



Memorandum

Memorandum No: 20-066

Date: August 4, 2020

To: Honorable Mayor and Commissioners

From: Chris Lagerbloom, ICMA-CM, City Manager

Re: Update on Bobcat Training and Consulting, Inc. Multi-Focused Community Policing Assessment Report

The City of Fort Lauderdale contracted Bobcat Training and Consulting, Inc. ("Bobcat") to conduct a Multi-Focused Community Policing Assessment for the Fort Lauderdale Police Department (FLPD) in May of 2015.

The Bobcat assessment focused on five areas essential to effective police management and practice – community policing, complaint management, background investigations, recruiting and training.

The Bobcat FLPD Review Team, comprised of seven consultants, utilized focus groups; internal/external interviews, internal/external data and document analysis, and a literature review of research reports, Florida Statutes and regulations and local and national news media coverage to complete their assessment of the department, which at the time consisted of 515 sworn police officers and 195 non-sworn employees. The Team also participated in the Council of Fort Lauderdale Civic Association meetings, Citizens' Police Review Board meetings, and met with neighbors either in-person or by phone. The entire assessment was completed in seven days.

The Bobcat Review Team's final assessment includes 41 recommendations for the five focus areas, as well as additional considerations and a summary of the recommendations. Of the 41 recommendations, 33 were implemented, two were partially implemented and six were not implemented. The attached table provides an overview of the recommendations, their status, and actions FLPD took to address them.

The Fort Lauderdale Police Department has had two police chiefs since the release of the Bobcat assessment, and recently Karen Dietrich was appointed as the Interim Police Chief. Chief Dietrich and her team have evaluated the Bobcat report and will revisit recommendations, as appropriate.

It is important to note that following the recent George Floyd incident, law enforcement agencies nationwide, including Fort Lauderdale, are revisiting and reforming operations

and procedures. As a result, some of the recommendations in this five-year-old report may no longer be applicable or may require modifications.

For any questions or concerns, please contact Karen Dietrich, Interim Police Chief at 954-828-5500.

Attachments

Attachment 1: FLPD Bobcat Multi-Focused Community Police Assessment Table

Attachment 2: Bobcat Multi-Focused Community Policing Assessment May 2015

c: Tarlesha W. Smith, Esq., Assistant City Manager
Alain E. Boileau, City Attorney
Jeffrey A. Modarelli, City Clerk
John C. Herbst, City Auditor
Department Directors
CMO Managers

MULTI-FOCUSED COMMUNITY POLICE ASSESSMENT

Fort Lauderdale Police Department – May 2015 | Bobcat Training and Consulting, Inc.

BOBCAT RECOMMENDATION	BOBCAT RECOMMENDATION DESCRIPTION	STATUS	POLICE DEPARTMENT ACTION
COMMUNITY POLICING			
<p>1 The Fort Lauderdale Police Department (FLPD) Command Staff should hold a retreat to outline "Community Policing" in Fort Lauderdale.</p>	<p>Focus on a three-year plan to inform agency members and the public of the direction of the organization and where it sees itself in the future.</p>	<p>Partially Implemented</p>	<p>FLPD held a command retreat shortly after receiving the Bobcat report to predominantly address communication with inside command staff. Community policing was addressed in the department by:</p> <ul style="list-style-type: none"> • Implementing Fair and Impartial Policing implicit bias training. • Conducting Fair and Impartial Joint Police Department (PD) and Community Training sessions • Creating a Community Engagement Team (CET). • Initiating Procedural Justice training for ranks of lieutenant and above. • Providing CET members with more than 3,500 hours of hands-on staff hours relating to community engagement across all three policing districts in 2019.
<p>2 FLPD should formalize a call for service reduction plan.</p>	<p>Devise a more efficient method to handle the massive non-emergency call for service workload.</p>	<p>Implemented</p>	<ul style="list-style-type: none"> • FLPD created a desk sergeant position and a Station Report Office (SRO). • The desk sergeant position is responsible for managing calls and hold times. Officers no longer have to be dispatched from the road to answer a call in the lobby. • The SRO handles calls from all districts on a first-come, first-served basis. • FLPD formalized a "code out" policy for calls. This system allows officers to advise the dispatcher to enter notes into the call narrative and then code out the call as "B-Bravo," which does not require a written report. • FLPD formalized a policy allowing sergeants to cancel calls for service. The sergeant now has the latitude to monitor and cancel calls for service, which frees up officers for more pressing issues. This means the sergeant or designee is directed to call reportees back and advise them of the proper course of action for their requests. • FLPD refers animal calls to Broward County Animal Care and Adoption.
<p>3 FLPD should post its non-classified policies on its website.</p>	<p>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.</p>	<p>Implemented</p>	<p>FLPD policies are posted on the web at www.flpd.org/about-flpd/policies.</p>

