

## **EXECUTIVE SUMMARY**

### **TRAINING**

#### **SUPERVISION AND MANAGEMENT**

#### **PROMOTIONS AND SELECTION TO SPECIALIZE UNITS**

### **TRAINING**

Discussion centered on the lack of training for the last few years, especially in the area of firearms, defensive tactics, and pursuit driving. Prior to 1997 when the Sarasota Police Department went from the eight-hour shift for patrol to the 12 hour shift, officers received approximately 64 hours of training per year. From 1997 to 2006 after the implementation of the 12 hour patrol shift training per year was reduced to 32 hours. From 2006 to the current date those on the 12 hour shifts were paid overtime to attend in-service training on their days off, officers working a ten-hour shift or an eight hour shift were reassigned.

Due to budget cuts, funding to pay patrol officers overtime to attend in-service training was virtually eliminated. This resulted in minimal training for a number of areas. For example, firearms training given was only for the actual qualification course, which took approximately one hour. Prior to that officers attended an eight hour firearms orientation course which not only included the standard qualification course but also gave them an opportunity to become familiar with a number of different types of weapons. It also gave them the opportunity to train with the service weapon under many different scenarios. This trend carried over to defensive tactics and to pursuit driving.

One longtime item that was discontinued due to budget cuts was the monthly computer training by the Police Law Institute this training was canceled in September 2011, prior to that each month every officer was

required to take the assigned monthly computer training during their tour of duty. Upon successful completion they received one credit hour which could be applied towards their Florida Department of law enforcement recertification. Each monthly lesson covered items such as the latest US and Florida Supreme Court decisions and how officers needed to apply these decisions in order to remain legally defensible in court this training also met the criminal justice standards and training commissions mandatory retraining requirements.

## **SUPERVISION AND MANAGEMENT**

A consistent concern was strong leadership starting with the Chief along with accountability and responsibility at all supervisory levels.

Appropriate follow-up at all supervisory levels to ensure department policies and general orders are enforced fairly and consistently.

Many felt it would be beneficial for the chief to hold a meeting with only sergeants.

## **PROMOTIONS AND SELECTION TO SPECIALIZE UNITS**

There is currently a new promotional examination that was put in the place shortly before the current police chief took office this new promotional examination process came about after much controversy and dissatisfaction with the previous two promotional examinations. An ad hoc committee was put together and eventually came up with a unanimous promotional process however it appears that the current promotional system differs from what the committee recommended.

Also along the lines of promotion it was recommended that the chief use the rule of one in three when selecting candidates to be promoted instead of simply starting with the first candidate and going right down the list. Also

recommended was that those promoted either have appropriate supervisory/management training prior to promotion or received that training shortly after. The consensus on selection to specialize units was to set up an ad hoc committee like the one that reviewed the promotional examination to look at how the specialize units selection is handled and to make it more of a uniform system for all specialize units.

## **SUMMARY**

I would like to thank all who contributed to this report by meeting with me and sharing their issues and concerns. This report will only be of value if the issues and concerns are quickly and thoroughly reviewed then appropriate action taken.

**ASSESSMENT REPORT**  
**SARASOTA POLICE DEPARTMENT**  
**SUBMITTED BY JOHN LEWIS**

---

**I. INTRODUCTION**

On Friday, November 30, 2012, City Manager Thomas Barwin called me about conducting a Needs Assessment for the Sarasota Police Department during the month of December, 2012. The current Police Chief had retired, effective November 30, 2012, and incoming Chief Bernadette DiPino would not begin work until January 1, 2013. As the first Sarasota Police Chief selected from outside the department, I understood the difficulties and time it takes to become aware of the many issues in the department and community. It was agreed that an assessment would be appropriate and beneficial to offer guidance and direction on issues that Chief DiPino may need to address immediately. The afternoon of November 30, 2012 Mr. Barwin prepared a memorandum, which was distributed by the city's Public Information Officer, Jan Thornburg to the news media and the Sarasota Police Department.

