

Fort Lauderdale Police Department

Multi-Focused Community Policing Assessment Response

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Objectives:

- ▶ Improve the Quality of Service Provided by the Police Department
- ▶ Bring the Community into more Aspects of Policing
- ▶ Collaborate with the Community on Problem Solving Options



Assessment Focus Areas

- ▶ Community Policing
- ▶ Complaint Processing
- ▶ Recruiting / Hiring
- ▶ Background Investigations
- ▶ Training



Techniques

- ▶ Focus Groups
- ▶ Staff & Community Interviews
- ▶ Reviews of Internal and External Documents
- ▶ Literature Reviews



Status of Recommendations (43)

- ▶ 5 – In Effect Prior to the Assessment
 - ▶ 17 – Completed
 - ▶ 4 – Non-Concurrence with Alternatives
-

26 – Closed

- ▶ 17 – In Progress



Multi-Focused Community Policing Assessment

»» Recommendations Not Implemented or Alternative Approaches

Community Policing

- 5.4 Explore the development of a geographic–neighborhood centered plan within each patrol district.
 - Bobcat's recommendation: Assign lieutenants to manage smaller geographic–neighborhoods
 - FLPD currently uses Captains in this role to manage lieutenants and sergeants who oversee the smaller sectors within each district



Recruitment and Selection

- 7.3 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.
- The Department utilizes the Test of Adult Basic Education (measures student's ability to understand and interpret reading passages). It uses personal and business communications, instructive content, and informational materials to assess and measure communication dimensions.



Background Investigations

- 8.2 FLPD should encourage college education for entry level police officers and for promotion.
- College education is encouraged by recruiting at college campuses.
- Requiring an Associates degree for Police Lieutenant and Police Captain; and Bachelors degree for all higher ranks.
- Facilitating the City's "Tuition Reimbursement Program" and the "Education Incentive" stipend for those obtaining a degree.



Training

- ▶ 9.11 All sworn personnel (patrol, detectives, drug investigators, etc.) should be issued body cameras and required to record all citizen encounters.
- Body Worn Cameras (BWC) have been the choice of many agencies to address concerns of trust and legitimacy. A number of technical, legal and financial factors must be considered prior to deciding to implement BWC's in an agency. As resolutions are identified the Police Department will conduct the appropriate evaluation.



Community Policing

Community Policing

- 5.1 – FLPD Command Staff Should Hold a Retreat to Outline Community Policing In Fort Lauderdale.
 - Tentatively scheduled for December.
- - 5.2 Formalize a Call For Service Reduction Plan
 - Implemented “Desk Sergeant” position and station report positions:
 - Increased customer service
 - Reduced calls for service
 - Reduced response times for non-emergency calls



Community Policing

FISCAL YEAR	QTR	YEAR	MONTH	# CALLS	Start to Disp Minutes	Disp to Arr Minutes	Start to Arr (Mins)
2014-15	1	2014	OCT	6623	17:10	9:19	26:29
		2014	NOV	5986	16:08	9:50	25:59
		2014	DEC	6217	21:54	10:00	31:54
		TOTAL	18826	18:24	9:42	28:07	
	2	2015	JAN	6250	20:04	9:54	29:58
		2015	FEB	5560	20:39	9:47	30:26
		2015	MAR	6084	25:28	10:09	35:38
		TOTAL	17894	22:04	9:57	32:03	
	3	2015	APR	6202	23:35	10:21	33:57
		2015	MAY	6479	22:22	9:59	32:22
		2015	JUN	5882	20:11	9:45	29:57
		TOTAL	18563	22:05	10:02	32:08	
	4	2015	JUL	6416	22:52	9:53	32:46
		2015	AUG	5940	18:42	9:32	28:15
		2015	SEP	5565	15:02	9:23	24:24
		TOTAL	73204	20:16	9:45	30:02	
FISCAL YEAR AVERAGE			73204	24:00	09:50	30:14	
2015-16	1	2015	OCT	6380	14:56	9:00	23:56
		2015	NOV				
		2015	DEC				
		TOTAL					

The lobby program began on Aug 24th 2015 and was fully operational throughout September and October 2015. Both of those months show a marked improvement from prior averages within the 2014-15 fiscal year. Note that Oct 2015 shows a 26.8% decline in wait time (14:56) citywide from start to dispatch compared to the 2014-15 fiscal year average of 24 minutes.