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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.	Implemented	Lieutenants are incorporated into operations. There is a lieutenant assigned to every shift and district.
5 The police command staff must play a larger role in the development of community organization and leadership.	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.	Implemented	<p>FLPD implemented several community initiatives including:</p> <ul style="list-style-type: none"> • Seniors and Law Enforcement Together • Latin Community Outreach • Front Porch Briefings • God Squad • Adopt a third-grade class • Teach teen driver police interaction • Coffee with a Cop • Backpack giveaways • Torch Run for Special Olympics
6 A policing strategy is needed to engage the business community.	<p>Develop a specialized strategy for engaging the business community in neighborhoods where they exist.</p> <p>Coordinate alongside overall crime prevention and crime reduction efforts in respective communities and neighborhoods.</p> <p>Must be an organization commitment to not only respond to crime, but prevent it through strong police-community and business interactions and relationships</p>	Implemented	<ul style="list-style-type: none"> • FLPD officers attend Downtown Development Authority (DDA), Property Owners of Las Olas (POLO), Central Beach Alliance and Fort Lauderdale Chamber of Commerce Beach Council meetings, and other business and association meetings, where applicable. • FLPD uses alternative methods of patrolling on Sistrunk Boulevard, 13th Street, downtown and on the beach, which involve golf carts, walking teams, mounted patrols and electric standup vehicles (i.e., T3s) that offer more engagement opportunities and visibility. • The Community Engagement Team has engaged with non-educational businesses throughout all three districts via a variety of programs such as Coffee with a Cop and the Law Enforcement Torch Run for Special Olympics. Through these events, the public can engage with the police department in a non-stressful environment outside of a police call for service encounter. • To prevent sexual assaults stemming from alcohol consumption, the Fort Lauderdale Police Department initiated Bar Watch to reduce the risk of sexual assaults. The Crime Prevention Unit is responsible for program training and upkeep, and ensures materials are provided to businesses. • The Crime Prevention Unit consults with and produces reports for businesses throughout all districts each year and conducts more than 40 Crime Prevention through Environmental Design (CPTED) surveys for area businesses.

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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.	Have a sustained presence throughout the organization. Hold employee focus groups, lunch with officers, ride with officers, engage the union with future vision, and become a symbol of what can be in the future and why.	Implemented	<ul style="list-style-type: none"> • FLPD implemented labor relations meetings that are attended monthly by the police chief. • The police chief speaks at all 40 hour block trainings. • The police chief has an open-door policy. • The Community and Traffic Services Division (CTSD) command staff holds regular meetings between command, sworn and civilian employees and has one member of the union executive board as a Community Engagement Team officer.
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.	Implemented	FLPD managers meet with the officers during each 40 hour, in-service training block session and provide an overview of the department's current efforts and vision.
COMPLAINT MANAGEMENT			
1 There should be a review and revision of Internal Affairs (IA) procedures and handling of Category 2 complaints.	Supervisors are not documenting complaints received from the public.	Implemented	All Category 2 complaints get routed through and reviewed by Internal Affairs. Any discipline is written and issued through the Internal Affairs office.
2 All complaints should be documented as a part of the Early Intervention Program.	Not provided	Not Implemented	FLPD is currently exploring IAPro's BlueTeam Nextgen software to track complaints and create an early warning system database. The program will have a budget impact of approximately \$11,900, which includes installation and training.