On Monday, December 3, 2012, at 8:00 a.m., I arrived at the Sarasota Police Department. Although the memorandum had been distributed, there was some misunderstanding of why I was there. Consequently, during the first two days of the assignment, I again spoke with City Manager Barwin to clarify the procedure for the assessment. I also spoke with Acting Chief, Captain Paul Sutton, to discuss the specific areas in which I would be interviewing employees. I asked Captain Sutton for three specific documents that would help the incoming Chief:

1. The training manual that gives the background on training for three eight-hour shifts;
2. The training manual for the twelve-hour shifts; and
3. A document that explained the lack of training for the past two years.

I also asked Captain Sutton for a document that explains the Nuisance Abatement Board, which may or may not exist in Maryland, the incoming Chief's former state of employment. I also requested a document that explains the Trespass Enforcement Program. Both of these documents are predicated on Florida State Statutes and may not have a counterpart in Maryland state law.

---

The response from Training was excellent, and the documents I requested were delivered within two days. They will be included in the final assessment that I will provide to incoming Chief DiPino.

Chief DiPino and I talked once prior to her arrival, so I could update her on the areas included in my assessment and provide some immediate information that might assist or be of interest to her.

## **II. PROCESS**

The process that I used to gather information was to interview as many employees of the Sarasota Police Department as I could, in spite of the short time frame and the holiday schedule. I also wanted to meet with city department heads, City Commissioners and citizens.

Because the police officer/patrol person position has the largest number of individuals in the department, I began my interviews with the police officers. I worked two-day shifts, meeting the 5:45 a.m. roll call on Tuesday and then subsequent roll calls for that same day. On Thursday, I met the 5:45 a.m. roll call because there is an A and a B shift. By attending all roll calls, I was able to cover both shifts and had sufficient responses from the uniformed patrol section.

Also on Tuesday, I met the 5:45 p.m. night shift, made the three roll calls for that group, and then came in Thursday to meet with the second night shift. During that time, in addition to interviewing those officers that were available, I also rode with one of the night shift officers.

On Friday, December 14, I continued the interviews, using the Chaplain's Office. During the week of December 3, we had initially used the Police Chief's Office and the Police Chief's Conference Room. Neither of these

locations proved satisfactory, for a number of reasons. Consequently, on December 7, I relocated to the Chaplain's Office on the second floor, which is unused because there is currently no chaplain. This location has worked well, since I had a telephone and a computer for emails and scheduling. Also, it was better for the employees because they have access to the second floor.

In addition to city employees and department employees I spoke with over this period of time, I also spoke with a number of city residents, primarily those in the Downtown Core area. I did not have the opportunity to speak with as many as I would have liked because of the thirty-day timeline, the holiday schedule, and the unavailability of many of the employees. During all of the interviews, I took the information that was offered and collated the information into these categories:

- Training
- Promotions
- Unit Selection
- Supervision and Management
- Miscellaneous Concerns

I was very pleased with those who participated in the interviews, even though there were not as many as I would have liked. However, the employees to whom I spoke at all ranks were, for the most part, positive in their image of the department and the city. Most were very open, candid and honest in sharing their views. I commend all of the individuals with whom I spoke for providing information that will be of assistance to the incoming Chief.

The majority of the interviews lasted approximately thirty minutes. Generally speaking, there were some slight differences between the view of what were concerns and challenges between the police officers and the lieutenants and captains.

I met recently with Kurt Hoverter Human Resources Director, Bill Hallisey and Doug Jeffcoat from the Public Works Department. I have also spoken with Mary Benzel from the Van Wezel Performing Arts Hall, Tim Litchet, Executive Director, and other department directors. I have included their comments and suggestions into the overall report. I would strongly

recommend that Chief DiPino meet with all city directors at the earliest opportunity.

### **III. MAJOR AREAS OF CONCERN**

---

#### **A. TRAINING**

- Training was a constant concern for almost all of those interviewed who were department employees. Many concerns centered on high liability items, such as firearms training, defensive tactics, and pursuit driving. In addition, concerns for new sergeants, lieutenants and captains were for the appropriate management/supervision training. Included in the high liability items for officers, there should also be some training concerning what officers do every day, which is interview and converse with citizens.
- It is recommended Training research some of the larger private sector businesses in the area to see what training they provide that might be appropriate for law enforcement. These private sector companies could be contacted, as many companies allow law enforcement to attend their in-service training at little or no cost.
- A number of officers advised that there are opportunities at times during their work shifts for supervisors to provide hands-on kinds of training. The person providing the training, must ensure that the training is approved and in accordance with department policy and procedures.
- Sometimes what is called "Firearms Training" is simply a matter of going to the range for the state mandated qualification qualifying, and leaving. This takes anywhere from fifteen minutes to forty-five minutes, but deviates greatly from the eight-hour firearms training given in the past. During the eight hour training the officers were actually provided additional training with different firearms in various scenarios, other than just the state-mandated qualification.

