



Memorandum

To: Anthony W. Rosa, Chief of Police *AWR*
From: Richard White, Sergeant *RW*
Date: January 3, 2023
Re: PSA Taker Smith Performance Improvement Plan Completion

On February 24, 2022, PSA Smith began the Performance Improvement Plan to conclude on August 4, 2022. PSA Smith willingly signed and acknowledged the plan in its entirety and acknowledged she may be terminated if she failed to complete it.

During the six-month program, PSA Smith did show progression in three areas which are miniscule tasks. PSA Smith managed to arrive to her tour of duty on time, no longer abused sick time, and utilized meal breaks appropriately. While PSA Smith improved in these three areas, she either regressed or showed no signs of improvement in all other areas which were completing tasks on time and accurately, submitting property and evidence into FCIC/NCIC accurately, communications will be utilized to standard, responding to calls in a timely manner.


To assist PSA Smith in the successful completion of the Performance Improvement Plan, PSA Smith was placed on a month-long Field Training program with PSA Carlaw. PSA Carlaw expressed that PSA Smith has the knowledge to complete her job, but chooses not to out of laziness. PSA Smith was also instructed to read policy and procedure for the first hour of every shift. In multiple weekly meetings with PSA Smith, she advised that she has not been completing the requested policy and procedure readings. I also reiterated that all supervisors are available for any assistance, she never sought out guidance from any of the second platoon supervisors.

PSA Smith received one preliminary complaint and seven different shift notes during this six-month program from three different supervisors. All complaints were a result of PSA Smith's inability to complete her job effectively to include completing calls for service/investigations on time and accurately, entering evidence into FCIC/NCIC correctly, and policy and procedure violations.

January 3, 2023

In summation, PSA Smith has not progressed in the Performance Improvement Plan and has actually regressed in certain areas. In addition, PSA Smith was given tools to help her succeed through the program which she chose not to utilize. I spoke with PSA Smith and asked her if there are any internal issues in her personal life that would be affecting her job performance which she declined. PSA Smith did not successfully complete the Performance Improvement Plan. While she succeeded in in two areas, her overall performance was a failure.

Received & Forwarded

 1/3/23
Major Brooke LeBel, 3612



Memorandum

To: Anthony W. Rosa, Chief of Police *AWR*
From: Brooke LeBel, Major, Uniform Division *BL*
Date: January 3, 2023
Re: Recommendation for Termination - PSA Takeria Smith
CC:

For the past two and a half (2.5) years, Police Service Aide Takeria Smith's ("PSA Smith") job performance has been extensively documented and found to be in need of improvement and/or unsatisfactory on many levels. In spite of the numerous attempts that have been made by the Police Department to help PSA Smith reach a satisfactory level of performance, she has failed – and continues to fail – to meet the standards set forth by the Sunrise Police Department for her position as a Public Service Aide.

I. **Summary of PSA Smith's Failure to Meet the Standards of her Position.**

The various concerns with PSA Smith's job performance have been documented in numerous supervisory shift notes, which is a non-disciplinary measure used by supervisors to address and correct performance issues. The areas of concern documented in the shift notes have included: improperly documenting reports; conducting poor investigations; failing to turn in reports in a timely manner; abuse of sick time; tardiness; failing to answer the radio; and failing to maintain her equipment in a state of operational readiness. As of July 14, 2022, a total of sixteen (16) shift notes have been issued to PSA Smith with the overall goal of identifying and correcting the ongoing myriad of deficiencies in her performance.

In addition to being issued numerous shift notes, PSA Smith's disciplinary record reflects that she has been issued four (4) types of progressive disciplinary action since May 23, 2021, including: one (1) verbal counseling, two (2) written reprimands and one (1) 8-hour disciplinary suspension. The Sunrise Police Department policy violations that were sustained in those IA investigations included: failing to answer her radio during her tour of duty; improperly utilizing a meal break; inaccurately documenting a traffic crash report; and failing to follow orders. Each of these policy violations pose a detriment to the community, the agency, and to PSA Smith herself.

