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# FINALIST QUALIFICATIONS AND COMPLETE BACKGROUND REPORT

*Chief of Police – The City of Fort Lauderdale, FL*



***Mr. Cecil Smith***

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***This report includes all research:***

*Resume, Cover letter, Candidate Introduction / Writing Sample, Disclosure Statement, Interview, Reference Interviews, Employment & Education verification, and Criminal / Civil background check.*



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## Executive Background Summary



### Background:

Mr. Smith’s experience as a Public Service Administrator and Air Force with extensive knowledge of policies, special policing needs and quality-of-life issues. Recognized and commended for leadership skills, interpersonal skills, public speaking, and successfully combining proactive methods of supervision, problem solving, and the ability to motivate officers to exceed objectives, while continuing to maintain the highest standards of law enforcement ethics and professionalism. Cecil has the certificate of the FBI National Academy, 32 years’ experience in Law Enforcement and 25 years’ experience in Military. His experience in Florida includes CFLEA accreditation.

### Employment:

- Chief of Police – Sanford Police Dept April 2013 – Present
- Deputy Chief of Police – Elgin Police Dept. 2008 – 2013 (retired)
- Commander Special Investigation Div. 2007 – 2008
- Lieutenant Community Relations 2004 – 2007
- Lieutenant Patrol Watch Commander 2003 – 2004
- Active Duty – United States Air Force 2001 – 2003
- Patrol Watch Sergeant 1999 – 2001
- Community Relations Crime Prevention Officer 1993 – 1993
- Unit for Special Assignment/Gangs & Drugs 1989 – 1991
- Patrol Police Officer 1988 – 1989
- First Sergeant US Air Force/Illinois Air National Guard 1983 – 2008

### Education and Certifications:

- FBI NATIONAL ACADEMY 2008 Class #234 2008
- Bachelor of Arts Degree – Columbia College 2008
- Associates of Arts Degree – Elgin Community College 2008
- Law Enforcement strategies – Northwestern University 2004
- Military awards include:
  - Air Force Meritorious Medals
  - Air Force Commendation Medals
  - Air Force Humanitarian Medals
  - 15 other various awards

***Recruiter comments:*** Chief Smith is the real deal. Has walked through the fire of some of the most difficult social, departmental, political and administrative issues of our time and presents himself as highly professional, highly capable, high-visibility and low-risk law enforcement executive in times of social unrest. He is experienced with policing in Florida being Chief in Sanford (Orlando area). (more...)

*Very difficult to find any negative. Clearly understand "Policing in the 21<sup>st</sup> Century". Will be interesting to speak with references if moved forward. Salary expectations may be a little higher than expected by City, however, he clearly understands the size and scope of the Fort Lauderdale Police Chief duties and responsibilities*

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## Cover Letter & Resume



**Cover Letter**

**CECIL E. SMITH**

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5344 Deepwoods Court Sanford, Florida (847) 652-1785 Cevic900@Sbcglobal.net

City of Fort Lauderdale

Municipal Solutions, LLC

Reference: Chief of Police

Selection Committee,

The City of Fort Lauderdale has an established and rich history of growth and community partnership, which I believe, is an ideal fit with my law enforcement experience, education, training, skills and career accomplishments. I am a Graduate of Northwestern School of Police Staff and Command (#204) and a Graduate of the FBI National Academy (#234). I believe my 32 years in the law enforcement field (the last 7 1/2 as Chief of Police), 25 years of military service (combined active and Air National Guard), I would welcome the opportunity to put my passion for law enforcement and my hands-on experience to work within your community.

Law enforcement has been my chosen career path. I am eager to share my knowledge with those currently serving in this career and your community. I consider myself as a goal and community oriented law enforcement professional with practical and theoretical experience required lead your progressive agency. I also have a commitment to continued education and growth within law enforcement. . My personal belief is that we serve our community with integrity first and that the community should never expect less than excellence in all we do.

I have shown the skills, knowledge and abilities capable of creating a police department deeply involved with community partnerships, motivating internal teamwork, and developing future department and community leaders. I believe in raising the standards of professional service through education and the established policies and procedures as outlined by CALEA and the Florida CFLEA accreditation. I have a proven background in creating innovative community and problem-oriented solutions and programs to reduce crime, create working relationships and enhancing the quality of life within the community.

Throughout my experiences as a police administrator, I have encouraged transparency in government services in my interactions and collaborations. I understand the need to collaborate with the city manager's office, city council/commission, community groups, and staff within the police department

I look forward to having the opportunity to discuss the vision of the City of Fort Lauderdale and the direction of the police department during the police chief process. I believe my leadership style of cooperation, motivation, participation, and my skills as a proactive leader will enable me to help strengthen your already professional agency.

Respectfully,  
*Cecil E. Smith*



**CECIL E. SMITH**

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5344 Deepwoods Court Sanford, Florida (847) 652-1785 Cevic900@Sbcglobal.net

Salary History:

As outlined in the City of Elgin Ordinance establishing a pay plan for appointed officer:

Police Lieutenant:	January 2008– September 2008	Salary \$107,090
Deputy Chief of Investigation:	September 2008–September 2009	Salary \$118,067
Deputy Chief of Operation:	September 2009–September 2010	Salary \$123,970
Deputy Chief of Admin:	September 2010–September 2011	Salary \$123,970
Assistant Chief:	September 2011– March 2013	Salary \$133,078

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City of Sanford Chief of Police                      April 2013-Present Salary \$140,000.

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## Resume

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CECIL E. SMITH

5344 Deepwoods Court  
Sanford, Florida 32711  
Cell 847-652-1785  
Office: 407-688-5075  
Cecil.Smith@Sanfordfl.gov

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### **Executive Profile**

**SUMMARY:** Experience as a Public Service Administrator with extensive knowledge of policies, special policing needs and quality-of-life issues. Recognized and commended for leadership skills, interpersonal skills, public speaking, and successfully combining proactive methods of supervision, problem solving, and the ability to motivate officers to exceed objectives, while continuing to maintain the highest standards of law enforcement ethics and professionalism.

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### **Professional Experience**

April 2013 to Present

#### **CHIEF OF POLICE: Sanford Police Department**

- Directs all activities of the police department within the City of Sanford.
- Ensure the implementation of goals, objectives, policies, procedures, and standards for the department.
- Partake in the strategic planning covering the use of resources, coordinating activities, and ensuring high quality service. Reviews all the department staff. Contributes to the development and implementation of projects and programs to maximize police services.

September 2008 to March 2013 (Retired)

#### **DEPUTY CHIEF OF POLICE: Elgin Police Department**

- Responsible for the Police Department's \$34 Million dollar budget.
- Responsible for overall Operational and Administrative functions and assignments relating to protocol needs of the department.
- A detailed outline of additional responsibilities is available.

April 2007 to August 2008

#### **COMMANDER SPECIAL INVESTIGATION DIVISION**

- Responsible for the activities of Detectives to accomplish work requirements, ensure compatibility between personnel of the Major Investigations Division and other section/divisions within the police department.
- Extensive knowledge of investigative techniques, crime scene procedures, evidential procedures, and techniques of interrogation.
- Thorough knowledge of State Laws and local ordinances relating to criminal matters.