- While the training funds are certainly limited, a review is needed to determine how the funds are being used to the best advantage of the department. Not all sworn personnel need to attend unmandated training, for example, how to handcuff prisoners, how to pat down subjects, and other training of this nature. Many experienced officers, sergeants and lieutenants should already be proficient in these areas.
- DMS General Orders Training has its place, but should be a supplement to the Police Law Institute computer training or in-service training.
- Training should be specific to the unit or the assignment, but not across the board, unless it is mandated. It is also recommended that more training be in-house and conducted by those in the department who have a particular expertise.
- In the past, the State Attorney's Office has provided training, at no cost.
- Incidents that were relayed to me indicate there is a definite need for training in building searches. This relates to buildings or homes that are found with a possible break-in and officers go through the building to determine if there are any subjects inside.
- The department goals and objectives should be factored into training at the academy, at the FTO training, and then through in-service training.
- The Police Law Institute computer training, which the department had for many, many years, was discontinued. Some of the officers were relieved that they did not have to take the training. One of the reasons for this is that, at the end of the month, those officers that had not taken the time to do the training were required to submit a report explaining why they had missed it. Generally, many of the officers appreciated the information they received from the computer training and would like it renewed.

- The equipment for shoot/don't shoot training needs to be reviewed to determine its use and, if needed, train uniformed sergeants on the appropriate use of the equipment so that when calls for service permit, training for those officers who have not been trained could be provided by their supervisors.
- 
- A number of officers have commented on the excellent training they have received from their sergeants during their shift when calls for service permitted, but this, apparently, is not a requirement and is not being done by all supervisors.
  - One facet of training that needs to be reviewed is how much training is needed and how current the training is for Field Force Training.
  - Much conversation focused on the need for training for those assigned to patrol, the difficulties with the twelve-hour shift, and the fact that officers are now paid to attend training. Consequently, when the budget is cut, training is one of the first areas to be cut. Research could be conducted to determine the actions that other police departments with twelve-hour shifts take to provide the needed training for patrol officers.
  - Total training funds should be reviewed to ensure that training funds are allocated to affect the largest number of employees. When training is necessary for just one or two employees, those attending should provide that information upon their return, to the appropriate sections of the department by a presentation, actual training, or by supplying guidelines that have been staffed out.
  - In all departments, as new and better equipment is provided, training should also be provided before and during the issuance of that equipment.
  - The city and department goals and objectives should be part of training.

- The department should consider having a New Employee Orientation for both sworn and non-sworn, even if it's only a couple of hours, for the Chief and others to talk with them about what the department expects from them and what they can expect from the department.
- While training has been very limited the last couple of years because of staffing and budget, it is suggested that, once the mandatory training by the state is out of the way so that we keep our certification, training be given to the sergeants and lieutenants consistent with the job that they do, primarily, which is supervision and management and that more operational training be given to patrol officers or detectives.
- Once the new Chief has established the department goals and objectives, these should be included as part of the training so that we don't have training that is different from what our goals and objectives are. All General Orders should also reflect and enforce what the department goals and objectives are.
- In terms of training locally, there are a number of suggestions. One would be to review the type of training that is available at S.C.T.I. and work with the school district to see if the training they are providing is training we need or if training that we need, they could provide. Second, there are a number of retired SPD officers and officers from other departments who are well qualified and versed in particular subject matter and should be contacted to see if they would be available to teach at the department or at S.C.T.I. at no charge to the department.
- There is concern with the amount of outside training that is not available, due to budget cuts, and the amount of paperwork needed to complete to apply for that outside training. There is a lack of feedback pertaining to whether or not the training is approved, when it would be approved, and who receives the training.
- Firearms training, defensive tactics training, driver training and interpersonal actions between police and citizens are constant

concerns by a majority of personnel. Very little training has occurred for the last two or three years. Recently, the training that is conducted is only the training that is mandated.

