



ALLEN NORTON & BLUE
PROFESSIONAL ASSOCIATION

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August 22, 2016

Via U.S. Mail and E-mail

Howard D. Kunik, City Manager
HKunik@ci.punta-gorda.fl.us
City of Punta Gorda
City Hall
326 West Marion Avenue
Punta Gorda, Florida 33950-4492

Re: City of Punta Gorda – 2016 PD 08-09 Investigation
[1731 ANB File No. 110(T)]

Dear Mr. Kunik:

The purpose of this letter is to provide a summary of investigatory process being initiated by the City with respect to the August 9, 2016 Citizens' Academy incident. As you know, the incident is currently under investigation by the Florida Department of Law Enforcement. Once the FDLE completes its investigation, the City will conduct an internal investigation into the matter. The City's investigation and review will be handled by an investigative team consisting of Lt. Terry Cochran, myself, and retired Police Chief Arnold A. Gibbs, and will report the conclusions and recommendations to City Manager's office for any final disposition.¹

The City investigation of the matter will be handled in accordance with the City Charter,² the City's Personnel Rules and Regulations,, the Law Enforcement Officer's Bill of Rights,³ and the Police Department Standard Operating Procedures, and any applicable collective bargaining agreement provisions.

The statutory Bill of Rights requires that each police department promulgate a system for the internal investigation of complaints that might result in disciplinary action against police

¹ The City Manager also reserves the right to add members to the investigative team should information gleaned from the process warrant it.

² See generally Art. IV, § 1; Art. XVII, § 1.

³ §§ 112.531 – 112.535, Fla. Stat.

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officers.⁴ The Bill of Rights further provides that such investigations must accord covered officers⁵ with certain substantive protections if the officer is the subject of the investigation. These rights include, for example, the right to have a representative present during an interrogation, the right to review materials and statements prior to an interrogation, the right to have an interrogation recorded, and the like.⁶

Consistent with the statutory Bill of Rights, the Police Department's SOP 202.00 establishes the process for conducting internal investigations. In light of the presence at the scene and/or potential involvement⁷ of many of the Police Department's chain of command in the incident being reviewed, including the Police Chief, the review and investigation is being conducted at the direction of the City Manager's office under the authority of Articles IV and XVII of the City Charter.

Lt. Terry Cochran has been appointed to serve as the Police Department's assigned investigator. Lt. Cochran was appointed as investigator based on the fact that he was not present during the incident in question and had no involvement in the underlying circumstances leading up to the incident. In addition to Lt. Cochran, myself and the firm of Allen Norton & Blue have been retained by the City and appointed to assist Lt. Cochran with conducting the investigation. I am versed in internal investigations and applicable state and federal labor laws. The City has also retained retired Police Chief Arnold A. Gibbs to assist with the investigation and consult on

⁴ § 112.533(1)(a), Fla. Stat. Although applicable to internal investigations that might result in disciplinary action against an officer, the Bill of Rights has been held not to apply to external investigations. *D'Agastino v. City of Miami*, 189 So.3d 236 (Fla. 3d DCA 2016); *Miami-Dade County v. Dade County Police Benevolent Ass'n*, 154 So.3d 373 (Fla. 3d DCA 2014). The review and investigation to be undertaken by the City's investigatory team constitutes an internal investigation, notwithstanding that the City has retained outside consultants to assist with the internal investigation.

⁵ The Bill of Rights generally covers non-probationary, full-time police officers, other than the Police Chief. § 112.531(1), Fla. Stat.

⁶ § 112.532(1), Fla. Stat.

⁷ It is my understanding that such involvement may include, for example, having knowledge as a potential witness who was present at the time of the incident, involvement or pertinent knowledge as to the planning of the Citizens' Academy, or involvement or knowledge as to the preparations and steps taken leading up to the incident.

Howard D. Kunik, City Manager
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police practices as it relates to this incident and the events giving rise to it.⁸ In my opinion the appointment of an investigative team consisting of Lt. Cochran, Chief Gibbs, and myself to conduct the internal review and investigation and to report its findings and recommendations to the City Manager is fully consistent with the requirements of applicable law.

Once the FDLE concludes its investigation, the investigative team will review all evidence regarding this matter and will conduct all necessary witness interviews, while according any involved officers or employees all required due process. Following a comprehensive review and investigation, the conclusions and recommendations will be submitted for consideration to the City Manager's office for a decision as to what, if any, further action to take regarding this matter.