January 2004 to April 2007

#### **LIEUTENANT: COMMUNITY RELATIONS**

- Responsible for public safety programs within the community, inclusive of being the primary spokesperson for the police department involving major incidents.

January 2003 to January 2004

**LIEUTENANT PATROL WATCH COMMANDER**

- Responsible for enforcement activities/functions for patrol shifts, supervising the duties of patrol officers and patrol Sergeants.
- Experience in employee discipline, evaluation, motivation and leadership.

September 2001 to January 2003

**CALLED TO ACTIVE DUTY - UNITED STATES AIR FORCE**

February 1999 to September 2001

**PATROL WATCH SERGEANT**

- Responsible for enforcement activities/functions for patrol shift, and supervising the duties of Patrol Officers.
- Experience in employee discipline, evaluation, motivation and leadership.
- Responsible for a wide variety of department management duties and assignments relating to shift protocol and needs, including shift training.

October 1993 to February 1999

**COMMUNITY RELATIONS CRIME PREVENTION OFFICER**

- Focused on crime prevention and community engagement.
- Developed and maintained programs and initiatives to promote community awareness and involvement.

June 1991 to October 1993

**POLICE OFFICER-RESIDENT OFFICER PROGRAM**

- Established the first Resident Officer Program in the Burnham Mills subsidized housing unit.

February 1989 to May 1991

**UNIT FOR SPECIAL ASSIGNMENT /GANGS AND DRUGS**

- Focused on gang and drug investigations.
- Participated in drug investigations inclusive of working jointly with various local, state, and federal agencies.

January 1988 to February 1989

**PATROL POLICE OFFICER**

April 1983 to July 2008

**FIRST SERGEANT US AIR FORCE/ILLINOIS AIR NATIONAL GUARD**

Retired in 2008 after 25 years of both Active military and Air National Guard service. Acted as the liaison between the "Enlisted Forces" (Airmen/NCO) to the Squadron Commander. Responsible for their morale, welfare and discipline of assigned airman.

**Education**

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**FBI NATIONAL ACADEMY 2008 Class #234**

QUANTICO, VIRGINIA

Professional Development in Leadership, management, public speaking, strategic planning

**COLUMBIA COLLEGE 2008**

ELGIN, ILLINOIS

INTERDISCIPLINARY STUDIES AND CRIMINAL JUSTICE

Bachelor of Arts Degree

**ELGIN COMMUNITY COLLEGE 2008**

ELGIN, ILLINOIS

Liberal Studies

Associate of Arts Degree

**NORTHWESTERN UNIVERSITY Center for Public Safety 2004 Class #204**

EVANSTON, ILLINOIS

SCHOOL OF POLICE STAFF AND COMMAND

Leadership development, budgeting, employment law, planning, management and strategies related to law enforcement.

***Additional Information***

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**CAREER ACCOMPLISHMENTS:**

- Received three Distinguished Service Commendations; nine Outstanding Unit Commendations; the Martin Luther King Special Recognition Award; Recognized with numerous letters of thanks and appreciation for professional law enforcement services from local, state, and federal agencies.
- Military Awards to include: Air Force Meritorious Medals, Air Force Commendation Medal, Air Force Humanitarian Medals and 15 other various awards and medals.



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## Disclosure Statement





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### Candidate Personal Disclosure Questionnaire

Name of Candidate: Cecil E. Smith

The following questions are designed so that we will be able to make full disclosure to our client concerning your background. Please answer them honestly. Cutting corners or misrepresenting your past will result in your being eliminated from all further searches conducted by this firm. We understand that frivolous charges are sometimes made and that charges do not mean you were guilty. We also understand that you may have been wronged and needed to seek compensation. The bottom line is that we want to be certain that our client is fully informed. If you have any questions, please contact us for clarification.

(Please explain any "YES" answers on a separate sheet of paper.)

- 1. Have you ever been convicted of a felony? Yes  No
- 2. Have you ever been involved in a domestic abuse incident that resulted in your being arrested or that was covered by the media? Yes  No
- 3. Have you ever declared bankruptcy? Yes  No
- 4. Have you ever been the subject of a civil rights violation complaint that was investigated or resulted in a lawsuit? Yes  No
- 5. Have you ever been the subject of a sexual harassment complaint that was investigated or that resulted in a lawsuit? Yes  No
- 6. Have you ever been convicted of driving while intoxicated or under the influence of illegal or controlled substances? Yes  No
- 7. Have you ever sued a current or former employer? Yes  No
- 8. Please identify any personal social media accounts you have or use and provide the address:
  - a. LinkedIn Yes  No  URL: <https://www.facebook.com/vicki.smith.9847>
  - b. My Space Yes  No  URL: \_\_\_\_\_
  - c. Twitter Yes  No  URL: [Twitter@csmith149\\_cecil](https://twitter.com/csmith149_cecil)
  - d. FaceBook Yes  No  URL: <https://www.facebook.com/vicki.smith.9847>
  - e. Other: \_\_\_\_\_ URL: \_\_\_\_\_

9. Is there anything else in your background which is *unresolved* that might cause a reasonable person concern if he/she were to become aware of it through the press, blog, or other public medium. Yes  No  If yes, please use another page to explain.

Attested:   
Signature

10/01/2020  
date

Please (a) print, (b) sign with your actual signature, (c) scan / photograph and (d) send back as an email attachment.  
Return a signed and scanned PDF to Kaylyne & Kathryn at: [recruit128@municipalsolutions.org](mailto:recruit128@municipalsolutions.org)



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## Telephone Interview w/ Candidate



*Date: October 7, 2020*

*Conducted by: Mark Nipp, Senior Associate  
(former Police Chief and US Marine Veteran)*

***What prompted your interest in this position?***

*I was contacted by a number of other police chiefs in surrounding area (around Fort Lauderdale) and they encouraged him to apply. They thought I might be a good fit and so I thought I would apply and see what happened.*

***What do you know about the City of Fort Lauderdale and this Department?***

*I know Fort Lauderdale is one of the larger departments in southeast Florida with 500 officers and 700 employees. The department currently has outstanding issues with trust concerns within police department*

*I believe this is a great opportunity to have an outside set of eyes to help bring department and community back together.*

***What do you see as the greatest challenge for Law Enforcement in general, and Police Chief's specifically?***

*Recruiting and retention in light of today's atmosphere is an enormous challenge. The effort to get people interested in the policing profession will be problematic for years. Defeating the current public image and perception that all officers are corrupt will challenge agencies for years to come.*

*For Chiefs, balancing the politics with mission and educating the community on what we do is challenging. Having the courage to stand up and say what is right or wrong in order to take responsibility for actions of officers.*

***What does "Policing in the 21<sup>st</sup> Century" mean to you?***

*I think we have to start with the six pillars from Policing in the 21<sup>st</sup> century from 2015 that President Obama commissioned.*

*NOTE: Mr. Smith did not list all six pillars (listed for reference below). However, his comments did touch on several of them that he felt were most important moving forward.*

