



**PROPOSAL TO CONDUCT A REVIEW OF COMMUNITY
POLICING EFFORTS OF THE FORT LAUDERDALE
POLICE DEPARTMENT**

**ANALYSIS OF RECRUITING, BACKGROUND INVESTIGATION,
COMPLAINT MANAGEMENT, COMMUNITY POLICING AND TRAINING
PRACTICES AND PROCEDURES**

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

Dear Sirs,

Thank you for the opportunity to engage Bobcat Training and Consulting, Inc. for this project. We are excited about the prospect of serving the City of Fort Lauderdale, the Fort Lauderdale Police Department and its community partners.

The challenges of "Policing in the 21st Century" are creating new opportunities to improve our service delivery, our crime reduction as well as our community trust. In Bobcat you'll find experienced consultants who are invested in developing best practices. We will demonstrate our collaborative approach to the creation of sound recommendations that are well suited to the Fort Lauderdale Community.

Our tasks include the assessment of the department's recruiting, background investigation, training, complaint management processes and practices and the agency's community policing efforts.

Our proposal is attached and outlines our approach to the project, our consultant team and the roles that they will play in the engagement. We've included a cost proposal that has two options. The times and rates for our consulting work are the same in both options. We are flexible on how our travel and lodging expenses are handled. In Option "A" we cover these expenses and invoice you. In Option "B" the travel and lodging expenses are direct billed to the City of Fort Lauderdale at a cost savings to you. Chief Adderley's membership in NOBLE entitles the City to a discount on our administrative costs.

We hope that we might conduct our onsite visit during the week of May 11th to May 15th 2015. Most of our consultants will spend three days onsite conducting interviews and focus group discussions with department personnel, government representatives and community partners. We will also ride with a sampling of operational personnel as they go about their work.

We will conclude our review with a debriefing on May 15th with participants of your choosing. Our report with observations and recommendations will follow on or before June 12, 2015.

Our recommendations will be tailored and focused on the areas outlined in our scope of services. We know, having quite a bit of experience in this kind of work, that we will also see areas where the department and the community might improve the quality of their relationship that we might also speak to. Forgive us, we can't help ourselves. It's our passion.

We look forward to the opportunity to serve you.

Bob Stewart
President

We Promote Success



Fort Lauderdale Police Department Review

Overview

Bobcat Training and Consulting is unique among law enforcement training and consulting firms. The work of the Florida based company is focused, exclusively on the supervision, management and administration of law enforcement organizations. The mission of our training is devoted to preparing police leaders for the management challenges of Policing in the 21st Century.¹ Our consulting is focused solely on the implementation of successful community policing strategies.

Our organizational philosophy reflects Community Policing and Procedural Justice Principles outlined by the US. Department of Justice, Office of Community Oriented Policing.²

We center our highly specialized resources on police departments' efforts to achieve improved partnerships and transparency through transforming their agencies around the industry's best practices. Having solid community partnership is the most effective way of securing our neighborhoods. We are dedicated to making communities safer and the police management team more productive. The best practices are those that reflect modern, efficient Constitutional Policing.

Our instructors and consulting associates are all highly sought after professionals in the business. The resumes of our staff reflect the width and breadth of our experience and achievements. We always assemble the most qualified police practices experts to lead our projects. Each will come with the requisite knowledge and practical know-how to shape recommendations tailored to every law enforcement client.

¹ U. S. Department Of Justice Office of Community Policing Services and Office of Justice Programs, National Justice Institute. *President's Task Force of 21st Century Policing: Interim Report*. Washington, D.C. March 2015. www.cops.usdoj.gov.

² loc. cit.

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.³ We believe that governments and communities can benefit most by cooperative development of strategic plans to implement those recommendations.

As we celebrate the 20th Anniversary of Community Policing⁴ we see clearly that the most important steps lay in front of us. While we have seen great strides in the community policing areas of partnerships and problem solving, organization transformation remains elusive to most agencies. Bobcat Consulting takes great pride in devoting its work to the provision of resources and services that aid police departments, local governments and community association in the implementation of strategies that reduce crime and build community trust.

“In a republic that honors the core of democracy – the greatest amount of power is given to those called Guardians. Only those with the most impeccable character are chosen to bear the responsibility of protecting the democracy.” Plato

³ loc. cit.

⁴ loc. cit.

Fort Lauderdale Police Department Review

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 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 practices.

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

Resumes are attached

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 prepare for executive positions.