If you have any questions or concerns or otherwise wish to discuss this matter, please feel free to contact me.

Sincerely,



Brian Koji

Enclosures: Arnold A. Gibbs Curriculum Vitae
Lt. Terry Cochran Bio
Brian Koji Bio

cc (by email): Lt. Terry Cochran (TCochran@ci.punta-gorda.fl.us)
Arnold A. Gibbs, Police Chief (retired) (arnoldgibbs1948@gmail.com)

⁸ The bios of Lt. Cochran and myself are attached hereto, as is the Curriculum Vitae for Chief Gibbs.

Exhibit 1

CURRICULUM VITAE

ARNOLD A. GIBBS

Police Chief, retired

Arnold A. Gibbs & Associates
[REDACTED]
[REDACTED]

E-mail Address: arnoldgibbs1948@gmail.com

EDUCATION

- 1990 **Masters Degree** in Management (MSM), St. Thomas University
- 1990 **Masters Certificate** in Public Administration, St. Thomas University
- 1987 **Certificate** in Law Enforcement Management, FBI National Academy
- 1986 **Bachelors Degree** in Professional Studies, Barry University
- 1984 **Certificate** in Criminal Justice Instruction, Criminal Justice Standards & Training Commission
- 1984 **Certificate** in Special Weapons and Tactics (SWAT), Miami Police Department
- 1983 **Associates in Arts Degree**, Miami Dade Community College

AWARDS AND HONORS

Recognized as the City of Cape Coral's "Citizen of the Year" for outstanding civic and professional services in 2000
Received the Florida Crime Prevention Association's "President's Award" for innovative crime prevention strategies in 1995
Received the "Knight of Order of Michael the Archangel" for professional achievement award in 1995
Received the Miami Police Department's "Medal of Honor" for heroism and valor in 1984

POSITIONS HELD

Arnold A. Gibbs & Associates, November 2009 to present:

Law enforcement training and liability reduction

Veritas & Associates, 2003 – 2006:

Associate Consultant with the firm, which has been in existence since 1983. Serving in the capacity of an **expert witness, Case Consultant, and Research and Internal Investigative Services** for law enforcement agencies, law firms involved in litigation throughout the nation. Veritas & Associates possesses a vast amount of experience and specializes in high liability police and private security litigation, inclusive of use of force,

deadly force, restraints, hog-tying, prisoner transport, high speed pursuit and emergency response, arrest and detention, investigation, swat and hostage negotiations, and premises liability. Cases are reviewed from a perspective of policy and procedure, training, supervision, and accountability systems compared to national standards.

Cape Coral Police Department, 1993 – 2002:

Chief of Police for the City of Cape Coral Police Department

Miami Police Department, 1970 – 1993:

- **Assistant Chief of Police** in command of Field Operations and Investigations Divisions. Prepared and presented budget, reviewed and approved all use of force incidents, reviewed all vehicular pursuits, and reviewed, changed, and established policies as needed.
- **Colonel of Police** in command of Patrol, street Crimes Unit, Specialized Patrol, Vice and Narcotics. Prepared Division budget, reviewed divisional-based use of force and vehicular pursuit incidents.
- **Major of Police** in command of Central district Patrol operations and Field Support Section. Prepared Section budget, reviewed Section-based use of force and vehicular pursuit incidents as well as various administrative duties.
- **Executive Assistant to Chief of Police** with responsibility for review of policies and procedures, budget, and advisor on administrative matters for approval by Chief of Police.
- **Sergeant of Police/Planner and Researcher** conducting in depth research and preparation of proposals and recommendations to Chief of Police and his staff on logistical, statistical, administrative, and operational matters.
- **Sergeant of Police** in command of various street level functions, active member and tactical supervisor of SWAT team.
- **Police Officer** with assignments in Radio Patrol, Specialized foot patrol in high crime districts, SWAT Team member, Criminal Investigations, and motorcycle neighborhood patrol.

Adjunct professorship, 1995 – 2014

Teaching courses in Criminal Justice, Public Management, and Leadership at *Florida Gulf Coast University, Barry University, and Edison Community College*

PUBLICATIONS

- Author of article: “Police Motor Vehicle Pursuit”, published in the Florida Police Chiefs Association professional magazine. This article explained the elements of the pursuit policy which I developed for the Miami Police Department and became the “model policy” for police agencies in the State of Florida.
- Author of article: “Motorized Perimeters”, published in the Florida Police Chiefs professional Magazine. This article introduced the concept of limiting active

participation in pursuits by non-essential units and outlined a tactical strategy for eliminating avenues of escape, thus forcing the suspect to move in a predetermined direction until boxed in.