- Trust and Legitimacy*
- Policy and Oversight*
- Technology and Social Media*

- *Community policing and Crime Reduction*
- *Officer Training and Education*
- *Officer Safety and Wellness*

*Legitimacy issues and trust of community are important. Technology promotes safety for department, city and community as a whole. Community engagement about the way we police, the public are the police, and the police are the public. Most important part is making sure the community trusts us. We also must take care to make sure officers are safe. For example, there are currently issues where you have domestic issues withing officers' families that all too often result in officer suicide.*

*Policing in the 21<sup>st</sup> century must involve all those pillars*

***What would your references say are 5 words which describe you, your skills or your attributes?***

*INTEGRITY  
MOTIVATIONAL  
MENTORING  
UNDERSTANDING  
COMPASSIONATE*

***Would your family be comfortable with relocation to Fort Lauderdale / Broward County Florida?***

*Yes, that would take us to an area that we are interested in living anyway.*

***Anything else you would like to share? Do you have any questions I might answer for you?***

*No.*

***Interviewers Comments:*** *Cecil Smith was driving at the time of our interview. Although he might be perceived as someone who might have earned the right to brag about his accomplishments, Chief Smith presented himself as humble, knowledgeable, and caring. He demonstrated a unique ability to condense complex information concisely. I found his remarks to be thoughtful, insightful, and well-reasoned.*



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## Candidate Introduction & Writing Sample



What is your current/recent position/title(s)?	Chief of Police Sanford Police Department Sanford, Florida
How would you describe your current employer and work environment?	I believe I have a great working relationship with the City Manager, Mayor, City Commission, and other Department Director
What is the total number of employees in your department / division? The # you are directly and indirectly responsible for?	The Sanford Police Department has 139 Sworn Officers and a total of 151 employees.
What are the services your current employer provides?	City of Sanford Municipal services
Do you have an influence in the department budgetary, purchasing, and personnel decisions?	Yes, each Department Director is responsible for developing the budget needs for their respective departments.
Why are you interested in the Police Chief position in Fort Lauderdale?	<p>Let me begin by stated that the Sanford Police Department is a great place to work. During the Martin/Zimmerman incident and the years that have followed, I have been allowed to sharpen my professional and personal skills in developing productive and meaningful community relationship. I have shown my ability to bring people to the table to discuss critical and crucial issues in communities of color. As such, Sanford was and is ground Zero for the "Black Live Matters" Movement following the Zimmerman trail, yet our community has remained relatively peaceful since that time.</p> <p>So, I believe that I can harness my 32 plus years of skills, knowledge ability to lead the department and foster better relationships between FLPD and the community.</p>
What do you believe are the keys to developing and managing a successful Police Department?	Developing trust within and outside of the agency. Leading by example and influencing the change by being a change agent.
Share with us two examples of where your leadership efforts improved the efficiency / effectiveness of your law enforcement agency and its mission.	<p>In our organization we create an Officer monthly accountability process in which the Patrol Captain and Lieutenants can review the obligated and unobligated time for each officer on patrol. Thus, is has allowed us to modify behaviors and make the officers more productive.</p> <p>One of my primary goals upon taking the Chief position in Sanford during Martin/Zimmerman incident has been to focus on Community Policing and having the officers actively engage with the community.</p>

	<p>So, in order to be more effective our officers are given weekly Strategic goals, which are required to be met each day. This could include increased bike patrols, more walk and talks in the neighborhoods, community clean up's, after school mentoring programs or attending a local church. The accomplishment is review by the Watch Lieutenants and presented at our Monday morning stand up meeting. The strategies may change based on the weekly crime snapshots related to each Call for Service areas.</p>
<p>Share <b>two ethical situations</b> that you faced during your career. What were the issues and what was the outcome? Looking back, would you do anything differently?</p>	<p>As Junior Police Lieutenant, I was faced with retaining an officer who should have been released during FTO. When I presented the facts to the subject officer's Lieutenant, I was asked to take a second look. After doing as requested, my recommendation had not changed. I was then asked by the same Lieutenant to move the officer forward because of a familiar relationship. I presented the information to the Deputy Chief who after reviewing the facts concurred with my findings and the officer was released.</p> <p>As a young officer, I was working with a senior Sergeant conducting a search of business late one evening. During the search, the Sergeant came upon a suspect hiding in room. This was in 1991. The sergeant began to order the suspect out and when the suspect refused the sergeant became angry and began calling the suspect who was black. the "N" word. With the assistance of a few other officers, we took the suspect into custody.</p> <p>Once we got back to the station, I asked the Sergeant why he used that term and he stated that he forgot I was there.... After a short debate, I informed the Watch Commander of the Sergeants action and he took appropriate action. 12 years later, I was promoted to Lieutenant and the same Sergeant was assigned to my shift for six months and eventually retired.</p> <p>In each case, I felt it was my duty to ensure that we were hiring the best people and that equal justice was served. I would not do anything differently.</p>
<p>What is your experience in <i>public speaking</i>? How comfortable are you working with the <b>media</b>, members of the <b>public</b>, and <b>elected officials</b>?</p>	<p>I have no issue with public speaking. If you follow the Sanford Police Department social media pages, I am often seen provide information to the community on current events and programs. With regards to dealing with the media, I have done numerous live and recorded interviews and press conferences. I have a very good working relationship with the Orlando news outlets.</p>
<p>How you would approach improving the public's perception of policing within the community? Please share an example from your experience</p>	<p>I believe in being as transparent as possible in our policing practices. One of way we have change our perception within the public is being seen and taking part in public events. We encourage our officer to perform what we call "Walk and Talks", daily when possible. This occurs when the officer in each sector sends 30-45 minutes walking their respective patrol beat. Many of our officers are assigned bicycles and are equally encourage to "Bike your Beat". In each of these the officers are taking time to get to know the people in their respective areas.</p>

	<p>Additionally, we purchase a “Community Relations Activity trailer”. The trailer is equipment with computer gaming systems, footballs, soccer equipment, board games, a popcorn machine and other items. Officers are encouraged to use the trail in their respective are to create a bond with the community. This year one of our local mosques purchased and outfitted our second trailer. This was done so that we could better serve the communities/areas with the greatest need.</p> <p>We also conduct bi-monthly meeting with the community. Those in attendance are from the different departments within the City (public works, parks and recreation, planning, code enforcement) which provide the community the opportunity to ask questions about what is happening in the City. This also allows the Department Directors the chance to share what is new and exciting in their respective area.</p> <p>These are a few of the programs we have put in place to open those line of communication with the community.</p>
<p>Have you ever experienced a situation of public outcry, angry citizenry or negative media coverage of an incident involving yourself or one of your officers?</p> <p>If yes, please tell us about it.</p>	<p>Yes, In 2017 our officers responded to a domestic dispute, involving the same couple two different location within 30 minutes. As a result of the second location, which we at their home our officer is on the phone with a “Third Party” who was report that the male subject was armed and holding the female a bay. You can hear the conversation on the officer’s body worn camera and see that there were 4 four officers already on scene, had already search both and that they were separated. The officer explains what is going to the caller and tell him to “Stop calling 911 we are here”</p> <p>The male subject is a convicted felon and a search of his person and car did not reveal a firearm. As he was leaving the female, know he was a felony went into the house, retrieve a bag pack an attempted to give it to his, which he refused and left it on the lawn. The female went back into the house and refused to take the bag. The officers search bag prior to taking it in for safekeeping and found a loaded handgun inside the bag. It’s our opinion that she was attempting to set him up for arrest.</p>
	<p>About two hours later, the male returned and killed the female, one of her sons and wounded four others. The gun he used was the female victim purchased it four days prior and a birthday gift for him.</p> <p>We did a press conference, released the bodycams to media of the prior event for all of the officers (not the shooting) and only “WESH News/HESRT” communication got it wrong and indicated that we told the victim to “Stop calling 911”. In my second press Conference with the States Attorney there, I walked screen by screen the timelines of what took place.</p> <p>Because there was such a “National” outcry our legal department contacted WESH/HERST Communication in New York and threatened legal actions for providing misleading and false information. <u>The news station did a retraction and ran the retraction for about a week.</u> Nonetheless, the damage was done. We worked closely with the family to ensure that they knew what was happening, did fundraiser the family and have stayed in contact with them. The victim’s mother public acknowledge what we had done for the family. For a about the next year we continued to get angry emails because the news got it wrong. <b>Imagine that!!</b></p>