Community Policing

- 5.3 Post Non-Classified Policies on the FLPD Website
- Non-exempt policies have been posted on the www.FLPD.org website.



Community Policing

- 5.5 Police command staff must play a larger role in the development of community organization and leadership.
 - Attend Civic Association meetings and created joint HOA meetings.
 - Community initiatives:
 - Seniors and Law Enforcement Together
 - Latin Community Outreach
 - Front Porch Briefings
 - God Squad
 - Adopt 3rd Grade Classroom
 - Teach teen driver and police interaction



Community Policing

- 5.6 A policing strategy is needed to engage the business community.
 - Attend Downtown Development Authority (DDA), Property-Business Owners of Las Olas, Central Beach Alliance, Chamber Beach Council
 - Created alternative patrol methods on Sistrunk Blvd, 13th St, downtown and the beach.



Community Policing

- 5.7 The department senior leadership has an irregular presence with lower-level officers to aid in assisting them to understand the changes that are occurring.
 - Created labor relation meetings
 - Meals with the Chief
 - Officer input/feedback solicited for decisions that effect them
 - Block training, briefings, one-on-one interactions



Community Policing

- 5.8 In-service training should include presentations by command staff and city attorneys and discussions regarding community engagement.
- These elements will be incorporated into In-Service Training Curriculum.



Complaint Management

Complaint Management

- 6.1 There should be a review and revision of Internal Affairs procedures and handling of Category 2 (less serious) complaints.
 - IA Policy 117.3 is reviewed annually.
 - IA Policy 117.4 and the IA Standard Operation Procedures (SOP) are reviewed every 3 years per CFA requirements.
 - New software programs are being evaluated to better track and document Category 2 complaints (IA Pro Blue).



Complaint Management

- 6.2 All complaints should be documented as part of the Early Intervention Program.
- Internal Affairs utilizes IA Pro software to track Category 1 (serious) and Category 2 (less serious) complaints as well as for Early Intervention analysis.
- IA Pro Blue is an extension of IA Pro and is being evaluated to better track & analyze Category 2 Complaints handled by personnel outside of Internal Affairs.



Complaint Management

- 6.2 Survey the community on an ongoing basis to measure citizen satisfaction with policing services and to assess progress over time.
 - The City conducts an annual Neighbor Survey that is available online. It includes neighbor opinions of their safety and satisfaction with police services.



Complaint Management

- 6.3 Complaint forms should be readily available to the public in the lobby.
- The revised Police Employee Recognition/Complaint Forms are available online, at all Police Facilities and carried by supervisors.



Your Neighborhood • Your City • Your Police
CITY OF FORT LAUDERDALE POLICE DEPARTMENT

WE WANT TO HEAR FROM YOU

If you would like to let us know about the outstanding service you received from a Fort Lauderdale Police Department employee, or report any alleged misconduct or inadequate service and there is no one here to assist you at this time, please use one of the following options:

- Online - Police Employee Recognition/ Complaint Forms are available at www.flpd.org under the "About FLPD" tab
- Phone – Dial 954-828-5700 for assistance
- In Person - Any Police Department employee will assist you by providing a form and/or forwarding your concern to the appropriate personnel for follow up

 The Fort Lauderdale Police Department
1500 West Broward Boulevard, Fort Lauderdale 33312 | 954-828-5700
Follow us on Twitter: @FLPD41



Complaint Management

- 6.4 Establish a 24/7 anonymous confidential complaint hotline.
 - A Complaint Hotline has been established and updated on the department's webpage.
 - 536 calls received between 6/1/2015 – 11/4/2015.



Complaint Management

- 6.5 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.
- This language was removed from the pre-formatted statement template.



Complaint Management

- 6.6 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.
 - All Lieutenants have been trained.
 - Including the collective bargaining contract and the Police Officer's Bill of Rights (FSS 112).