- Author of Non-fiction book: "Where Are the Champions?" A treatise on the problems associated with the Social and Criminal Justice systems.
- Contributing author of non-fiction book: "Controversial Issues in Policing", Edited by James Sewell, FDLE Asst. Commissioner.
- Author of novel "The Ties That Bind"
- Author of novel "The Testament of Alexander Gillespie"

PROFESSIONAL EXPERIENCE

- Extensive background in Law Enforcement Management and Public Administration, with proven expertise in the management of personnel and resources.
- Conceptualized and developed programs to enhance security through the suppression of crime and criminal activities.
- Highly rated professor in Criminal Justice studies
- Proficient in the development of manpower deployment plans for the improvement of efficiency and effectiveness of task performance
- Served as key member on the *Lee County Juvenile Justice Council*
- Governor's appointment to the state *Violent Crimes Council*
- Governor's appointment to the *Criminal and Juvenile Justice Information System Council*
- Served eight years on the Board of Directors of the *Florida Police Chiefs Association*
- Past member of the International Association of Chiefs of Police *Ethics Committee*
- Past member of the Florida Police Chiefs Association *Ethics Committee*
- Served on Florida Police Chiefs Sub-committee for the formulation of model policy on *The Issue of Racial Profiling*.
- Three-term President of the *Southwest Florida Police Chiefs Association*
- Served as *Criminal Justice Advisory Board member* for Florida Gulf Coast University and Edison Community College.
- Past member of the *Police Executive Research Forum*

Exhibit 2

BRIAN KOJI
SHAREHOLDER
ALLEN, NORTON & BLUE, P.A.

PRACTICE

- Board Certified by the Florida Bar as a Specialist in the area of Labor and Employment Law
- Admitted to Florida Bar
- Admitted to the United States Supreme Court
- Admitted to Eleventh Circuit Court of Appeals, D.C. Circuit Court of Appeals, United States District Courts for the Middle, Southern and Northern Districts of Florida
- Admitted to United States Court of Federal Claims
- “AV” Martindale-Hubbell rating
- Selected for inclusion in *Best Lawyers in America*, 2013-2017 in the areas of Litigation, Employment and Labor Law representing Management
- Selected for inclusion in *Florida Super Lawyers*, 2014-2016 Editions

EDUCATION

- B.S.B.A. degree, *summa cum laude* honors, majoring in Economics from the University of Central Florida in 1994
- J.D. degree from Duke University School of Law in 1997; Served on Moot Court Board (1996-1997) and Member of DELPF Journal Staff (1995)

MEMBERSHIPS AND AFFILIATIONS

- Member of the American Bar Association, Labor and Employment Law and Litigation Sections
 - Currently serve as a Member of the ABA Litigation Section’s Roundtables Committee, 2015 to present
 - Served as Co-Chair of the ABA Litigation Section’s Employment and Labor Relations Committee, 2012-2015

- Served as Vice-Chair of the ABA Litigation Section's Employment and Labor Relations Law Committee, 2009 – 2012
- Served on the ABA Litigation Section's *Economics of Litigation* Task Force, 2010 – 2012
- Served as a Co-editor of the ABA Litigation Section's Employment and Labor Relations Law Committee Newsletter, 2005 – 2012
- Fellow, American Bar Foundation
- Member of the Florida Bar, Labor and Employment Law Section
 - Served on Florida Bar Labor and Employment Law Section's Publications Committee, 2002-2003
- Member of the Hillsborough County Bar Association, Labor and Employment Law Section
- Member of the Florida Bar, Education Law Committee, 2002-2003

ARTICLES, PUBLICATIONS AND PROGRAMS

- Contributing Editor of Florida Law Chapter in *Employment at Will – A State by State Survey*, 2013 and 2014 Supplements (BNA Bloomberg Books for ABA Labor and Employment Law Section)
- Contributor and Author, *ABA Model Jury Instructions, Employment Litigation*, 2nd Edition (2005)
- Co-Chair, Florida Bar's 15th *Labor and Employment Law Annual Update and Certification Review*, Jan. 29-30, 2015
- Contributor of Numerous Articles to ABA Litigation Section's Employment & Labor Relations Committee Website (<http://apps.americanbar.org/litigation/committees/employment/home.html>).
- "Supreme Court Reviews Employer's Obligation Under the ADA To Rehire Employee Previously Dismissed for Violating Employer's Drug and Alcohol Policy," *The Checkoff*, Vol. XLII, No. 3, May 2004
- "Public Employers Are Not Obligated To Collectively Bargain Over The Decision To Subcontract," *The Agenda* (2000)