- Many personnel would like to see DUI training, training for routine police work activities, and training for building searches, offered in the department. This training could be conducted by in-house staff or supervisors during an officer's shift, if calls for service allow.
- The Training Unit should have an updated list of what they feel is needed and then submit a priority order for review.
- While budget considerations have impacted the formal training, it appears that there could be in-service training conducted by uniformed sergeants for the newer officers, as needed, during their shift. This training should be consistent with calls for service. An additional item in training is to have sergeants attend, on an ad hoc basis, some of the training for SWAT, Narcotics or CID, to assist in preparing them for their supervision of patrol activities on the road.
- Officers would appreciate additional open range dates and additional time when they are sent to the range, to fire, become proficient, and to receive instruction at that time for different areas of firearms training that are not covered under mandatory training.

## **B. PROMOTIONS**

- Once their amount of time is in, senior officer schedules switch from nights to days, which leave the night shifts with the least experienced supervisors and patrol officers. There were no viable solutions presented for that concern, but it is still noteworthy.
- Evaluation processes need to be reviewed and updated, as needed.

- There is a recommendation that the new Chief review the new promotional examination requirements and the difference between what the Exam Committee recommended and what was actually used.
- There is a recommendation to see greater weight placed on work history for promotions and for selection to a specialized unit.
- Most of those interviewed stated that the Chief of Police should pick the best person for the position, whether that's through a promotional exam and a list from which the Chief could choose, or if the position is exempt, the Chief could look at all personnel in the department and consider the best candidate for that position.
- Many of those interviewed stated that if there are task analyses for the jobs, they have not seen them or they need to be updated.
- It appears that, after the past promotion cycle or the previous promotion cycle, there were officers who asked to be off the night shift prior to the test that was to be given the following morning. For whatever reason, they were denied the time off and were required to work their twelve-hour night shift and then take the promotional test that morning when they got off work.
- Under the promotional process, it appears that, for some time, the promotions were made based on the ranking of the candidates. When the first opening came available, number one was promoted, then two, then three, and on down the line, even though it appears that the department chief has the ability to promote anyone from the top three positions to an open position.
- Some in the department are not dissatisfied with the promotion process, even though it was recommended that it be reviewed closely for improvement.

- For the incoming Chief's information, one of the items asked to be included in the report was that both the lieutenants and sergeants' lists for promotion expire on January 12, 2013.
- Regarding the promotional activities, there appears to be a need to determine that when a person is promoted, ensure they are assigned to a unit comparable to his or her experience.
- Promotions have been changed recently, so the new process will be used in the future for the next promotional process. However, after that process is completely finished and the list is certified, someone needs to be assigned to talk with each person that utilized the promotional process to gather feedback for suggestions to improve the process for the department and the person taking the test.
- Across the board, there are requests that promotion and selection for specialized units take into account the career path that the candidates have chosen and the job that they have performed throughout their career within the department.
- The old promotion process had been revamped and a new one had been adopted, but the new one had not yet been used by any of the employees. Therefore, there was very little discussion, except that many of the officers felt that the previous promotional process was extremely flawed.
- Evaluations that may or may not be used for promotion or selection are not being prepared to the same standard throughout the department. Obviously, that is a concern that needs to be reviewed.
- After the promotional exam for sergeants is given and the list is completed and the test is completely over, current sergeants should have an opportunity to take the test as a group, so that it can be reviewed, not for individual results, but to ascertain which questions all of the sergeants got right and which they did not, in

terms of providing training both for current sergeants and incoming sergeants.

### **C. UNIT SELECTION**

- There is a Career Development Program that attempts to provide the opportunity for more officers to undergo specialized units as a part-time position or a rotation position. There have been some concerns expressed that there needs to be a balance between the ability to provide more opportunities for all the officers to have this experience and training and rotating officers out after a couple of years. At this point, most have developed expertise and the knowledge that goes with that particular job is lost.
- The oral boards that are used for the selections to specialized units have different standards from one unit to another.
- One item that has come up in interviews, in terms of recruitment, is to review the process of what an applicant needs to go through and pass before they are eligible to apply to the department.
- Selection to specialized units was a topic that was discussed by almost all of those interviewed. The majority feels that just a little tweaking of the system would make it more department-friendly and also allow career development and past history of the officer to be taken into account.
- As with many small to mid-sized departments, specialized units are limited and many times the need to keep experienced personnel in those units versus some type of rotation is reviewed. This allows other officers an opportunity to serve in those units.
- Concerning specialized units as part of the interviews, the quality of the officer's overall career should be reviewed and not just the last few months or six months of conduct and activity prior to the request for the specialized unit.