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

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

Patrick Oliver Police Practices Expert

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

Patrick Oliver is currently an associate professor and Director of the Criminal Justice Program for Cedarville University. He recently served as Chief of Police for the City of Fairborn, Ohio. He previously served as Chief of Police in Grandview Heights, Cleveland, Ohio, and the Ranger Chief of Cleveland Metropolitan Park District. Other law enforcement experience includes 11 years as a trooper with the Ohio State Highway Patrol. He is a 1989 graduate of Penn State University Police Executive School, a graduate of the FBI's Law Enforcement Executive Development School in 1993, and a graduate of the Ohio Association Chiefs of Police Executive Leadership College in 1994. He became a Certified Law Enforcement Executive (CLEE) in 1996. He is also a graduate of the rural Executive Management Institute. Oliver holds a Bachelor of Arts Degree in Criminal Justice and a Master's Degree in Business Administration, both from Baldwin Wallace University, Berea, Ohio. He also has a Ph.D. in Leadership and Change from Antioch University, Yellow Springs, Ohio.

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

Lou Dekmar Police Practices Expert

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

Louis M. Dekmar has 38 years police experience, with 24 years as police chief or chief of public safety. Presently, he serves as Chief of Police and Chief of Public Safety for the City

of LaGrange, Georgia. He is responsible for supervision, personnel and management of the LaGrange Police and Fire Departments. The police department has been accredited by CALEA since 1999 and State Certified since 1998

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

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

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

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

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

In addition, he conducts police management audits, assessments, and use of force reviews and inquiries for law enforcement agencies, recommending modifications in policy, processes, and training to increase accountability and reduce agency liability. He also

assists municipalities in police chief searches, advising and participating in the selection process.

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

Jerry Clayton Police Practices Expert

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

Jerry L. Clayton is in his second term as the Sheriff of Washtenaw County. Sheriff Clayton leads an organization of approximately 420 staff. A \$50 million dollar general fund budget and serves a population of over 347,000 within a 720 square mile geographical area. Under Sheriff Clayton leadership, its mission drives the efforts of the WCSO to “Create Public Safety, Provide Quality Service, Build Strong and Sustainable Communities”.

Prior to his election as Sheriff, and assuming office in January of 2009, Jerry was a partner and Vice President for Lamberth Consulting. Lamberth Consulting is a Delaware based firm, specializing in statistical analysis of police practices and the development of staff training and community engagement strategies designed to prevent biased practices and enhance law enforcement and community partnerships. Jerry also had a strong focus in the areas of organizational and individual leadership and management development.

Prior to his years in the private sector, Jerry was a twenty-year criminal justice veteran, serving his entire career with the Washtenaw County Sheriffs Office. Jerry served as a member of the Sheriff Office’s Executive Team (Corrections Commander, Police Services Commander and SWAT Team Commander) in addition to holding numerous leadership and staff positions.

Jerry has been a certified criminal justice trainer and instructor for more than twenty years, specializing in a multitude of use of force disciplines, special weapons and tactics, cultural diversity, bias based policing prevention, and in the areas of management, and leadership development. He has designed and instructed a variety of training programs and workshops and provides consulting services as a contracted technical resource provider and instructor for the United States Department of Justice. During the last 10 years Jerry has served as a lead instructor for the National Sheriff’s Institute a leadership program specially designed and delivered to first-term sheriffs throughout the United States.

Jerry also worked as a subcontracted team member for the court appointed monitor appointed to evaluate the Detroit Police Department's compliance with its consent judgment. Jerry's areas of focus were primarily Conditions of Confinement and secondarily Use of Force. Additionally, Jerry has also worked directly for the Department of Justice, evaluating several law enforcement agencies compliance with various stipulations associated with their Memorandums of Understanding and/or Letter's of Agreement. His focus areas relative to these assignments have been (Biased policing investigations, bias free policing, cultural diversity lesson plan development, traffic stop data collection practices).

Jerry attended Eastern Michigan University and majored in Public Safety Administration. He also graduated from the Eastern Michigan School of Staff and Command and from the SCH Executive Leadership program.

Randy Nelson Project Coordinator/ Consulting Associate

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

Dr. Randy B. Nelson currently serves as the Program Coordinator for the Bethune Cookman University Criminal Justice Administration Graduate Program. Dr. Nelson's educational background includes a B.A. degree in Sociology from Eckerd College, M.A. degree in Criminology from the University of South Florida, and Ph.D. in Criminology and Criminal Justice from Florida State University. His academic and professional career has focused on developing and evaluating delinquency prevention methodologies designed to address the problems negatively impacting disadvantaged communities. Dr. Nelson has an extensive history of working with non-profit faith and community-based social service organizations to develop and effectively achieve their programmatic and outcome goals. He has conducted several presentations and authored numerous reports and publications on the disproportionate representation of minority youth in Florida's juvenile justice system. Dr. Nelson also served as an adjunct faculty member at Florida A & M University and Florida State University where he was responsible for the instruction and evaluation of undergraduate and graduate criminal justice students. His work experience includes employment with the Florida Departments of Corrections and Juvenile Justice. Dr. Nelson is a nationally recognized law enforcement trainer in the areas of community policing and engagement strategies.