Exhibit 3

Terry A. Cochran
Punta Gorda Police Department
Criminal Investigation Section Lieutenant

Experience:

2007-2016 Punta Gorda Police Department, Punta Gorda, Florida

2007-2008 Patrol Officer

2008-2014 Detective, Detective Corporal, Detective Lieutenant

2014-2015 Patrol Lieutenant

2015-2016 Detective Lieutenant

2002-2007 Memphis International Airport Police Department, Memphis, Tennessee

2002-2007 Patrol Officer

1981-2001 Collierville Police Department, Collierville, Tennessee (Retired)

1981-1986 Patrol Officer

1986-1988 Detective

1988-1994 Detective Supervisor

1994-1999 Detective Commander

1999-2001 F.B.I. Federal Safe Streets Bank Robbery & Violent Crime Task Force

1979-1981 Germantown Police Department, Germantown, Tennessee

1989-1991 Reserve Patrol Officer

Education / Training:

Attended - University of Memphis - Memphis, Tn.

Graduated - Tennessee State Police Academy- Donelson, Tn.

Graduated - F. B. I. National Academy - Quantico, Va.

Completed / Passed - Florida State Law Enforcement Officer Certification Examination

Completed - 39 Additional Specialized Law Enforcement Courses

Highlighted Specialized Courses:

Tennessee Law Enforcement Training Academy

Homicide Investigation School

Saint Louis University School of Medicine

Master Death Investigations Course

Institute of Police Technology and Management

Managing Criminal Investigators/Investigations

Allied to Benefit Law Enforcement Group

Managing Police Discipline

International Association of Chiefs of Police

Managing Internal Affairs

Institute of Police Technology and Management

Police Application Background Investigations

Shelby County Sheriff's Office

Basic Instructor Development

MEMORANDUM

TO: Amy Mercer
FROM: Leonard Dietzen
DATE: 2/1/16
RE: FPCA Winter Conference Summary
SUBJECT: Officer Bill of Rights

During our Winter Conference Executive Board Meeting, there was a briefing about a recent Officer Bill of Rights case. The following is a short summary and a citation to the case so that your internal affairs department is aware of this decision.

In *Miami-Dade County v. Dade County Police Benevolent Association*, 2014 WL 6612901 (Fla. 3d DCA 2014), the court held that the Officer Bill of Rights does not restrict an outside agency from conducting an investigation of police officers of another agency; however, such an investigation should not contemplate disciplinary action. As a result, an agency cannot request another agency to conduct a routine internal affairs investigation involving alleged policy violations that might lead to discipline. Because of this case, the Florida Sheriffs Association has advised its members that a sheriff's office cannot investigate an officer of another agency if the purpose is to determine whether disciplinary action should be imposed.

Background of Miami-Dade County

In December of 2009, the Miami-Dade Office of the Inspector General ("OIG") investigated the county's former chief of staff and several Miami-Dade Police Department ("MDPD") police officers to determine whether they violated policies when they took leave to travel to Panama as paid consultants for a private company. The investigation mainly consisted

affairs investigation for the benefit of another agency for the purpose of determining whether discipline should be imposed will be challenged as a violation of Section 112.533. Agencies must train their officers on how to properly conduct an administrative internal affairs investigation when discipline is being contemplated.

FLORIDA SHERIFFS ASSOCIATION



LEGAL ALERT

2015 – 01 BILL OF RIGHTS: INVESTIGATION BY NON-EMPLOYING AGENCY

Miami-Dade County v. Dade County Police Benevolent Ass'n, 2014 WL 6612901 (Fla. 3d DCA 2014)

In this case, the Third District Court of Appeal held that an external investigation of a law enforcement or correctional officer by a non-employing agency does not violate the Bill of Rights, section 112.533, Florida Statutes, provided that the investigation is not intended to provide a basis for potential disciplinary action. Consequently, as a result of this appellate decision, a sheriff's office could not conduct an investigation of an officer of another agency if the purpose is to determine whether disciplinary action should be imposed. Because sheriffs are occasionally requested by other law enforcement agencies to conduct investigations due to conflicts within the employing agency or a lack of resources, this opinion will have a significant impact on whether an investigation may be conducted, and, if so, how that investigation should be structured.