<p>Are there any particular innovations or programs that you would like to bring to Fort Lauderdale (i.e. technical, interpersonal, managerial, etc.)? If so, please briefly explain?</p>	<p>As explained about open communication, transparency when and where possible community policing, Citywide engagement to community concerns and the most up to date body worn system available.</p>
<p>What do you see as the greatest challenges facing the City of Fort Lauderdale from a <i>policing</i> and <i>public engagement</i> standpoint?</p>	<p>A greater need for transparency, communications and a willingness for both sides to want to work together.</p>
<p>Tell us about two technical or administrative innovations you have introduced to an organization you have worked for. What was the outcome?</p>	<p>When I was hired in April of 2013, I realized we needed to lead the change if we were going to move beyond the present issues.                  In 2013, we were the first department in Central Florida to go to Taser/Axon Bodycam. We are considered a “Legacy Department” because we wrote one of the first Policies and Procedures for bodycam use. Our policies have been duplicated throughout the state.                  In 2013, we were the first department in the State to undergo “Fair and Impartial” police training. Again, we led the way for many of the policies in place within the state.                   In 2014, we were one the first department to use the “Procedure Justice” concern and promoted the De-escalation training in Central Florida.                  In each case, we have continued to grow and expand the training and technical needs and our community changes.</p>
<p>What measures / tools have you used to gage the success of an improvement, innovation or change within your organization? Why did you find these tools useful?</p>	<p>Officer Accountability and Activity reports: Improved the input and outputs of the officer                  Weekly crime snapshot reports: To gage where activity is taking place and strategically place resource where they are need the most                  Employee Advisory committee: To provide insight into what the rank file are saying, hearing and their ideas on keeping the agency motived and engaged.                  IT/Grant writing workgroups: Keeping an eye on what is new in IT and funding available (Local, State and Federal).                  Community engagement: How can we improve our services and thus create trust internally as well as external.                  Internal surveys: Far too often, we are afraid to hearing about what needs to change within and organization. The next step is to act upon those that are obtainable.                  Recruiting, Morale, Retention: When your people are happy and engaged, they will speak to their friends about joining an agency that they are happy with. In each area, we have maintained a consistent balance.                  Often, I would come across a statement or information that I would share with the department. I was sent this link called “Remember Your Oath” to remind us all why we chose this profession. 90% of the department viewed it:  <a href="https://vimeo.com/user121706715/remembertheoath2020">https://vimeo.com/user121706715/remembertheoath2020</a></p>

<p>Tell us about two ways you or your agency has found to reduce costs and / or improve operations?</p>	<p>Reasserting the duties and responsibilities of positions within the agency and combining them. Evaluating and only filling those position most critical to the operation of the agency. We all know personnel is the most expensive cost in any budget.</p>
<p>What do you consider to be your greatest achievement as a Law Enforcement executive? Your biggest failure? Why?</p>	<p><u>Greatest Achievement:</u> Serving as a Police Chief. As a Black male and Executive, I can show a kid from the intercity who works hard for what's important can achieve his/her goals <u>Biggest failure:</u> When I took this position, I failed to realize that we did not have a robust officer assistance program <b>until I lost an officer to suicide</b>. Now we have a very robust "Officer Wellness and Fitness" program which focuses on the needs of officer and those surrounding them both on and off duty.</p>
<p>What do you see as the major challenges facing local governments in terms of Community Policing / Law Enforcement within the next 20 years?</p>	<p>I will provide three: The erosion of trust mostly fed by Mis/Dis/lack of information. Communication/Education The human factor or fear of wanting to work together because of past real or perceive injustices.</p>
<p>Technology has become big business. With security, accuracy and efficiency becoming increasingly important in public safety and policing, tell us more about your experience with technology? <i>Reporting? Crime Analytics? Personal Security? Video? Etc.</i></p>	<p>As one of the Six Pillars outlined in the President Obama's 21<sup>st</sup> Century Policing model, the use of technology in providing accuracy and timely information to is important to building and maintain trust within the community with which we served. Upon becoming Chief in Sanford, I hired a professional fulltime PIO to create a public platform for providing information to the community. I hired a fulltime and trained Crime Analysis to create daily and weekly snapshots of crime trends for strategic priority planning. We use our social media platform to share weekly videos with the community as well as notification on subjects wanted within the community for their personal safety. Each project has help develop an open line of communication with the public.</p>
<p>Give us six adjectives or phrases you would use to describe yourself</p>	<p>Integrity Frist, Service Before Self, Servant Leader, Excellences in what I accomplish, Spiritual and Resourceful.</p>
<p>Are you comfortable with your current salary? If not, why not? <i>(creative answers welcome)</i></p>	<p>No, my present salary does not equate to the present responsibilities.</p>
<p>What are your salary expectations if you are hired by us?</p>	<p>\$190,900 Plus benefit</p>
<p>Is there anything else about yourself you would like to tell us that would be helpful in evaluating you for this position?</p>	<p>I have attached a copy of my biography for your review and consideration.</p>

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Background Investigation Part I:  
*Internet, News & Social Media*



**Social Media:**

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**Facebook:** No personal FB page reported, found. Provided his wife’s personal FB page which shows many family photos

Link: <https://www.facebook.com/vicki.smith.9847>

**Twitter:** 12 tweets. 34 following. 29 followers.  
Profile states

**Instagram:** Private profile. 220 posts, 221 followers and 223 following.

Link:

**LinkedIn:** He has +500 connections. 657 followers. **He’s not very active on this platform.**  
Posts / activity are positive and supportive of colleagues, etc.  
He has a very high level of endorsements (50-75 in multiple categories).