- Many specialized units and also patrol, are working at bare minimums because of the lack of hiring set by the standards of the T. O. (Table of Organization) and, consequently, to provide officers, once patrol is up to their Table of Organization, to specialized units that are only half or less staffed. This not only pertains to police officers. All positions within the department should be staffed as soon as possible.

#### **D. SUPERVISION AND MANAGEMENT**

- There is much room for improvement in the method in the interaction between the payroll personnel system and the city's Human Resources Department, which perform similar functions. I am not sure how much duplication, if any, is done, but it certainly would not hurt to take a close look at what these departments do and what they could do together for the betterment of the city and the department.
- A constant concern was accountability for all ranks from the Chief to the police officers.
- Training for supervisors and potential supervisors should be mandated. The completion of that training should be part of the promotional process. In addition, training should be based on the goals and objectives of the department.
- When goals and objectives of the department are issued, there should be appropriate follow up at all supervisory levels to ensure that subordinates are carrying out the goals and objectives through their activities. These goals and activities should be implemented in the academy as much as possible and should also be part of the FTO Program and all in-service training.
- Another concern is that supervisors must be positive and professional in dealing with their officers, regardless of friendship and/or personalities.

- It can't be emphasized enough how many times the term "strong leadership", starting at the top, has been mentioned in the interviews, along with the need for accountability and responsibility.
- There are a number of Sheriff's Departments and Police Department in the State of Florida that have had leadership changes over the last couple of years. It would be beneficial to review how the incoming Chief or Sheriff prepared to have changes made in the department.
- Across the board, strong leadership has been an item that has been mentioned by those interviewed. In addition, they have recommended that some thought be given to how the commend staff positions are appointed as opposed to limiting it to the rank of lieutenant, perhaps opening it up to look at those who have the abilities for that position, regardless of where they are in the department.
- It has been recommended that a meeting be held by the incoming Chief, with just the sergeants.
- At one time, the staff meetings included the Chief and/or Deputy Chief, Captains and certain staff members that reported to the Chief's office or interacted with them. Recently, it appears that only the Acting Chief and Captains are those that attend the weekly staff meetings.

## **E. MISCELLANEOUS CONCERNS**

### ***Policies, Performance, and Procedures***

- Perhaps a policy change is needed to require persons attending specialized schools away from the department or within the department, prepare a memorandum outlining the benefits and items covered by that training, when it is completed. This person could then train others in the department.

- The Holiday Luncheon, for the first time, was a cost to the employees. For many of the employees, the cost was not important, but there was concern that some employees were not able to attend the luncheon because of the cost.
- Regarding policies, some of those interviewed requested that a clear, concise, definitive policy on career paths be established. If one already exists, then it needs to be reviewed and updated.
- Many felt policies were not completely followed, or, in some cases, were completely disregarded.
- The policy on career paths for members of the department needs to be reviewed and updated regularly. Due to lack of a review, many of the specialized units have what they call "temporary positions", where officers apply and are accepted and work in a unit for two years, then they are automatically rotated out after they have received training for that position and have become proficient in their positions. The new person coming in goes through the same training process.
- The department's pursuit policy needs to be reviewed and the policy at SPD needs to be reviewed in light of policies used by other agencies in the region.
- Currently, there are two procedures in which officers show their arrival at a scene. Prior to the use of computers, the officers simply announced over the radio to dispatch that they had arrived or were arriving at the scene of their call. Now, officers can click a button which shows they have arrived; however, officers are also required to use the microphone radio to announce their arrival. Could one of these methods be eliminated without any adverse effects?
- There should be standards for original crime reporting, classifications and narrative.
- It was recommended that each General Order have a sunset date so that it would have to be reviewed or it would be discontinued.

For example, there is a General Order on psychological services that was just partially updated, but it is unclear if the psychologist that performs the work for the department currently had an opportunity to review the General Order to provide input from his/her own perspective.