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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.	Implemented <ul style="list-style-type: none"> • Police Employee Recognition/Complaint Forms are readily available in the Police Department lobby, sub-stations, (pre-COVID-19 closures) and at the Office of Internal Affairs. • All officers are required to have complaint forms readily available. • The forms are available on FLPD's website (https://www.flpd.org/about-flpd/police-forms/flpd-employee-complaint-forms). • Comprehensive details of the complaint process, with answers to frequently asked questions are available on FLPD's website (https://www.flpd.org/about-flpd/office-of-the-chief/internal-affairs), as is Policy 117.3: Internal Affairs – Responsibility/Complaint Processing (https://www.flpd.org/about-flpd/policies/1-administration-policies).
4	Establish a 24/7 anonymous confidential complaint hotline.	Not provided	Implemented FLPD established the Employee Recognition-Complaint Hotline, 954-828-6956, and it is conspicuously posted on the homepage of the department's website (https://www.flpd.org).
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.	Implemented Any language included on the complainant statement preamble has been removed.
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 Officers' Bill of Rights.	Implemented Internal Affairs, in conjunction with the Patrol Division, implemented a one-week Temporary Duty Internal Affairs indoctrination process to familiarize line supervisors with the Officer of Internal Affairs procedures. Currently, lieutenants complete command investigations.

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RECRUITMENT OF CANDIDATES			
<p>1 FLPD should require that every police manager also do recruiting as part of their job.</p>	<p>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. Recruitment is ongoing, year-round, and targeted selection is the second most effective recruitment method. Determine the dimensions of job effectiveness and then conduct an intentional search for that person.</p>	<p>Implemented</p>	<p>All FLPD managers promote and recruit for the department as part of their daily duties on an informal basis.</p>
<p>2 The department should explore the use of an entry level assessment center for each police officer candidate.</p>	<p>Not provided</p>	<p>Implemented and failed</p>	<p>This recommendation was implemented utilizing the services of Morris and McDaniel (M&M), the consultant recommended by Bobcat Training and Consulting.</p> <p>As part of the process implemented by M&M, citizen participants were provided scripted questions for the candidates but were unable to ask follow-up questions if responses were incomplete or unclear. This was a video-taped assessment with one-way communication that did not allow for the information exchange needed to assess applicants or allow them to demonstrate knowledge, skills, abilities, etc.</p> <p>The recommendation failed as FLPD found that the one-way communication was not beneficial for the department, the candidates, the citizen participants or the overall recruitment/hiring process.</p> <p>The department does conduct an oral board interview to assess applicants by providing real-life scenarios. Applicants do have an opportunity to respond to the scenarios. The oral board interview is interactive, so the panel may ask applicants follow-up questions based on their responses, allowing them to further clarify their thought processes and demonstrate their knowledge.</p>

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<p>3 FLPD should require that every police officer applicant submit a written document for evaluation to determine that the applicant has the requisite written communication skills for the job.</p>	<p>The 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.</p>	<p>Not Implemented</p>	<p>A hiring committee at FLPD explored requiring a pre-hire writing test and legally the department was cautioned to use a standardized test that assesses comprehension and expression (i.e., Criminal Justice Basic Abilities Test (CJBAT) or TABE test.</p> <p>The FLPD application process requires applicants to take and pass the CJBAT. The test is commonly used by law enforcement agencies and it measures nine ability categories: deductive reasoning, information ordering, inductive reasoning, memorization, problem sensitivity, spatial orientation, written comprehension, written expression, and flexibility of closure.</p> <p>In addition, cadets are required to take a report writing as part of their academy training. Report writing is also again required for field office training and in post-orientation training.</p>
<p>4 Construct the hiring process so that it is initiated and completed in no more than 120 days.</p>	<p>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.</p>	<p>Implemented</p>	<p>The average time frame it takes FLPD to complete the hiring process is between 90 to 120 days. This process relies heavily on applicants returning requested documents in a timely manner.</p>
<p>5 Develop a recruiting strategy to identify and hire officers that are reflective of the community served by the department.</p>	<p>Although the department currently lists Florida A&M and Bethune-Cookman universities on their yearly recruitment activities, a more strategic engagement plan is necessary.</p>	<p>Implemented</p>	<ul style="list-style-type: none"> • FLPD has a recruiting team that attends various community events throughout the City. • A computer is set up at the Police Department's substation on Sistrunk Boulevard and is accessible for prospective applicants in the community. Prospective applicants can visit the substation, use the computer provided and receive assistance from the recruiting team in completing the online application. • Interested applicants may contact the department's recruiters to make an appointment. <p>Following are some recruiting events, publications and marketing outlets FPLD has used to recruit applicants: Westside Gazette, Saludos Hispanos, Equal Employment Opportunity and Employment Guide, Pride Fort Lauderdale, Night Out Against Crime – Carter Park, Bethune Cookman University, FAMU, Edward Waters College, Urban League of Broward County, Dillard High School Career Day, Black Police Officers Association Teen Summit, NOBLE Conference, Preventing Crime in the Black Community Conference.</p>