BACKGROUND

In December 2009, the Miami-Dade Office of the Inspector General ("OIG") commenced an investigation of the former chief of staff and several Miami-Dade Police Department ("MDPD") officers as to whether they had improperly taken leave from work to travel to Panama as paid consultants to provide training services for the Panamanian National Police. The investigation focused on whether these individuals violated policies concerning outside employment and disclosure of financial gifts and benefits.

In rejecting the PBA's argument that the County ordinance authorizing the OIG to investigate county officers or employees¹ was unenforceable as to law enforcement officers, the court determined that the Bill of Rights was not intended to address every investigation of every complaint. Non-disciplinary investigations, including investigations by agencies other than the employing agency, were not preempted by the Bill of Rights.

Significantly, in reaching its decision the court construed section 112.533(1)(a), which requires every law enforcement agency to put into place a system for the receipt, investigation and determination of complaints. The court explained that this statute provides exclusive authority to an employing agency to investigate its officers concerning policy violations which could lead to disciplinary action. Because the OIG's review was broader in scope and non-disciplinary in its purpose, the investigation did not violate the Bill of Rights.

CONCLUSION

While the opinion of the Third District does not preclude a sheriff's office from conducting an investigation at the request of another agency, this case significantly impacts the nature of the investigation that may be conducted. Criminal investigations would not be affected by this opinion. However, an administrative, internal affairs investigation conducted for the benefit of another sheriff or a chief of police for the purpose of determining whether discipline should be imposed could clearly be challenged as a violation of section 112.533.

Any investigation conducted for the benefit of another agency should be directed generally to a review of policies and procedures even though certain employees may also be the

¹ Dade County has a charter government and MDPD officers are employed by the County.

Todd Greer Everly



Education

- **M.S. in Administration**, Central Michigan University, Major: Public Administration, 1999
- **B.S. in Liberal Studies**, Barry University, Major: Liberal Studies, 1993
- **A.S. in Applied Science**, Edison State College, Major: Criminal Justice Technology, 1991

Additional course work at Louisiana State University, Harvard University "Kennedy School of Government" and North Carolina State University, 1999-2006

Professional Work Experience

Southwest Florida Public Service Academy

2012 - Present

Director, Public Service Programs
Ft. Myers, Florida

Director of operations for the Southwest Florida Criminal Justice Academy, the City of Ft. Myers Fire Academy and the Southwest Florida Public Works Academy. Manages all Florida Department of Law Enforcement (FDLE) Commission approved training programs and the Fire College programs. Develops and implements a master plan for scheduling classes, including publication and promotion of class offerings. Selects hires and supervises qualified teachers for all programs. Implements all rules and regulations of the Florida State administrating agencies. Obtains and analysis input from the employing agencies in the five county service areas regarding the delivery of public service training. Develops and administers prospective grant projects and evaluates present programs to determine if educational/job skills are met. Regional Chair for the Training Director's Association for the State of Florida.

Hodges University

2000 - 2012

Adjunct Professor, Criminal Justice Program
Ft. Myers, Florida

Adjunct Professor for the Criminal Justice Associate and Bachelorette Degree Programs. Is responsible for teaching criminal justice courses. Academic Committee Representative for Adjunct Faculty and Committee member for new core curriculums and seminar programs. Responsible for leveraging expertise to deliver education services to students by preparing course plans and materials, monitoring courses, advising students, recording grades and submitting reports. Currently, a professional reviewer for SAGE Publications of Criminal Justice academic text books for future additions.

Assistant Chief of Police (Operations Division)**2006 to 2008**

City of Cape Coral Police Department
Cape Coral, Florida

Manages and directs the activities of a major division of the Police Department. Establishes policies, sets goals and objectives, creates, and monitors budgets. Serves as a liaison between the department and community. Organizationally responsible for personnel designated under his command as to their conduct and performance. Performs administrative duties and tasks of substantial difficulty including, but not limited to, command coordination, planning, staffing, scheduling and budget and program development.

Captain – North District Bureau Commander (Operations Division)**2005 to 2006**

City of Cape Coral Police Department
Cape Coral, Florida

Overseen the North District of the City of Cape Cora, coordinated all activities associated with investigations & patrol duties, served as Incident Commander on all incidents in North District of city, supervision of patrol shifts to ensure operational readiness related to calls for service, administrate and supervisory duties related to budget preparation for Patrol Bureau, board member for the Lee County Human Services Council, board member for the City of Cape Coral Chamber of Commerce – Public Affair Committee, fulfilled the responsibilities of Acting Deputy Chief of the Operations Division, as needed, fulfilled the responsibility as Team Commander for the department's S.W.A.T. Team.