- It is important that new police officers, as well as officers in the department already, be made aware of what is public record, in order to ensure that those records are provided in a timely fashion, when requested.
- Delegation, responsibility and accountability are items that need to be reviewed closely in terms of performance.
- There is a need for clear, concise department goals and objectives with appropriate training about the goals, for all supervisors.

### ***Budget and Funding***

- The Cop's Grant that paid for nine officers is in its final year. The city had agreed to continue to pay for these officers after the grand funding ended. September of the coming year is when the Cop's Grant funding from the city could be terminated. There is some concern that if the city doesn't continue to fund those nine officer positions, the position numbers would be lowered from roughly 175 to 167. In 1989, there were 203 sworn police officer positions and, in 2012, there were 175. In 2013, if those nine positions aren't continued, the total would be reduced to 166 or 167.
- While all cities, counties and law enforcement agencies went through some budget cutting when the economy was down, perhaps research could be conducted to see if there are any comparable cities in the State of Florida in which position numbers were lowered as much as ours, from a high of 203 in 1989 to a low of 175 currently.

- Due to budget cuts and staffing levels, for the first time in many, many years, the National Night Out Program, held around the country, was not held in Sarasota.

### ***Vehicle Issues***

- New vehicles have to be outfitted for use either as uniform patrol or as a detective unit. At some point in time, the department quit using the city garage to do this and went to an outside vendor. This has saved approximately \$2,000.00 per car by utilizing the private sector.
- From those inside the department interviewed, it appears that we need to really review the cost of maintenance on our vehicle fleet as done by the city, compared to what private vendors would cost.
- The process that we use for maintenance of police vehicles should be evaluated to determine if the costs that we currently incur for certain services could be lowered by using private sector vendors who would offer the same standard of services.
- It is possible that when a vehicle is seized for use by the department, the cost associated with the city attorney's office or other costs involved with the seizure may outweigh what the vehicle is worth.
- A review is needed for the parking within SPD and how it is administered, in terms of assignment and the type of vehicles that are being parked. Specifically, seized vehicles are parked in the garage and they take up a space for a number of months while the seizure process is being conducted. Perhaps there are other places, just as secure, where they could be parked and it wouldn't impact parking at headquarters.

### ***Media and Grants***

- Social media, via the Internet, is needed to assist the department in providing information to the community.

- Many of those interviewed feel strongly that a media relations person working at the department would be of great assistance, not only for investigative assistance, but also for providing the appropriate information to all the news media outlets. In addition, this individual could also help with New Employee Orientation, which is now very minimal or not provided at all.
- A number of departments have a person who is a full time grant writer, who assists in providing the department with opportunities for equipment or funding, at little or no cost to the department and the city,
- Again, across the board, requests for a grant writer have been made. A grant writer, in most agencies, more than pays for the position by the amount of grants they are able to bring into the department for vehicles, training, weapons, etc.

### ***Patrol Issues***

- The north end of Sarasota still consumes a lot of the time and effort of the Police Department. One avenue of working closer with the community would be to have weekly meetings at the appropriate time and place, not just with the Police Department and the community, but with every city department. City-wide discussions of concerns could be addressed at the weekly meetings and each department, including police, could give reports on how they are continuing to address those concerns that have been raised.
- Because the Police Chief attends many functions for neighborhood association meetings, i.e., the City Coalition of Neighborhoods Association meeting, and many non-profit organizations, such as the Downtown Association, it might be appropriate that, as needed, the Chief would assign a Lieutenant or Captain, not just from patrol, but from other areas, to attend those meetings with the Chief, to hear first-hand the comments and concerns of those organizations.