Recruitment and Selection

Recruitment and Selection

- 7.1 FLPD should require that every police manager also do recruiting as a part of their job. Recruitment should be year round.
- A directive has been distributed by the Office of the Chief directing, encouraging and requiring all sworn staff, including managers, to consider recruiting a part of the responsibilities.



Recruitment and Selection

- 7.2 The Department should explore the use of an entry level assessment center for each police officer candidate.
- The Department is investigating the viability of using an assessment center and/or additional measurement tools in the screening of candidates for entry level positions.



Recruitment and Selection

- 7.4 Construct the hiring process so that it is completed in no more than 120 days.
- Measures are being evaluated that will increase the effectiveness and reduce hiring period:
 - Outsourcing some background investigation tasks
 - Assessment Center Exercises
 - Staff Psychological Evaluation



Recruitment and Selection

- 7.5 Develop recruiting strategy to identify and hire officers that are reflective of the community served by the department.
- Form recruiting relationships with organizations such as the NAACP, the Urban League and other civic organizations.
- Relocation of the Recruiting Unit to the Sistrunk Substation. Recruiters host weekly forum discussions and assist with the application process.
- Advertisements in minority focused periodicals; Attending job fairs and visiting historically black colleges.
- A new recruiting video is being produced which highlights diversity in the Police Department and our community relations efforts.



Recruitment and Selection

- 7.6 Collect data to determine how effective each recruiting destination may be in the future.
- A 'candidate survey' is issued to applicants in order to capture data each of the current marketing and recruiting efforts.



Recruitment and Selection

- 7.7 The recruitment process needs to be analyzed to determine what efforts yield the best results.
- Surveyed sworn officers hired within the last 5 years to evaluate factors related to their recruitment.
 - Local vs outside of Florida
 - Salary
 - Diversity of Specialty Units
- Working to Better Capture Data From Recruiting Efforts
 - Website Hits
 - Social Media Clicks
 - Applicant Surveys



Recruitment and Selection

- 7.8 Establish a recruitment and retention advisory council
 - Collaborating with the Council of Civic Associations to serve in this capacity.
-
- 7.9 Provide an Online Employment Application
 - The Police Department utilizes the NeoGov online application processing service.



Background Investigations

Background Investigations

- 8.1 The FLPD Command Staff should develop a profile of an effective police officer.
- A Job Task Analysis RFP is being conducted for the Police Officer position. It will also identify the characteristics of an "Effective Police Officer".
- They will be incorporated into the recruiting plan, hiring process, training curriculum, employee evaluation process and promotional examination process.



Background Investigations

- 8.3 Background Investigators should receive 40 hours of Background Investigation training.
- Previously in effect



Background Investigations

- 8.4 Implement a electronic file system for applicant tracking.
 - Procured the SunGard Records Management System (RMS) Applicant Tracking module. This was an add-on component to the Department's existing RMS. Implementation is in progress.
- 8.5 Use social media in the recruitment of applicants.
 - Twitter implemented July 2015
 - Facebook implementation in December 2015



Background Investigations

- 8.6 Increase personnel in Backgrounds Investigations Unit.
 - Contracting with firms to conduct elements of the background investigation.
 - In addition, the Department will request funding to add at least 2 permanent full time Civilian Background Investigators.



Background Investigations

- 8.7 The FLPD should use an instrument that identifies high risk behavior.
 - The psychological examination and the background investigation substantially evaluates applicants' propensity for high risk behavior. The Behavioral Police Aptitude Device and hiring of an on staff psychologist are steps being evaluated.
- 8.8 In addition to the information developed during the course of 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.
 - This has been implemented



Background Investigations

- 8.9 Establish Core Values and incorporate them as factors in the hiring process.
- This topic will be included in the Management Retreat Exercise.
- They'll be incorporated into the recruiting plan, hiring process, training curriculum, employee evaluation process and promotional examination process.