Link: <https://www.linkedin.com/in/cecil-smith-506a9a37/>

**Internet / News Articles:**

**Photo/Article:** <date unknown> Message from the Chief

**Summary:** Professional Message from the Chief regarding policing in Sanford

Link: <https://www.sanfordfl.gov/departments/police-department/message-from-the-chief>

**Article:** 2020 Cecil Smith: Degree of Honor

**Summary:** After 18 years with the EPD, Chief Smith realized it was time to complete his higher education at Elgin Community College. **Very good article with some additional quoted from Chief Smith:**

**“Our roles are forever changing, but the primary focus will always be on ensuring that the community is safe and feels protected, essential services are provided, and that we provide education to assist the community in protecting themselves,” he said.**

**Smith also has advice for anyone considering going back to school: “Just do it. Time waits for no one, and the sooner you take that step, the greater your accomplishment will be.”**

Link: <https://elgin.edu/news-events/featured-stories/2020/cecil-smith-degree-of-honor.aspx>

**Article: 2020 Sanford police chief reaches out to community amid resurgence of Black Lives Matter movement**

**Summary:** *A positive article which reports Chief Smith's efforts with other city leaders to proactively address concerns and share information about their agencies and policies concerning the police department. In the light of the death George Floyd, Chief Smith continues to respond to community concerns and reminds them of the important role the police play in public safety.*

Link: <https://www.orlandosentinel.com/news/breaking-news/os-ne-sanford-police-community-meeting-20200701-s47phneqsbq3pdtputplo67ije-story.html>

**Article: 2020 ELGIN COMMUNITY COLLEGE - Cecil Smith: Degree of Honor**

**Summary:** *Chief Smith shows appreciation for the opportunities provided from his education at Elgin Community College and inspires new students enrolling.*

Link: <https://elgin.edu/news-events/college-publications/impact/cecil-smith-degree-of-honor.aspx>

**Video/Article: May 2019-Sanford's Police Chief Remembers Son, Killed in Service to the US**

**Summary:** *Chief Smith is the keynote speaker at a Memorial Day ceremony in Sanford, Florida and where he honors fallen soldiers along with his son Sean Smith who died in service of the United States Air Force.*

Link: <https://www.mynews13.com/fl/orlando/news/2019/05/27/sanford-s-police-chief-remembers-son--killed-in-service-to-the-us>

**Article: 2020 Sanford man fatally shoots 17-year-old during burglary attempt in possible stand your ground case, officials say**

**Summary:** *The Sanford Police Department and Seminole County State Attorney's Office are investigating the deadly shooting of a 17-year-old burglary suspect Tuesday. Sanford Police Chief Cecil Smith addressed members of the media Tuesday afternoon to explain the details of the early morning incident. He said the teen, identified as Adrein Green, was burglarizing cars on the driveway of a gated home on Garrison Drive around 1:12 a.m. when the homeowner opened fire from his front door. Smith played the 911 calls during the news conference during which the homeowner explains his wife woke him up as she was feeding their infant and heard noises outside of their residence. The caller tells dispatch he believed someone was breaking into his home and grabbed his firearm when he went to investigate.*

Link: <https://www.clickorlando.com/news/local/2020/05/05/sanford-police-host-news-conference-regarding-neighborhood-incident/>

**Audio: 2017 Intersection: Police & Community Relations In Sanford**

**Summary:** Intersection’s Matthew Peddie sat down with police chief Cecil Smith and mayor Jeff Triplett to talk about what the city has done to address those divisions. Peddie also sat down with Pastor Lowman Oliver from St. Paul Missionary Baptist Church, Reverend Charlie Holt from St. Peter’s Church in Lake Mary, Francis Oliver, chief curator at the Goldsboro History Center and Frank Hale, president of the Greater Sanford regional chamber of commerce join Intersection to talk about community building and race relations in Sanford today. That interview is here.

Link: <https://www.wmfe.org/intersection-police-community-relations-in-sanford/70176>

**Article: 2015 Elgin, Aurora officers get views beyond Ferguson**

**Summary:** Community meeting with more than 1,000 angry citizens where Community Policing is discussed after Michael Brown shooting in Ferguson, Missouri.

“Former Elgin Deputy Chief and current Sanford Police Chief Cecil Smith was in Ferguson, Mo., for the first community meeting between police and residents shortly after the shooting of Michael Brown last August. **Police expected about 300 people to attend. But 1,000 turned out and it got nasty,** Smith said. “The community was very, very angry with the police department and the fact there was just so much separation between police and the community,” Smith said. “

Link: <https://www.chicagotribune.com/suburbs/elgin-courier-news/ct-ecn-police-forum-st-0514-20150513-story.html> :

**Article: 2015 Sanford Police Department’s Facebook Page (w/ photo)**

**Summary:** Chief Smith was awarded the Distinguished Service Award in Law Enforcement by the Florida Council on Crime & Delinquency Region VII in recognition of his contributions to the community that he serves in the field of criminal justice. 13 comments posted including the following: “**Cecil Smith is one of the most amazing men I know. He had a very positive impact on my life when I was younger, and I am very grateful for that. He deserves this award and so much more!**”

Link: <https://www.facebook.com/SanfordPolice/photos/chief-cecil-smith-was-awarded-the-distinguished-service-award-in-law-enforcement/897383550322462/>

**Article: (2014) Sanford Police Chief Cecil Smith hires 10 new officers, promotes others**

**Summary:** ...” Smith said he believes the promotions are helping to fix morale within the department, in turn, making relationships between officers and citizens stronger.

"In the past five years there have been a number of police chiefs who have been in this position who haven't had an opportunity to make these changes," said Smith." ...

Link: [https://www.wftv.com/news/local/sanford-police-chief-cecil-smith-hires-10-new-offi/106901376/#continue\\_below](https://www.wftv.com/news/local/sanford-police-chief-cecil-smith-hires-10-new-offi/106901376/#continue_below)

**Treyvon Martin / George Zimmerman**

**Video: 2020 Trayvon Martin: How Sanford sparked the global Black Lives Matter movement**

*Summary: Very positive and informative video illustrating what the Chief has done to improve community relations and city's community policing since Trayvon Martin's death.*

Link: <https://www.wftv.com/news/9investiqates/how-sanford-sparked-global-black-lives-matter-movement-whats-changed-citys-policing-since-trayvon-martins-death/RGCWJAUG75EYZDISODYNR3YKTM/>

**Video: 2013 BBC INTERNATIONAL NEWS Sanford's Police Chief Cecil Smith is trying to heal a community (Treyvon Martin / George Zimmerman)**

*Summary: BBC video showing Chief Smith meeting with members of the community to help heal after the death of Trayvon Martin by George Zimmerman – prior to the beginning of the court case.*

Link: <https://www.bbc.com/news/av/world-us-canada-22850257>

**Article: 2013 Elgin Police Official To Become Top Cop Where **Treyvon Martin** Was Killed**

*Summary: Article about Elgin Deputy Police Chief (Smith) taking the Chief position in Sanford, FL – the City where Trayvon Martin was killed. While many people expected Smith may be headed to retirement, he accepted the Chief position in Sanford where he has remained for 7 years.*

Link: <https://chicago.cbslocal.com/tag/cecil-smith/>

**Article: 2013 For Sanford's Chief Cecil Smith, it's talk the talk, walk the walk**

*Summary: In the midst of a controversial shooting trial, racial and social tension in the city of Sanford, Florida, newly appointed Police Chief Cecil Smith seeks to relieve pain and find solutions in public and in the Police Department.*

Link: <https://www.latimes.com/nation/la-xpm-2013-jul-16-la-na-nn-zimmerman-sanford-police-chief-20130716-story.html>

**Article: 2013 CBS CHICAGO - Elgin Police Official to Become Top Cop Where Trayvon Martin Was Killed**

**Summary:** After 25 years of service in his position in his hometown of Chicago's West Side, Cecil Smith is appointed new Chief of Police in Sanford, Florida: The location of racially and socially tense trial regarding the death of Trayvon Martin.