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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.	Implemented	FLPD polls applicants regarding how they learned about the position during oral board interviews. Most applicants learn about available positions through social media.
7 Currently, \$800 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.	Implemented	<ul style="list-style-type: none"> • FLPD no longer uses one specific company for recruitment advertising. The department's recruitment team uses social media platforms and purchases space in various print publications/newspapers, as needed. • Most of the services the department uses for recruiting are free and can be used by the average person. • FLPD targets diverse markets, as well as local geographic areas through their advertising and recruitment efforts.
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.	Implemented, but terminated	FLPD initiated community involvement as part of the hiring process implemented by Morris & McDaniel. Citizen participants were provided scripted questions for the candidates but were unable to ask follow-up questions if responses were incomplete or unclear. This was a video-taped assessment with one-way communication that did not allow for an information exchange needed to assess the applicant or allow the applicant to demonstrate knowledge, skills, abilities, etc. The recommendation failed as FLPD found that the one-way communication was not beneficial for the department, the candidates, the citizen participants or the overall recruitment/hiring process.
BACKGROUND INVESTIGATIONS			
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.	Implemented	FLPD developed an effective police officer profile. This profile is used to improve the department's policies, standard operating procedure and job descriptions.
2 FLPD should encourage college education for entry level police officers and for promotion.	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.	Implemented	Applicants that do not have two years of military active duty experience or two years prior law enforcement experience are required to have a minimum of 60 hours of college credit.

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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 department.	Not Implemented	<ul style="list-style-type: none"> • FLPD does not use a specific software strictly for backgrounds investigations. Instead, the department utilizes a variety of investigative software to conduct background investigations. • FLPD stores data on the department's internal network that is not required in hard copy.
4 Use social media in the recruitment of applicants.	Not provided	Implemented	FLPD uses Facebook, Instagram and Twitter to recruit applicants
5 Increase personnel in Background Investigation Unit (BU).	Not provided	Implemented	<p>Prior to the Bobcat Report, FLPD had four part-time investigators, two full-time polygraphists, one part-time polygraphist and one light duty sworn officer.</p> <p>The department now has two full-time civilians, two sworn officers, one light-duty sworn officer, three sworn polygraphists and one part-time civilian (non-investigator).</p>
6 Use instrument that identifies high-risk behavior.	Not provided	Not Implemented	FLPD has always administered a psychological assessment that includes multiple psychological tests and a polygraph examination to measure desired and undesired behaviors for a police officer.
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.	Not provided	Implemented	FLPD's background investigators obtain approximately four to six contacts that are not listed by the applicant to complete a thorough investigation.
8 Establish a set of core values for FLPD and use them to screen for applicants with compatible value.	Not provided	Implemented	The Background Investigations Unit policy and standard operating procedure addresses the department's core values. The screening process also includes items that review moral character.

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9 The police officer job is primarily a character-based job.	<p>It is critical to both screen and select officers that have a history of demonstrating values consistent with the law enforcement code of ethics, and the core values of the department.</p> <p>Establish a core set of values for FLPD and use them to screen for applicants with compatible values.</p>	Implemented	Background investigators continuously review files to determine whether applicants align with the City's core values, which are Integrity, Compassion, Accountability, Respect and Excellence. Anything determined questionable during the file review is brought forward to the Chain of Command (COC). The COC determines if the background process should be continued or if the applicant should be disqualified. This process is covered in the Background Investigations Unit policy and the standard operation procedure.
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.	Implemented	FLPD aligns the City's values and vision with its mission of providing a safe and orderly environment in our city through professionalism, dedication, an active partnership with the community and concern for individual dignity.
TRAINING			
1 Train the entire agency in Fair and Impartial Policing.	The Office of Community Oriented Policing Services (COPS Office) produced training offered primarily by Dr. Lorie Fridell at the University of South Florida. The class focuses on an understanding of implicit bias and its effects in law enforcement. Dr. Fridell has a number of training formats and courses designed for the various rank levels within the police department which are well suited for FLPD.	Implemented	<ul style="list-style-type: none"> • A cadre of instructors were selected and trained to teach Dr. Fridell's U.S. Department of Justice – Fair and Impartial Policing (FIP) course. This course was rolled out to all sworn FLPD employees. • FIP was built into the 4- to 5-week orientation for FLPD sworn cadets. However, in 2018, the course material originally available online was removed. FLPD continues to provide the training based off the materials provided to the trained instructors. The department is currently looking to update the training topics. • This training is not currently in the orientation, but officers receive diversity training at City Hall annually. • FLPD provides Procedural Justice, Policing Youth courses through a Department of Juvenile Justice grant that the department applies for on an annual basis. This course is available to members of the department, as well as neighboring agencies. • FLPD is looking to update the training topics and is receiving grants from the Department of Juvenile Justice.

