is a member of the Georgia Association of Chiefs of Police, National Organization of Black Law Enforcement Executives and the FBI National Academy Associates.

In 2004, he was selected as the delegation leader for the Georgia International Law Enforcement Exchange (GILEE) that travelled to Israel for a two-week training exchange with the Israel National Police, and is currently a Board Member for GILEE. He is a national presenter for police leaders and elected officials on a range of topics involving leadership, ethics, management and liability issues and has provided over 300 training programs to police chiefs, elected officials, and other law enforcement personnel in Alabama, Arkansas, California, Colorado, Georgia, Florida, Illinois, Indiana, Louisiana, New Hampshire, New Jersey, Nevada, North Carolina, Ohio, Pennsylvania, Tennessee, Texas, South Carolina, Virginia, Washington, Wisconsin, Mexico, Canada, Georgia Republic and Norway; he is a Georgia POST certified instructor. For almost three decades, Chief Dekmar has served as an adjunct professor for several colleges and universities, teaching management, human resources, and criminal justice and ethics courses.

Louis Dekmar formerly served as a Commissioner and as Chair/President for the Commission on Accreditation for Law Enforcement Agencies (CALEA) and is a former Governor-appointed member of the Georgia Board of Public Safety, which provides policy oversight for the Georgia State Patrol, Georgia Bureau of Investigation, and the Georgia Public Safety Training Center.

Chief Dekmar is a former member of the Peace Officer’s Standards and Training Council (POST), serving on the Probable Cause Committee. He is also Past-
President of the Georgia Association of Chiefs of Police, representing over 550 police chiefs in a variety of forums.

He was appointed and served as a Civil Rights Monitor for the U.S. Department of Justice, Civil Rights Division (DOJ); he monitored a police agency for three years to ensure compliance with tasks detailed in a Memorandum of Understanding between the agency and DOJ. In that capacity, Chief Dekmar assisted the agency in developing policies, protocols, and procedures to ensure sufficient managerial safeguards addressing officer misconduct issues, particularly those involving bias-based profiling.

In addition, he conducts police management audits, assessments, and use of force reviews and inquiries for law enforcement agencies, recommending modifications in policy, processes, and training to increase accountability and reduce agency liability. He also assists municipalities in police chief searches, advising and participating in the selection process.

Chief Dekmar has appeared as an expert witness in legal controversies involving police management related to use of force, internal investigation, supervision, early warning system, emergency vehicle operations, less lethal weapon alternatives, reporting and analysis of use of force incidents, police vehicle pursuit and employee discipline.
Jerry Clayton  Police Practices Expert

Sheriff Clayton will conduct four (4) focus groups: officers and sergeants, sworn and non-sworn managers, command staff and community.

Jerry Clayton has been the Sheriff of Washtenaw County, Michigan since 2009. He has served in the agency since 1985. He has held both corrections and law enforcement assignments during his tenure.

He has held various operations and administrative positions within the Sheriff’s Office that include Commander of Police Services, Commander of Corrections, SWAT Team member, Chief Use of Force Instructor and Investigator, Michigan Sheriff’s Association.

The Sheriff has been a Commissioner on the Michigan Commission on Law Enforcement Standards since 2012. He studied at the Washtenaw Community College and Eastern Michigan University.

As an experienced police practices expert, Sheriff Clayton is engaged as a consultant with a number of firms.

USDOJ/Kroll Worldwide/Saul Ewing/Venable Subcontractor
  ▪ Evaluate law enforcement agency compliance with court-mandated improvements related to agency policy and procedures, staff training, and supervision.
  ▪ Specific areas of concentration include; training curriculum development, policy development, conditions of incarceration, and use of force.