- Officers have mentioned that rarely do sergeants or lieutenants in patrol respond to calls for service and when they do, they generally stop by for a moment or two and then leave before the call has been completed and the officers have cleared the scene. Along those lines, some officers have noted that when there is a call holding because of a needed back-up and the only patrol person available is a sergeant or lieutenant, the sergeant or lieutenant generally does not come on the air and volunteer to take the back-up to that call so that it can be handled.
- There has been some suggestion that a Master Patrolmen Program or Corporal rank be implemented – not as a permanent rank, but as an opportunity to provide that person with some supervisory type of training and mentor new officers.
- Patrol officers mentioned that some of the cars have the ability to move the laptop angle so that officers don't have to constantly keep turning to the right to work on the laptop. All cars should have this ability.
- Officers and sergeants have remarked that they rarely see the Command Staff on patrol riding with the officers or making roll call. In addition, there is a recommendation that all of the division commanders take one or two days a month and spend those days working in a different division, however they see fit. At the end of the day, they could discuss with the Chief any items they see that could be duplicated throughout the department or items they feel are especially useful in that division.
- Officers who have worked on various shifts have indicated that, at times, it seems like there are four different departments in patrol. Oftentimes, roll calls are not consistent for all shifts and the information sergeants and lieutenants convey to the officers seems to vary for the different shifts.
- There was more mention of the four patrol shifts being treated as if they were four different departments. The methods used for how policies and procedures are followed vary greatly, depending on the shift.

## ***Operational Topics***

- An ad hoc committee needs to review how reports are generated, how they are prepared, how they are sent to the Records Department, and how long it takes the Records Department personnel to verify whether the reports have been received or not.
- The quality of reports needs to be addressed. There are some squads and shifts that have less rejected reports than others because of the quality of the report. Therefore, there should be a way to identify the need for remedial training for those who need it to ensure all reports are up to standards.
- There needs to be an upgrade to Records Management.
- There should be independent servers for SPD email.
- A number of those interviewed mentioned the need to promote better interaction with city departments, city commission and the city manager within the community.
- As soon as possible, payroll and personnel sections need to meet with the appropriate employees in Human Resources and resolve some of the differences concerning use of technology. The Sarasota Police payroll and personnel stated that many of the methods used by the city Human Resources Department are much more work intensive for the Police Department. The city Human Resources staff believes that if this is indeed a problem, it's because the Police Department payroll and personnel are not adapting and using the technology as it should be used.
- Some of those interviewed believe that the event scheduling is not being applied fairly and consistently, as it applies to those selected for overtime by the department to work overtime.
- Apparently, the current holsters were just issued within the last few years and many of the officers have not become completely comfortable with using them.

- The entire reporting system needs to be reviewed in terms of how the reports are prepared and how they are sent both to Intelligence and then to CID or to Records, to ensure that reports arrive in a timely manner. Those that are reviewed by Intelligence or CID and found to be deficient should be returned for appropriate correction. When it is obvious that a certain individual or squad has the majority of the returned reports, then additional training should be given to the lieutenant and sergeant.
- There is a recommendation that we review the number of officers injured and various types of training to help facilitate any needed changes.
- An issue that the new Chief has already addressed is that persons wearing the uniform should all be attired the same, in terms of the equipment, the vest, etc.
- In addition, the department has a Ride Along Program, or did have one, that should be reviewed to see if it needs to be updated. This could certainly be a step in bringing citizens to the department to become aware of what the department does.
- While the arrest statistics are sometimes utilized for whatever purpose, arrests should also be tempered by convictions.
- Discipline needs to be fair, consistent and based on department goals and objectives, not on personalities or friendship. Officers feel that while they are sometimes held to strict standards, supervisory personnel are not.
- If this is not already in place, we should have exit interviews with employees when they leave the department, whether sworn or non-sworn. The results of that interview should be discussed at the Senior Staff Meeting.
- There were some comments that sometimes individuals are sent to schools that they do not need and have not been requested to attend.

- Many of those interviewed stated that there may be some strong anti-Sarasota Police Department feelings within city government.
- The city attorney's office, to better serve the Sarasota Police Department, hired two new assistant city attorneys, both who have extensive experience and backgrounds as assistant state attorneys in Sarasota.
- Sometimes "Be On the Look Outs (BOLOs)" could be disseminated city-wide so that all city employees could be aware of information that might help investigations by the Police Department.
- Over the years, a few officers have been cited for the great work they do in checking homes and businesses on the night shift, especially in the A.M. time, to determine if the businesses are secure. A number of business owners have relayed to me that they have received calls from officers that found businesses open and these owners appreciated very much that the officers were checking.
- A number of officers have mentioned that it might be advantageous to examine the uniform shirts and trousers to determine how the uniforms are made and what the quality of the uniforms have for long term use.
- Some officers have mentioned that if there hasn't been a review of the FTO Program in some time, it would be an advantage to the department to review the program and make any necessary changes in practices, policies, or procedures.
- In addition, there are occasions when officers are transporting individuals without patting them down first or securing and checking their belongings.
- In general, response by vice, SWAT, bomb squad, K-9, etc., have been handled properly. Dissatisfaction was voiced that sometimes there is a lag time between the time that the supervisor on the

scene calls for what they feel is the appropriate unit to respond, and the time that the actual unit is dispatched.