Melanye Smith Report Coordinator Consulting Associate

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

Dr. Melanye V. Smith is currently a contributing faculty member at Walden and Ashford Universities. She served as an associate professor at the National Labor College and Department Chair of the Emergency Readiness and Emergency Response Program. Dr. Smith completed a twenty -three year law enforcement career 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 Identifications and Records Division, the Commander of Community/ Youth Services in the First District and Supervised the Child Abuse and missing's 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 counties; Charles, St Mary's and Calvert

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

Rich Hedges Project Assistant Consulting Associate

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

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

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.

Fort Lauderdale Police Department Review

Review Methodology

Bobcat Training and Consulting, Inc. (Consultant) proposes to provide a multi-focused assessment of the Fort Lauderdale Police Department (FLPD). The assessment will include a review of five (5) critical areas which are essential to effective police management and practice. The five (5) focus areas to be examined are listed below:

- 1. Recruiting**
- 2. Background investigation**
- 3. Complaint Management**
- 4. Community Policing**
- 5. Training**

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

Recruiting: The Consultant will examine FLPD's recruitment process, procedures, and practices to assess the quality and management relative to this focus area. The Consultant will obtain 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.

We want to focus our attention on an evaluation of the department's recruiting strategy and specific efforts to recruit minorities and women. We also think that we should examine targets, goals and success rates in recruiting, hiring and completion of the probationary period.

The hiring of a law enforcement officer is the single most important function of any law enforcement agency. There is no amount of organizational management or equipment that can replace the human relation skills or service delivery of the individual officer. The key strategic community service advantage is achieved by recruiting and retaining quality people. This section of the management review will

evaluate the policies, procedures, practices, and strategies used to recruit quality people for the police officer job.

Background Investigations: *The Consultant will examine FLPD's background investigation process, procedures, and practices to assess the quality and management relative to this focus area. The Consultant will obtain 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 will assess the degree to which the efforts in FLPD meet both standards and best practices in the industry. We also want to gain a sense of what department personnel and community stakeholders view as the most important components of the process.

The background investigation of a law enforcement officer is an examination of one's character to determine job suitability. Therefore, the objective of the background investigation is to obtain information relative to the suitability or non-suitability for employment within the law enforcement agency relative to the candidate's behavioral history and character. This is a component of the selection process that is required to hire a law enforcement officer based on the tremendous authority of the job. This section of the management review will evaluate the policies, procedures, practices, and strategies used in the background investigation process to examine one's behavioral history and character for the police officer job.

Complaint Management: *The Consultant will examine FLPD's complaint management process, procedures, practice, and timelines to assess the quality and management of this focus area, consistent with objective law enforcement standards (CALEA). The review will include a survey of the written directive system to determine if it requires all complaints against the agency or its employees be investigated, to include anonymous complaints. As a part of this, the verification furnished to persons initiating complaints and the status and updates of investigations communicated to the complainant. As well as the agency's process for identifying the type of complaints to be investigated by line supervisors and the type of complaints that require investigation by the internal affairs function.*

The Consultant will obtain 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 and determine if there is a record of all complaints against the agency or employees and whether those are maintained in a manner consistent with an appropriate retention schedule. An evaluation involving the

position responsible for the internal affairs function and the authority to report directly to the agency's chief executive officer will be a part of this survey.

The Consultant will examine when and how employees are notified that they have become the subject of an internal affairs investigation and their rights and responsibilities relative to the investigation. And under what conditions, if any, during an internal affairs investigation, the agency can require an employee submit to medical or laboratory examinations; photographs; directed to participate in a line-up; financial disclosure statements; and instruments for the detection of deception are used.

The Consultant will assess the agencies annual statistical summaries, based on the records of internal affairs investigations and how they are made available to the public and agency employees.

Community Policing: *The Consultant will examine FLPD's community policing process, procedures, and practices to assess the quality and management of this focus area. The Consultant will obtain 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 will assess 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.