He is Partner/Vice President at Lamberth Consulting.
  ▪ Design, coordinate, and deliver training course; law enforcement, corrections, basic and advance management/supervision, leadership, coordinating and enhancing customer service efforts
  ▪ Project management
  ▪ Coordinate/conduct Focus Group activities
  ▪ Provide consulting services focused on addressing bias based police practices

National Institute of Corrections, U.S. Department of Justice  
  Technical Resource Provider/Training Consultant
  ▪ Contracted consultant for local, state, federal Corrections agencies
  ▪ Provide technical assistance
Provide training services

Training Consultation Service

In-service/ Pre-service Instructor- Police, Corrections, DNR

- Classroom Instruction; Cultural Diversity, Interpersonal Communications, Filed Training and Evaluation, Front-line Supervision, Biased based policing, Leadership and management practices.
- Practical Instruction; Firearms, Defensive Tactics, Chemical spray
- Facilitate Job Task Analysis process
Randy Nelson  Project Coordinator/Consulting Associate

Dr. Nelson will assist with the Recruiting and Community Policing assessments and the focus group discussions.

Dr. Randy B. Nelson currently serves as the Program Coordinator for the Bethune Cookman University Criminal Justice Administration Graduate Program. Dr. Nelson's educational background includes a B.A. degree in Sociology from Eckerd College, M.A. degree in Criminology from the University of South Florida, and Ph.D. in Criminology and Criminal Justice from Florida State University. His academic and professional career has focused on developing and evaluating delinquency prevention methodologies designed to address the problems negatively impacting disadvantaged communities.

Dr. Nelson has an extensive history of working with non-profit faith and community-based social service organizations to develop and effectively achieve their programmatic and outcome goals. He has conducted several presentations and authored numerous reports and publications on the disproportionate representation of minority youth in Florida’s juvenile justice system.

Dr. Nelson also served as an adjunct faculty member at Florida A & M University and Florida State University where he was responsible for the instruction and evaluation of undergraduate and graduate criminal justice students. His work experience includes employment with the Florida Departments of Corrections and Juvenile Justice. Dr. Nelson is a nationally recognized law enforcement trainer in the areas of community policing and engagement strategies.
Melanye Smith  
Report Coordinator/Consulting Associate

Dr. Smith will assist Mr. Stewart in the general management of the process, coordinate Bobcat’s report and recommendations and assist in the Community Policing review and the focus group discussions.

Dr. Melanye V. Smith is currently a contributing faculty member at Walden and Ashford Universities. She served as an associate professor at the National Labor College and Department Chair of the Emergency Readiness and Emergency Response Program. Dr. Smith completed a twenty-three year law enforcement career in the DC Metropolitan Police Department where she retired as the senior administrator of the Security Officers Management Branch, the division responsible for the regulation of the private security industry and the licensing of all weapons in the District of Columbia.

During her tenure with the Metropolitan Police department, Dr. Smith also served as the Deputy Director of the Identification and Records Division, the Commander of Community/Youth Services in the First District and supervised the Child Abuse and missing persons section of the Youth Division.

Dr. Smith recently served as the Executive Director of Emergency Preparedness for the College of Southern Maryland. She was responsible for coordinating emergency preparedness services for the college in three Maryland counties; Charles, St. Mary’s and Calvert.

Dr. Smith has a B.S. and M.A. in Organizational Psychology and Organizational Development. She earned her Doctorate in Management from Capella University where she was selected as a Presidential Scholar for academic excellence.
Rich Hedges  Project Assistant/Consulting Associate

Mr. Hedges will provide project support and will assist in the review of the Complaint Management and Background Investigation reviews as well as the review of the Training Operation.

Mr. Hedges began his 38 year law enforcement career as a staff sergeant in the U.S. Army Military Police Corps. He concurrently served in the Ormond Beach, Florida Police Department until his retirement in 2003. He served in virtually every position within the department including Interim Chief of Police.

He earned an Associate of Arts Degree in Criminal Justice from Daytona Beach, a Bachelor of Arts Degree in Criminal Justice from the University of Central Florida and a Master of Arts Degree in Public Administration from the University of Central Florida.

He completed the FBI Florida Executive Development Seminar, and the Florida Criminal Justice Executive Institute Chief Executive Seminar. He also successfully completed training programs, such as, FEMA Hurricane Preparedness & Response, Ethics Trainer, ICMA Performance Measurement, Anti-Terrorism, Performance Based Budgeting, Motivation and Evaluation of Police Personnel, Community Policing, Organizational Behavior, Assessment Center Testing, Internal Affairs, SWAT Team Operations, Human & Cultural Diversity, Field Force, Physical Security, Leadership Management Development, and numerous other management, supervisory, and operational courses.