Link: <https://chicago.cbslocal.com/2013/02/22/elgin-police-official-to-become-top-cop-where-trayvon-martin-was-killed/>

**Article: 2013 Sanford Police Chief Works to Ease Racial Tensions**

**Summary:** After replacing the former Police Chief, Bill Lee, Cecil Smith seeks to understand the social and racial tensions among the citizens of Sanford Florida in hopes of finding a solution.

Link: <https://www.blackenterprise.com/sanford-police-chief-works-to-ease-racial-tensions/>

**Article: Sanford, Florida Police Chief Shares Philosophy on Building Trust in Community**

**Summary:** In the light of the acquittal of George Zimmerman in the shooting and death of Trayvon Martin, Police Chief Cecil Smith enforces the police-community relations by walking door to door to personally meet citizens and listen to their concerns regarding the verdict.

Link: <https://www.wxnews.org/post/sanford-florida-police-chief-shares-philosophy-building-trust-community>

**Article: 2013 Sanford offers police chief job to Illinois cop**

**Summary:** Orlando News and Talk show's Joe Ruble discusses the appointing of new police chief Cecil Smith of Elgin, Illinois the job as Police Chief of Sanford, Florida.

Link: <https://www.wdbo.com/news/local/sanford-offers-police-chief-job-illinois-cop/1zQ5py8zWdkeitPIQ8V6kJ/>

**Article: 2013 Cecil Smith to serve as Sanford's new police chief**

**Summary:** "Sanford's mayor says the man offered the job as police chief has accepted. Mayor Jeff Triplett said Cecil Smith signed a contract to take the position as Chief of Police with the Sanford Police Department. Cecil was one of five top candidates for the job and served as deputy chief of the Elgin Police Department in Illinois. Smith is replacing former Police Chief Bill Lee, who was fired after Sanford was put in the national spotlight after the shooting death of Trayvon Martin."

Link: [https://www.baynews9.com/fl/tampa/news/2013/2/14/cecil\\_smith\\_to\\_ser ve](https://www.baynews9.com/fl/tampa/news/2013/2/14/cecil_smith_to_ser ve)



**Article:** (June 2013) Police Chief in Florida Tries to Ease Old Tensions

**Summary:** Chief Smith faces racism...and wins over a community.

*“Within days of becoming the police chief in this small city outside Orlando, Cecil E. Smith began to see clearly the scope of the challenges he faced. There were grumblings within the Police Department’s ranks: **at least one supervisor said he did not want to work for a black man.** Out on the streets, some black residents voiced misgivings of a different sort. Chief Smith may be black, but he is a Northerner. How could he ever understand them? “This has been a slave town forever,” one resident said to Chief Smith in a low voice. “There are people who still feel white people are the devil. You’re not from here. You don’t understand.” **Peering through his glasses, Chief Smith locked eyes with the man, he later recalled. “Enlighten me,” he said, “so I can enlighten my people.” ...** ... “Two months won’t take away six decades — it just can’t,” said Kenneth Bentley, a community activist and educator. “At the end of the day, he’s still chief over those officers that have the same mentality.”*

*While the enmity toward the police is rooted in Sanford’s segregationist past, black residents and leaders said it had been fueled by what they described as mistreatment and the agency’s failure to thoroughly investigate the shooting deaths of many young black men — an assertion that the police dispute...”*

Link: <https://www.nytimes.com/2013/06/17/us/in-city-of-zimmerman-trial-police-chief-navigates-race-relations.html>

Also: <https://www.blackenterprise.com/sanford-police-chief-works-to-ease-racial-tensions/>

**Article:** 2013 In Sanford, the face of authority is increasingly black

**Summary:** At a promotion ceremony Monday for two officers under his command — one white, one black — **Chief Cecil Smith reiterated what has become a mantra for him: Sanford can and should have the finest police force in Florida. And any officer who doesn’t care to help make it so, should find the door.**

Link: <https://thegrio.com/2013/06/13/in-sanford-the-face-of-authority-is-increasingly-black/>

**Analyst Summary:** Incredible amount of positive media on Chief Smith, international news, NY Times, BBC, TV, newsprint...there isn’t much in the way of challenges which Chief Smith hasn’t personally experienced. He is also a gifted motivator and subject-matter expert on race relations, community policing and re-building a department for the “21<sup>st</sup> century”. Interview him!!!



Background Investigation Part II:  
Criminal / Civil, Education & Employment Verification



21 total inquiries

Names searched: Cecil Smith, Cecil E. Smith, Cecil Eugene Smith

Criminal Records Checks

Nationwide Criminal Records Search: Completed. No Records Found

County Criminal Search:  
(City of Sanford) Seminole County, FL Completed. No Records Found  
(Elgin City) Okaloosa County, FL Completed. No Records Found  
(Springfield) Sangamon County, IL Completed. No Records Found

Statewide Criminal: Completed. No Records Found

Civil Records Checks

Federal Civil Search  
Florida Completed. No Records Found  
Illinois Completed. No Records Found

County Civil Search:  
(City of Sanford) Seminole County, FL Completed. No Records Found  
(Elgin City) Okaloosa County, FL Completed. No Records Found  
(Springfield) Sangamon County, IL Completed. No Records Found

3-year Motor Vehicle Completed

FL DL #S530105610970

License first issued in 2014, no violations, no convictions, no failure to appear and no accidents.

Bankruptcy Completed

Based on the information provided to us by the client and/or applicant a search was conducted in the state of record for a minimum of seven years and no past or pending litigation was found in the jurisdiction of this court as of this date.