Training: *The Consultant will examine FLPD's training process, procedures and practices to assess the quality and management of this focus area. The Consultant will obtain 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.*

As previously noted, a series of interviews (internal and external), focus groups, and document/data reviews will be conducted by the Consultant to ensure an accurate assessment of the FLPD process, procedures, and practices.

Our assessment will focus on entry level and in-service training which support the department's community policing efforts. We will evaluate the outcomes of this training against standards and goals established by the USDOJ Office of Community Policing.

We will conduct a document review of policies and procedures from the five areas of study. The department will be responsible for forwarding these documents to Bobcat Training and Consulting in an electronic format.

Our Police Practices Experts and Consulting Associates will conduct an onsite visit where each will spend three (3) days conducting interviews and accompanying officers on ride-a-longs. Each consultant will conduct 5-6 interviews or rides per day over three days

We will also conduct four (4) focus group discussions led by Sheriff Clayton. The focus groups will be assembled as follows:

- 1. officers and sergeants***
- 2. sworn and non-sworn managers***
- 3. command staff members***
- 4. government and community members***

Our onsite team members will meet each day to review their observations and present cross-cutting issues that may affect other areas of our inquiry.

We tentatively plan to conduct our onsite visit between May 11th and May 15th, 2015. We would conduct a debriefing on our last day of our visit for the City Manager and Police Chief and others that they might invite.

Our final report will be delivered within thirty (30) days of the conclusion of our onsite visit. It will be constructed in the form of "observations" and "recommendations" with accompanying discussion and/or conclusions, as appropriate. Our recommendations will be designated as either "short term" or "long term" as urgency and necessity may dictate.

Onsite requirements

We request that a FLPD official be designated as the Bobcat liaison. This official would act as our primary point of contact. The person appointed would:

- Coordinate our document request and forward materials to our team***
- Facilitate the team interview list, schedule and ride-a-longs***
- Arrange for transportation, if necessary (we will have three vehicles and should be largely self-sufficient***
- Small room for focus group discussions (2 days)***
- Interview space for persons without offices***
- Small room for daily team meetings between 4 and 6PM***
- Access to scanner/printer/copier***
- Facility access***
- Internet access***

Fort Lauderdale Police Department Review

Cost Proposal A

Project Director	6 days @ \$1000.00 per day	\$6,000.00
Police Practices Experts (2)	5 days @ \$1000.00 per day	10,000.00
Police Practices Expert (1)	2 days @ \$1000.00 per day	2,000.00
Project Coordinator (1)	6 days @ \$800.00 per day	4,800.00
Report Coordinator (1)	6 days @ \$800.00 per day	4,800.00
Project Assistant (1)	5 days @ \$800.00 per day	4,000.00
Sub Total for consulting services		\$31,600.00
Administrative Fee @15% discounted to 10% (NOBLE)		\$3,160.00
Total for Consulting Services		\$34,760.00

Travel and Lodging – paid by Bobcat Training and Consulting

Automobile Travel @ \$250 x 3	\$750.00
Airline Travel @ \$800.00 x 4	2400.00
Hotel @ \$200 per night x 23	4600.00

(Hampton Inn 250 N. Andrews Ave)

Total for Travel and Lodging **\$7750.00**

Grand Total **\$42,510.00**

Payment upon invoice:

50% (\$21,259.00) upon completion of onsite review and de-brief on May 15, 2015

50% (\$21,259.00) upon delivery of final report and recommendations by June 14, 2015

Fort Lauderdale Police Department Review

Cost Proposal B

Project Director	6 days @ \$1000.00 per day	\$6,000.00
Police Practices Experts (2)	5 days @ \$1000.00 per day	10,000.00
Police Practices Expert (1)	2 days @ \$1000.00 per day	2,000.00
Project Coordinator (1)	6 days @ \$800.00 per day	4,800.00
Report Coordinator (1)	6 days @ \$800.00 per day	4,800.00
Project Assistant (1)	5 days @ \$800.00 per day	4,000.00
Sub Total for consulting services		\$31,600.00
Administrative Fee @15% discounted to 10% (NOBLE)		\$3,160.00
Total for Consulting Services		\$34,760.00

Travel and Lodging – paid by City of Fort Lauderdale

Automobile Travel @ \$250 x 3	\$750.00
Airline Travel x 4	Direct Bill
Hotel	Direct Bill

(Hampton Inn 250 N. Andrews Ave)

Total for Travel and Lodging **\$750.00**

Grand Total **\$35,510.00**

Payment upon invoice:

50% (\$17,755.00) upon completion of onsite review and de-brief on May 15, 2015

50% (\$17,755.00) upon delivery of final report and recommendations by June 14, 2015