Rich was appointed as Police Chief in the St. Augustine Beach Police Department following his retirement where he served from 2003 until 2012. He is a graduate of the 194th Session of the FBI National Academy and remains active in the Florida Police Chiefs Association.
Fire Assessment Fee Overview

General Overview

The City of Fort Lauderdale has engaged the professional services and specialized assistance of Government Services Group, Inc. (GSG) to assist with updating the existing fire assessment program for Fiscal Year 2016-2017. GSG is a consulting firm that specializes in addressing and resolving local government finance and taxation issues by working with cities, counties, special districts, and state agencies to develop uniquely tailored funding and service delivery solutions for critical infrastructure and service needs.

Government Services Group, Inc. (GSG) was the initial service provider in establishing the Fire Assessment program in 1999 and has provided several, periodic updates over the years.

In conjunction with the Fire Department, GSG has provided a “Draft” update to the Fire Assessment program which has included alternative rate schedules based on the current FY 2017 proposed recommended operating budget.

It is important to note that:

1. The proposed recommended budget, at this time, has not been finalized by the City Manager or approved/adopted by the City Commission.
2. The proposed recommended budget does not include any of the Budget Modification (Above Base Request) funding presented to the Budget Advisory Board.
3. The information provided in this report is not to be considered a recommendation but simply an overview of alternative rate schedules for consideration by the Budget Advisory Board.

Special Benefit Assumptions

The following assumptions support a finding that the fire rescue services, facilities, and programs provided by the City provide a special benefit to the assessed properties.

- Fire rescue services, facilities, and programs possess a logical relationship to the use and enjoyment of property: (i) protecting the value and integrity of improvements, structures and land through the availability and provision of comprehensive fire rescue services; (ii) protecting the life and safety of intended occupants in the use and enjoyment of property; and (iii) lowering the cost of fire insurance by the presence of a professional and comprehensive fire rescue program.
- The availability and provision of comprehensive fire rescue services enhance and strengthen the relationship of such services to the use and enjoyment of the parcels of
property, the market perception of the area and, ultimately, the property values within the assessable area.

**Computation of Fire Assessment Rates**

GSG used the projected Fiscal Year 2016-17 departmental costs to allocate the costs between non-emergency medical services and emergency medical services; this analysis was performed on the basis of the Florida Supreme Court’s opinion in City of North Lauderdale v. SMM. Properties that emergency medical services (above the level of first response) does not provide a special benefit to property. Accordingly, the fire rescue costs were split from emergency medical service cost based on the following guidelines:

- Direct Allocations (100% Non-EMS or 100% EMS)
- Administrative Factor (65% Non-EMS/35% EMS)
- Operational Factor (24.79 Non-EMS/75.21% EMS)

Based on the allocation of these cost factors the net amount of funding that is subject to the Fire Assessment program for FY 2016-17 (Fire Assessable Costs) is estimated at $44,193,001. Applying the cost apportionment factors for the property categories, a maximum Residential Rate of $254 per dwelling unit can be supported for FY 2016-17. The table below represents alternative funding rates, in $5 increments, for consideration.

<table>
<thead>
<tr>
<th>Residential Rate</th>
<th>% of Assessable Cost Funded (FY 2017)</th>
<th>Estimated Gross Revenue</th>
<th>Estimated Buy-Down (Exemption Value)</th>
<th>Estimated Net Revenue</th>
<th>Net Budgeted Revenue (@ 96.0%)</th>
<th>Net Budgeted Revenue Per Residential $</th>
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<tr>
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<td>88.66%</td>
<td>$39,182,645</td>
<td>$4,563,860</td>
<td>$34,618,786</td>
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**Program Update - Alternative Rate Schedules**

Current Rate Schedules

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Program Update - Alternative Rate Schedules
**Legislative Process**

The *proposed* fire assessment rate schedule is approved by the City Commission in July prior to each fiscal year.

Due to legislative and logistical concerns, it is recommended that the *proposed* rate schedule be equal or greater than the adopted rate schedule when approved in the July Commission meeting.

The final adopted Fire Assessment rate schedule is approved and adopted by the City Commission annually during the budget process in the month of September.