**Employment Verification**

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<b>Chief of Police - Sanford Police Dept.</b> <i>Verified on website.</i>	<b>2013-Present</b>	<b>Verified</b>
<b>Deputy Chief of Police – Elgin Police Dept.</b> <i>Verified on the phone with Maria in HR</i>	<b>2008-2013</b>	<b>Verified</b>
<b>Commander Special Invest. Div. – Elgin Police Dept</b> <i>Verified on the phone with Maria in HR</i>	<b>2007-2008</b>	<b>Verified</b>
<b>Lieutenant Community Relations – Elgin Police Dept.</b> <i>Verified on the phone with Maria in HR</i>	<b>2004-2007</b>	<b>Verified</b>
<b>Lieutenant Patrol Watch Commander – Elgin Police Dept.</b> 2003-2004 <i>Verified on the phone with Maria in HR</i>		<b>Verified</b>
<b>United States Air Force/Illinois Air National Guard</b> <i>DD214, and certificates of Honorable discharge emailed by Smith</i>	<b>2008</b>	<b>Verified</b>

**Education Verification**

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<b>Bachelor of Arts Degree – Interdisciplinary Studies</b> Columbia College <i>Verified by National Student Clearinghouse</i>	2008	<b>Verified</b>
<b>Associates of Arts Degree – Liberal Studies</b> Elgin Community College <i>Verified by National Student Clearinghouse</i>	2008	<b>Verified</b>
<b>FBI National Academy</b> <i>Verified with Certificate emailed by Smith</i>	2008	<b>Verified</b>

*\*Based on the information provided to us by the client and/or applicant a search was conducted in the jurisdiction requested and no reportable records were found as of this date.*

*\*\* Based on the information provided to us by the client and/or applicant a search was conducted in the state of record for a minimum of seven years and no past or pending litigation was found in the jurisdiction of this court as of this date.*

Reference Interviews



**MUNICIPAL SOLUTIONS**®  
EFFICIENCY. TECHNOLOGY. SAFETY.

**Candidate Reference Checklist**

*Chief of Police*

*Finalist candidates*

**Instructions**

Please provide names and telephone numbers for the following individuals. *Due to the difficulty of contacting people during the business day, a personal or mobile phone #s would be helpful.* Substitutions should be kept to a minimum. Name, Title and Mobile Phones please.

- Two elected officials for the you currently work for who would have familiarity with your work as *Chief of Police or other law enforcement executive position* (for private agencies, substitute senior non-supervisory officials).**

Mayor Art Woodruff 407-687-3423	Commissioner Kerry Wiggins 407-221-5835
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- Two elected officials for the agency whom you have worked previously, who would be familiar with your work as *Chief of Police or other law enforcement executive position* (for private agencies, substitute senior non-supervisory officials).**

City of Elgin Mayor David Kaptain, 847-385-4478	City of Elgin, Council Woman Tish S. Powell, 224-388-6343
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- Your current direct Supervisor.**

City Manager Norton Bonaparte 785-633-9919
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- The Mayor or City Manager and two prior Mayors or City Managers who know of your work as *Chief of Police or other law enforcement executive position*.**

City Manager Norton Bonaparte 785-633-9919 City of Sanford	Mayor Jeff Triplett 407-314-4864 Former City of Sanford	City Manager Richard Kozal 847-931-5590 City of Elgin
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- The HR Director for the agency where you worked as a *Chief of Police or other law enforcement executive position*.**

Fred Fosson 407-688-5025
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6. **Two members of the media who were familiar with you in the agency you worked in *Chief of Police or other law enforcement executive position***

Karla Ray WFTV Orlando 321-591-2957	Jeff Allen NEWS 13 Orlando 407-587-5832
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7. **Two colleagues (i.e., other Chief of Police, Fire Chief, Public Safety officials from other agencies) who know your work as *Chief of Police or other law enforcement executive position*.**

Chief Chris Deisler 321-303-1976 Winter Springs Police Department	Sheriff Dennis Lemma 407-766-0411 Sheriff, Seminole County
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8. **Two subordinate employees who report(ed) directly to you as *Chief of Police or other law enforcement executive position*.**

Deputy Chief Anthony Riamondo 321-377-9534	Public Information Officer Bianca Gillett 386-748-6572
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**Reference #1: Karla Ray, Investigative Reporter – WFTV, Orlando, FL (321) 591-2957**

- 1. What is/was your working relationship with this candidate? For about how long and when?**

*I'm an investigative reporter for the ABC affiliate. When Cecil first arrived, my beat was the county he worked in. I covered stories from about 2013 until the present.*

- 2. Can you share with me 4-5 words that best describe his/her character?**

*Honest, Professional, Fair, Kind, Transparent*

- 3. What do you consider to be his/her greatest leadership/management strength? Are there any areas for improvement?**

*I'm an outsider looking in, so perhaps this question is best answered by his employees. However, He is great at identifying problems and finding solutions. This was a bad department when he took over and he was able to weed out the bad officers.*

- 4. Describe the candidate's ability to gain trust in the community while developing an organization into a 21<sup>st</sup> century police department.**

*You'd have to know the history of the Sanford Police Dept. and know where the dept was within the community. When he took over, he did "Knock and Talks" in neighborhoods to introduce himself. He still does coffee with a cop (pre-pandemic). He put community policing in place at its core within this community.*

- 5. Describe a crisis situation where s/he was involved and how they handled it?**

*When a use of force came into question at a well-known night club (officer's use of force was called into question), he was transparent and showed video. He showed the evidence involved in a DV murder where officers had contact with suspect earlier in the day.*

- 6. If you were in a hiring position today, would you hire them as your police chief? Why or why not?**

*I would say yes, but I'm biased because he's is my favorite chief to work with and I flew to meet him for his first interview when he was first hired. We've developed a great relationship since meeting, and he is one of the best.*

**7. If the City were to hire them, is there anything in their past that could become an embarrassment if it became public?**

*Not in Sanford. Something from Elgin that wasn't a big deal, but every officer with his tenure has something in their file. So, no.*

**8. Is there anything else that you would like to add?**

*We will be sad to see him go.*

***Interviewer Comments:*** *Karla Ray spoke very highly of Chief Smith. She is an independent observer and finds value in what Chief Smith does. This is a valuable opinion and reflects a unique perspective.*



**Reference #2: Art Woodruff, Mayor of Sanford, FL (407) 687-3423**

- 1. What is/was your working relationship with this candidate? For about how long and when?**

*"I was having a great day until I got your call about Chief Smith."*

*I am the current Mayor of Sanford, FL, where Cecil Smith is the Chief of Police. I was on the Commission for 10 years, so just after he got here. I have a great working relationship with Chief Smith. He is always willing to listen and never afraid to tell me when something is a bad idea. That has been valuable to me.*

- 2. Can you share with me 4-5 words that best describe his/her character?**

*Integrity, Transparency, Hard Working, Innovative*

- 3. What do you consider to be his/her greatest leadership/management strength? Are there any areas for improvement?**

*Chief Smith inspires his people to do a better job. He sets the bar high for himself and his employees and gets them there. If I had to pick out a weakness, and it may not be a weakness, I would say he sometimes speaks his mind too much. When he does though, he does it respectfully, it's the truth and it needs to be said.*

- 4. Describe the candidate's ability to gain trust in the community while developing an organization into a 21<sup>st</sup> century police department.**

*"I think he wrote the book on it" Chief Smith came here when we had a real problem with the relationship between the department and the community. He brought in diversity and de-escalation training like the training the nation is calling for now. He was doing that years ago.*

- 5. Describe a crisis situation where s/he was involved and how they handled it?**

*I wasn't on the Commission then and he came into the situation in the middle. But Chief Smith handled the aftermath of the Trayvon Martin killing and was able to keep things under control. His primary goal when he was hired was to rebuild trust and he did that.*

- 6. If you were in a hiring position today, would you hire them as your police chief? Why or why not?**

*"Yes, he's done a great job for us."*

- 7. If the City were to hire them, is there anything in their past that could become an embarrassment if it became public?**