- Review the usage of the Computer Crime Lab facility.
- The MIS Unit has been doing an outstanding job. They have implemented a number of processes that are saving the department and the city money. Unfortunately, in the past, there was an attempt to merge the Police MIS Department with the city IT Department, and that led to a number of employees leaving the Police Department and, for that period of time, until the merger proposal was settled, the unit was severely understaffed, but has now recovered and is now moving forward.
- With regard to the Red Light System, the city and the department now have eight red lights and tracking devices at eight intersections. Within a few months, we will probably go up to twenty.
- The city has wireless cameras around the city that are monitored by the Police Department. One area of improvement could be in the amount of time utilized for the review of those cameras.
- Our Records section has an RFP being prepared and, hopefully, within six months, we will have a new Records Management System. The current system requires much labor intensive work in order to track case numbers and reports as to their disposition.
- Almost all of the investigative units are short of the manpower they are allocated. It was hoped that eventually, their staffing could be brought back up to full staffing, but even then, it might be best to take a look at the services that we provided over the years when we had additional staffing in the department and what would be appropriate services to provide with the reduced staff we have.
- Along with the goals and objectives, it is recommended that the department review its strategic plan to ensure that the strategic plan is in line with the goals and objectives and that, every year or so, the strategic plan be reviewed.

- Along with the contract, which has not been amended for many years, I have provided a copy of the Florida Policeman's Bill of Rights to the incoming Chief for review.
- While consistency has been an across the board issue, it generally is talked about within the context of disciplinary action, but there has also been some suggestion that even as mundane as roll calls are for the uniformed bureau, they are held quite differently within the four units of the two day shifts and the two night shifts.
- While not a consistent across the board item, the way that disciplinary items are currently handled has been addressed on a number of occasions, which suggests that perhaps the process could be looked at in terms of the amount of time it takes for "routine" kinds of inquiries to be conducted.
- A city academy for civilians is needed to teach additional information about the operations of law enforcement and the city Police Department. There may be a law enforcement academy through the Sheriff's office that would also suffice.
- The downsizing of the department has adversely impacted the ability of the officers for training and for additional operational activities.
- There appeared to be some lack of rapid response from specialized units in response to patrol's needs.
- General Orders are in documents in the computer and should be available to all employees. When a revised three, four or five page General Order is sent via memorandum, there is difficulty in determining what revisions have been previously made. It would be helpful to track all revisions.
- There is opportunity for the Chief and the Command staff to provide a presence at Uniform Patrol roll call and to spend time each month riding with officers on patrol.

- Discipline needs continuous review to ensure that it is consistent, fair and that the appropriate disciplinary action is taken based on the offense and not the person who has committed the offense,
- Oftentimes, transfers are used in lieu of discipline. Those who are being transferred should be given a written reason for their transfer.
- The turnover, at both the city manager's level and at the Chief's Office has not been beneficial to carrying out long term goals and objectives of the city and the department.

#### **IV. CONCLUDING REMARKS**

During the time I have been preparing this report, there have been a number of very positive items. One item was the SWAT Team working at the Robert L. Taylor Community Center, who showed youngsters what the SWAT officers training is and then allowed those present to experience some of the training. Also, the officers who went shopping at Target with children received good press.

In addition, the officers who found two children in deplorable conditions in one of the motels, whose parents were apparently meth addicts, received good press because the press showed that the officers took it upon themselves to help with the children get them calmed down, and then bought the children presents for Christmas. The officers made sure that the children were safe until the agency responded to move them to foster care.

Again I would like to thank all who contributed to this report by talking with me both formally and informally. Not all issues and concerns have been validated. Furthermore, this report will only be exceptionally valuable if the issues and concerns brought forth are quickly and thoroughly reviewed and appropriate action is implemented.