Training

Training

- 9.1 Train the entire agency in Fair and Impartial Policing.
 - Included in the Block Training schedule (2016)
 - Train the Trainer – Completed

- 9.2 Train all Lieutenants and above in Procedural Justice.
 - Procurement & Scheduling In Progress
 - “Organizational Change through Decision Making and Policy”



Training

- 9.3 Establish a career development program for Sergeants and Lieutenants.
 - Schedules being developed for Florida Leadership Academy
 - NSU/BSO Exec Leadership Program
 - Southern Police Institute – Command Ofc Dev Course



Training

- 9.4 Increase the number of personnel attending Crisis Intervention Training (CIT)
 - 356 Ofc's Trained – (Incl In New Hire Orientation)
 - 1 Day CIT Familiarization – 244 Officers (Added to the 40hr Block In-Service Training curriculum)
 - 40hr CIT Certification – 112 Officers (Add'l being scheduled)
- 9.5 Ensure that agency core values are aligned with performance evaluation
 - Agreed



Training

- 9.6 Provide training in Community Policing and transformational leadership.
 - Department of Justice – Community Oriented Policing Services Office (COPS) – "Community Policing Defined".
 - Florida Leadership Academy
 - Executive Leadership Program
 - Southern Police Institute



Training

- 9.7 Make roll call training a component for key in-service areas.
 - Evaluating solutions to create custom Roll Call Training sessions and manage them.
 - Identifying existing training material libraries.
- 9.8 Provide more training and career development programs for non-sworn personnel.
 - In progress
 - 2013 – 55 personnel
 - 2014 – 42 personnel
 - 2015 – 77 personnel thru October



Training


- 9.9 The current training curriculum should be made available for partner and community reviews.
 - Agreed – Collaborating with the Council of Civic Associations
- 9.10 Require training and issuance of Electronic Control Devices (ECD) to all sworn personnel performing line functions.
 - Purchase Request is on the December 15 Commission Agenda
 - Mandatory for Uniformed Personnel




Additional Initiatives




Supervisors & Higher Reading of the DOJ Ferguson Rpt and the Presidents Task Force Rpt on 21st Century Policing

- ▶ Both documents have been provided digitally via the FLPD File Sharing System.
 - ▶ Sergeants and higher have been directed to read both documents.
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Mandatory Crisis Intervention Training Program

- ▶ Historically An Optional Training Course
 - ▶ Effective 2015 – CIT is a Mandatory Course
 - ▶ It will Enhance Officers Skills to Handle Encounters with the Mentally Ill
 - ▶ It will Enhance Officers Skills to De-Escalate Incidents When Feasible
- 


Enhancing Psychological Services

- ▶ Currently New Hire Psychological Screening is Outsourced.
 - ▶ A Staff Psychologist will Increase Efficiencies in New Hire Screening
 - ▶ They will also Oversee the Crisis Intervention Stress Debriefing team and Crisis Intervention Team
- 

360 degree Firearm Simulator

- ▶ Firearm Simulators Display Video Based Shoot or Don't Shoot Scenarios
 - ▶ The Objective is to Enhance the Officers Decision Making Skills in Simulated Environments with Subjects Capable of Moving/Talking/Shooting as well as De-Escalating
- 


Alternative External Vest Carriers

- ▶ Due to the Heat & Comfort Concerns, Ballistic Vests are Authorized to Wear Externally
 - ▶ Concerns Raised Nationally Regarding Comparisons to Military Styled Vests
 - ▶ Evaluations In-Progress of Alternative External Vest Carriers (Demo)
- 


Review Miami Beach PD's Adopt-A-Classroom program

- ▶ Helps Build Trust at a Young Age
 - ▶ Creates a Positive Image of Police
 - ▶ Enhances School & Community Relations
- 

“Use of Force” change to “Response to Resistance”

- ▶ In 2009 FLPD changed the name of this policy to “Response to Resistance”
 - ▶ Reflects Our Organizational Perspective on the Application of Force
 - ▶ FLPD Officers are Trained in the Practical Application of this Policy Annually.
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Publish An Annual Report Analyzing the Data on Response to Resistance Applications

- ▶ The Office of Internal Affairs will prepare this report each year.
 - ▶ It will also include the policy governing FLPD Response to Resistance.
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Questions