*"Not that I know of."*

- 8. Is there anything else that you would like to add?**

*"Don't take him!" I have the utmost respect for Chief Smith and if he's trying to do something different or do something for his career, then I wish him the best of luck.*

***Interview's Comments:** Mayor Woodruff has great respect for Chief Smith. Mayor Woodruff's comments were concise and honest.*

**Reference #3: Norton Bonaparte, City Manager of Sanford, FL (785) 633-9919**

- 1. What is/was your working relationship with this candidate? For about how long and when?**

*"This is a good time to talk, if you're not going to take Chief Smith. If you are, it's not a good time."*

*I am the current City manager in Sanford, FL, where Cecil Smith is the Chief of Police. I hired him in 2013.*

- 2. Can you share with me 4-5 words that best describe his/her character?**

*Professional, **Community-Minded**, Team Player, Commitment*

- 3. What do you consider to be his/her greatest leadership/management strength? Are there any areas for improvement?**

*I have never identified an area during his evaluations that I felt he needed to improve on.*

*The evidence of his leadership ability is that he has a department that is committed to following his lead. I have the utmost respect for him, and he is a superb police chief.*

- 4. Describe the candidate's ability to gain trust in the community while developing an organization into a 21<sup>st</sup> century police department.**

*The first thing Chief Smith did when he started was to establish his "walk and talks" where he and his command staff went into neighborhoods and knocked on doors to introduce themselves and to talk with the community. He implemented "Iced Tea with the Chief" and promoted the use of social media to help reach out to the community. He got involved with the community which got other people involved with the community.*

- 5. Describe a crisis situation where s/he was involved and how they handled it?**

*We've had a couple situations. One recent shooting that seemed to be a "stand your ground" case like Trayvon Martin. The State's Attorney declined prosecution even though the victim had been shot in the back. You haven't heard about that because of the way that Chief Smith handled the situation.*

6. **If you were in a hiring position today, would you hire them as your police chief? Why or why not?**

*When I hired him, it was a very difficult time for Sanford. I, as the City Manager, had the authority to hire. However, I wanted the community, elected officials, and the officers involved. So, I put a group together composed of that groups and let them talk to Chief Smith. **At the end of the day, Chief Smith was the unanimous first choice of a very divers group.***

7. **If the City were to hire them, is there anything in their past that could become an embarrassment if it became public?**

*No, not that I'm aware of.*

8. **Is there anything else that you would like to add?**

*"I don't want him to leave." But I respect his choice for professional growth. If his experience can be a benefit to another community, then I understand his desire to move on. I would hate to see him go.*

***Interviewer comments: It isn't always easy to tell if a person's current supervisor is giving a completely truthful recommendation or if they are trying to help somebody leave. In this case, it was easy to determine that Mr. Bonaparte does not want Chief Smith to leave. I found his tone and demeanor consistent with a man who wanted to do the right thing by a trusted colleague.***

**Reference #4: Anthony Riamondo, Deputy Chief Sanford PD, FL  
(321) 377-9534**

**1. What is/was your working relationship with this candidate? For about how long and when?**

*I've known Chief Smith for about seven years, since he came to the Sanford Police Department. When he came to Sanford, I was the Sergeant in charge of training, and I took him through the process of getting credentialed in Florida. I'd done this for other new Chiefs (interims) and was always surprised at what training the interims didn't have. This wasn't the case with Chief Smith. When he got here, his training file was impressive, and he was ready to hit the ground running.*

*No, I'm his Deputy Chief and I run operations for the department. We also interact socially.*

**2. Can you share with me 4-5 words that best describe his/her character?**

*Courage – to do the right thing even when it isn't popular  
Resilient – he came into a crisis and took the hits for something he inherited  
Empowering – he encourages his employees to do the work to solve problems  
Loyal – he was very transparent about his application to Fort Lauderdale  
Patriotic – he comes from a military family background and he loves this country*

**3. What do you consider to be his/her greatest leadership/management strength? Are there any areas for improvement?**

*Chief Smith has the ability to give direction to his employees and to decentralize the process, allowing employees to be innovative and find solutions. Chief Smith isn't a micromanager. He tells us what his desired end result is, but he doesn't tell us how to get there. He is always clear in his direction and vision.*

**4. Describe the candidate's ability to gain trust in the community while developing an organization into a 21<sup>st</sup> century police department.**

*"This guy is the model for that." Since Trayvon Martin, Sanford has become a preferred site for protestors whenever anything happens across the country. With all the protests, we've not had so much as a turned over trash can. This is a direct result of Chief Smith's leadership and his investment in social capital.*

*With the current national environment, with respect to law enforcement, Chief Smith has been able to keep his officers from feeling persecuted. Chief Smith has challenged the traditional attitudes in policing and has implemented some progressive policies like allowing beards, visible tattoos, and outer ballistic*

*carriers. These are things that attract younger officers and provide a level of comfort officers desire.*

*Currently, the Sanford Police Department has one (1) officer vacancy in a county where other agencies have 30%-40% vacancy rates. Chief Smith has shown that he will support officers when their actions are legal, within policy, and justified. That makes officers feel supported and that's why they stay, despite not being the highest paying agency in the area.*

**5. Describe a crisis situation where s/he was involved and how they handled it?**

*An officer had made an arrest and handcuffed an uncooperative suspect. The suspect was fighting the officer (still handcuffed) and managed to head-butt the officer. IN response, the officer took the handcuffed suspect to the ground. The incident sparked some public outcry that could have turned ugly. Chief Smith Gather all the evidence, including video, and made it public. He spoke with community groups and explained what happened. Chief Smith didn't like the officer's choice to take a handcuffed suspect to the ground, but it was legal, within policy, and justified. So, the Chief supported the officer and educated the community.*

**6. If you were in a hiring position today, would you hire them as your police chief? Why or why not?**

*Absolutely. I don't want Chief Smith to go and I don't want his job. However, I understand that Chief Smith is a problem solver and that he wants to remain relevant and challenged. The problems here in Sanford are fixed. I am a consultant for Fair and Impartial Policing, LLC. Through that business, I have delivered training to the Fort Lauderdale Police Department. This relationship has given me insights into the nature of the issues facing that department. I can think of no one better suited to lead that department, given those issues, than Chief Smith.*

**7. If the City were to hire them, is there anything in their past that could become an embarrassment if it became public?**

*In addition to being Chief Smith's Deputy Chief, I also enjoy a social relationship with him. Cecil is an all-American guy. I am not aware of anything that even remotely concerns me.*

**8. Is there anything else that you would like to add?**

*If Chief Smith wants this position, he is the perfect match for their department and community. He already has a network established there through NA (FBI National Academy) and he can hit the ground running.*

*Deputy Chief Riamondo's comments were that of an admiring protégé.*

***INTERVIEWER'S SUMMARY:***

***Chief Cecil Smith is a consummate professional and is revered by elected officials, superiors, the media, and his subordinates. It is challenging to gain this status for any single group yet, Chief Smith has managed to gain the support of everyone he comes into contact with. The comments of those interviewed were compelling, thoughtful and sincere. During my interviews, I found myself wanting to return to active law enforcement and seek employment wherever Chief Smith may be.***