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<p>2 Train all Lieutenants and above in Procedural Justice.</p>	<p>Many managers in the department could not adequately define or describe the basic principles of "procedural justice," which are Fairness, Voice, Transparency and Impartiality. 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.</p>	<p>Partially implemented</p>	<ul style="list-style-type: none"> Initially this recommendation was fully implemented. Due to sporadic promotions, the initial group remained as trainers for every class and the newer lieutenants did not receive the training. FLPD has two trainers who have taught a variety of courses, but only to officers. The last class was offered in February 2020. FLPD is currently working with Officer Laurenia Fahie who is developing a class, titled "Public Engagement, from the procedural justice grant that will be taught department wide. All of the staff will be required to participate in the training.
<p>3 Establish a career development program for sergeants and lieutenants.</p>	<p>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.</p>	<p>Implemented</p>	<ul style="list-style-type: none"> Newly promoted sergeants and candidates listed on the active Sergeant Promotional List received an in-house orientation training by instructors from FLPD and City Hall. FLPD has several courses that facilitate career development including Broward College-Institute of Public Safety Leadership Academy, FBI-LEEDA (Law Enforcement Executive Development Association) Trilogy, Southern Police Institute, Police Executive Research Forum (PERF), FBI National Academy. In 2019, lieutenants were exempt from the annual in-service training and provided with management training directly relating to Critical Incident Management. This training is ongoing.
<p>4 Increase the number of personnel attending Crisis Intervention Training (CIT).</p>	<p>In our discussions with the command staff, there was an acknowledged desire to have more personnel sent to Crisis Intervention Team (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.</p>	<p>Implemented</p>	<ul style="list-style-type: none"> FLPD entered a partnership with United Way to ensure the department would have seats available in reoccurring Crisis Intervention Team (CIT) training courses taught by certified United Way instructors. The courses were offered four to eight times per year and one person from each division participated. FLPD also sends sworn personnel to Broward College CIT courses throughout the year. The department is currently developing a plan to create an introductory and advanced course to allow more officers to be trained in a shorter amount of time without being held to the confines of staffing levels and outside training resources. FPLD's goal is to have all sworn officers trained.

BOBCAT RECOMMENDATION	BOBCAT RECOMMENDATION DESCRIPTION	STATUS	POLICE DEPARTMENT ACTION
5 Ensure that agency core values are aligned with performance evaluation.	Not provided	Not implemented	<ul style="list-style-type: none"> Performance evaluations are pre-determined citywide and are the same for all employees, regardless of the department they are in. FLPD has no control over the evaluation process, so the department is unable to change the evaluation metrics to align with the department's values. However, FLPD does tie certain core values (i.e., courage, teamwork, service) into employee evaluations. FLPD uses the same evaluation process citywide, regardless of what the job entails. FLPD invites personnel from Human Resources to provide instruction on performing employee evaluations during sergeant orientation.
6 Provide training in Community Policing/ Transformational Leadership	Not provided	Implemented	FLPD conducts management leadership courses annually and offers supervisors different supervision courses for career enhancement.
7 Make roll call training a component for key in-service areas.	Not provided	Implemented	<p>Roll call training has always been in place in FLPD. However, following the Bobcat report, the department began seeking additional training segments to provide at roll calls (i.e., videos, PowerPoint presentations, etc.).</p> <p>After purchasing PowerDMS policy management software, FLPD was able to elevate the way the department managed training. The department is pushing out a variety of refresher training courses and informational videos reminding personnel of high-liability policies and procedures. FLPD is also using PowerDMS to hold all personnel accountable for completing this training in a timely manner.</p>
8 Provide more training and career development programs for non-sworn personnel.	Not provided	Implemented	The Human Resources Department offers variety of courses that are available to all employees. The courses are promoted citywide through email and LauderShare, the city's intranet. Supervisors are encouraged to promote the courses to their civilian counterparts and encourage participation. There are also a variety of external training courses offered to civilian employees.
9 The current training curriculum should be made available for partner and community reviews.	Not provided	Implemented	<ul style="list-style-type: none"> Lesson plans, PowerPoint presentations and other instructional resources are made available to the Community Police Review Board (CPRB) to assist them in reviewing cases upon request. Training materials are available through an official public records request. The documents are released within the guidelines of Florida's public records law, listed in Chapter 119 of the Florida Statutes. FLPD will not release any documents exposing operational tactics.