Captain – Special Operations Bureau Commander (Support Services Division)**2003 - 2005**

City of Cape Coral Police Department
Cape Coral, Florida

Commanded the Special Operations Units to include; Traffic Services Unit, Marine Services Unit & K-9 Unit, Commanded the Youth Services Unit; School Resource Officers, Youth Center & Out-Reach Programs, board member for the City of Cape Coral Youth Center, board member for the Lee County Human Services Council, Fulfilled the responsibilities of Acting Deputy Chief - Support Services Division, as needed, Fulfilled the responsibility as Team Commander for the department's S.W.A.T. Team.

Lieutenant – Administration Services Bureau (Administration Division)**2000 - 2002**

City of Cape Coral Police Department
Cape Coral, Florida

Administrative duties included; budget preparation, accreditation, policy development & implementation, and purchasing procurement procedures, fulfilled the responsibility as Team Commander for the department's S.W.A.T. Team, supervised the Department's Grant Writer Section, commander of the Department's Communication Section.

Lieutenant – Patrol Division (Operations Division)**1998 - 1999**

City of Cape Coral Police Department
Cape Coral, Florida

Performed all duties as a Watch Commander for Patrol shifts, fulfilled the responsibility as Team Commander for the department's S.W.A.T. Team, administrative duties include; Departmental instructor on high liability training topics, budget preparation for patrol shifts and personnel performance measures, supervision of Patrol Shift to ensure operational readiness related to calls for service.

Sergeant – Support Services Division (Support Division)

1995 – 1997

City of Cape Coral Police Department
Cape Coral, Florida

Supervisor of School Resource Officers & D.A.R.E. Programs, supervisor of Youth Crime Intervention Program, Team member for the Department's S.W.A.T. Team, fulfilled the responsibilities of Acting Lieutenant, as needed.

Sergeant – Patrol Division (Operations Division)

1993-1995

City of Cape Coral Police Department
Cape Coral, Florida

Patrol Shift Supervisor overseeing calls for service, Team Leader for the Department's S.W.A.T. Team, lead Department's Firearms Instructor & Range Master, coordinated the Field Training Officer Program for new recruits, monitored the development of officers and completed annual performance reviews, fulfilled the responsibilities of Acting Watch Commander, as needed.

Detective – Investigative Services Bureau (Operations Division)

1987-1992

City of Cape Coral Police Department
Cape Coral, Florida

Assigned to the Major Crimes Unit, responsible for homicides and other violent person crimes, assigned temporarily to the Narcotics Unit as an undercover operator, assigned as a member of the Property Unit working property related crimes, Assistant Team Leader for the Department's S.W.A.T. Team as a sniper element.

Patrol Officer – Patrol Division (Operations Division)

1984 - 1986

City of Cape Coral Police Department
Cape Coral, Florida

Responsible to handle emergency and non-emergency for calls for service in a geographical area, member of the Department's Dive & Rescue Team, Marine Patrol Unit & Honor Guard Unit, member of the Department's S.W.A.T. Team as an entry element, completed all other duties and tasks required of a Patrol Officer.

Correctional Officer

1984-1984

Lee County Sheriff's Office
Lee County, Florida

Responsible to enforce rules and regulations. They maintain security by preventing disturbances, assaults, and escapes. Supervise the daily activities of inmates, ensuring that inmates obey the rules.

Professional Leadership Related Training

- Executive Leadership Program (FCJEL), Florida Criminal Justice Executive Institute, Session 2
Florida Department of Law Enforcement, Tallahassee, Florida, August 2007
- Weapons of Mass Destruction Tactical Commanders Course, Louisiana State University, National Center for Biomedical Research & Training Academy of Counter-Terrorist Education, Department of Homeland Security, June, 2006
- Police Executive Research Forum (PERF), Senior Management Institute for Police, Executive Strategic Management Course, Session 25, Kennedy School of Government, Harvard University, June, 2001
- Administrative Officers Management Program (AOMP), North Carolina State University, Session 25,

November 1999

*Additional 2,000 hours of command level and advanced law enforcement training that is nationally recognized.
(Copies of certificates furnished upon requests).*