Multi-Focused Community Policing Assessment



Fort Lauderdale Police Department
May, 2015

BOBCAT TRAINING AND CONSULTING, INC.

Fort Lauderdale Police Department Multi-focused Community Policing Assessment -2-

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Fort Lauderdale Police Department Multi-focused Community Policing Assessment -3-

Mr. Lee Feldman - City Manager
Frank Adderly - Chief of Police
City of Fort Lauderdale City Hal
100 North Andrews Avenue
Fort Lauderdale, FL 33301.

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"

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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.

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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.

3

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>

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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.

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- **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.

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- 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

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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.

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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.

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- 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.

7

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 than 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.

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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

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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.

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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.

9 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.

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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.

10 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

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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

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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.

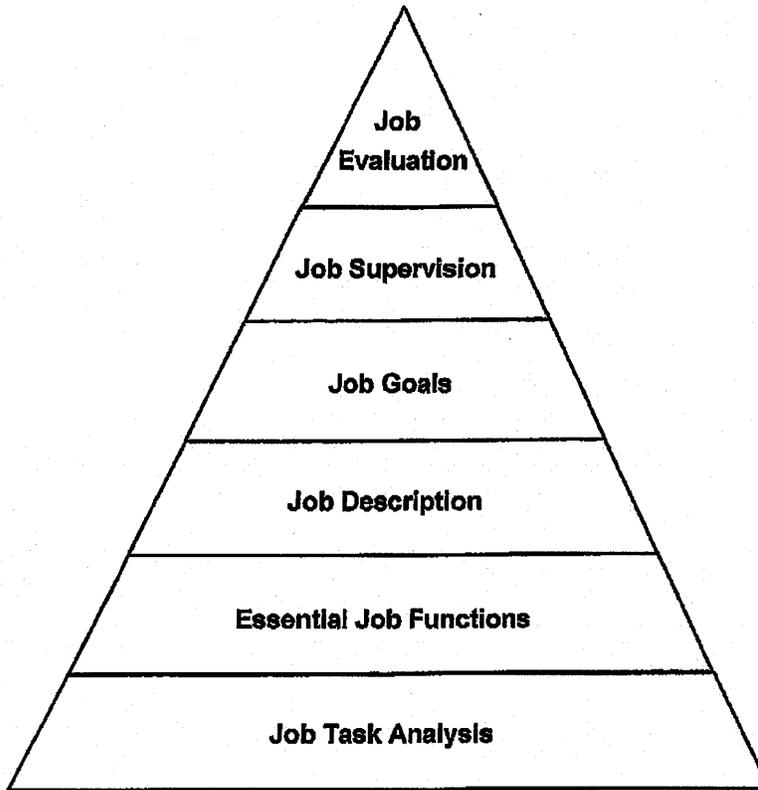
To begin the process of conducting an external audit of the entire hiring process, a job task analysis must be the starting place. A job task analysis has not been done for the FLPD for over five years. The job task analysis will identify the knowledge, skills, abilities, education, experience, behaviors, 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.

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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

11 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

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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.

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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.

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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 Presidents' 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.

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Our training and consulting rates are the most reasonable to be found in the industry. We operate on a straight forward, 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.

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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.

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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-

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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.

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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

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- Provide training services

Training Consultation Service

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

- Classroom Instruction; Cultural Diversity, Interpersonal Communications, Field 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

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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.

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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

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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.

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