January 3, 2023

A. Safety Concerns.

A majority of the areas of PSA Smith's performance that have remained substandard are related to safety concerns. On several occasions, PSA Smith has failed to answer her radio, resulting in officers having to respond to her last known location to check on her well-being. Each time, PSA Smith has been found safe, and she has provided various excuses as to why she did not answer her radio. PSA Smith's actions in failing to answer the radio is a serious issue of concern, as it forces vital police resources to be diverted from their primary function in order to check on her. Radio usage is a huge part of PSA Smith's job functions, so it is imperative that the proper radio protocols are adhered to at all times. Out of an abundance of caution, PSA Smith's radio was inspected by the Police Quartermaster after one (of the several incidents) involving her failure to answer it, and contrary to Smith's claims that the radio had a faulty switch, the radio was found to be in good working condition.

B. Deficient Report Writing and Failure to Timely Submit Reports.

PSA Smith's reports are also consistently lacking in detail and are poorly written. In this regard, PSA Smith was issued an 8-hour disciplinary suspension on April 25, 2022, based on her sustained violation for failing to obtain/include all of the necessary information and statements during a traffic crash investigation. That particular issue was brought to light after one of the parties involved in the traffic crash submitted an official complaint against PSA Smith for including untruthful information in the crash report, which was sustained at the conclusion of that related IA investigation.

More recently, PSA Smith handled a traffic crash involving a juvenile on a scooter that was transported to the hospital. In this case, the parents of the juvenile responded to the police department to complain that they were never contacted by PSA Smith for purposes of obtaining and documenting their personal information needed for the police report. This issue was documented in a supervisory shift note.

Additionally, PSA Smith's reports are frequently submitted late, resulting in a delay in criminal investigations, identification of crime trends, and timely public records requests. PSA Smith has also failed to enter stolen items into FCIC/NCIC, a computerized database that is used by criminal justice agencies to access vital information on persons and property.

C. Dress Code Violations.

Supervisors have also had to address PSA Smith failing to wear her uniform properly and for failing to maintain her assigned equipment in working order. All Sunrise Police Personnel are expected to be dressed appropriately in their uniforms and prepared to respond to calls for service during the duration of their shift.

While in an in-service status, PSA Smith was found in the police department parking lot parked next to her personal vehicle, with her shirt untucked and using her personal cell phone. PSA Smith has also been reprimanded on more than one occasion for wearing gauge earrings during shift, which resulted in a written reprimand. PSA Smith has also struggled to keep her equipment ready

January 3, 2023

for service, which at one point prevented her from being able to photograph the scene of an accident after she failed to properly charge her assigned tablet.

D. Tardiness and Sick Leave Abuse.

PSA Smith has had extensive issues with reporting to work on time and calling in sick. She has consistently shown up to work late, which has been documented by numerous supervisors. PSA Smith has also used an excessive amount of sick time, which many times coincides with a scheduled day off or her first/last day of her scheduled work week. Between August 1, 2021 and January 31, 2022, PSA Smith used nine (9) days of sick time, without providing any justifiable explanation for doing so.

E. PSA Smith's Failure to Pass her Performance Improvement Plan.

It should be noted that several supervisors have spoken to PSA Smith throughout the course of her career at the Sunrise Police Department to provide support and assistance, and each time her ongoing performance issues have been addressed, PSA Smith has asserted that she is not experiencing any hardship and is not in need of any services. In spite of the numerous recommendations and guidance that has been provided to PSA Smith by her supervisors in an effort to improve her performance – and numerous commitments from PSA Smith that she will implement said guidance – Smith has nevertheless failed to improve her ongoing performance deficiencies and has instead regressed in some areas.

As a final step to assist PSA Smith reach an acceptable level of performance, a personalized Performance Improvement Plan (“PIP”) was drafted by her direct supervisor and vetted through the Human Resources Department. The PIP specifically outlined PSA Smith’s areas of deficiency and provided direction on how to correct those issues. In addition to the PIP, PSA Smith was placed on a month-long Field Training status, during which she worked hand-in-hand with a senior police service aide and received additional training and guidance.

Throughout the duration of the PIP, PSA Smith showed progression with her punctuality and meal break usage. However, PSA Smith either regressed or showed no signs of improvement in all other areas of her performance, even though she was closely monitored and provided with numerous tools, resources and benchmarks to improve her overall performance and become a productive employee. Significantly, PSA Smith received a written reprimand for failing to follow orders and seven (7) supervisory shift notes from three (3) different supervisors during the course of her PIP, each of which addressed PSA Smith’s continued failure to effectively perform and/or complete the minimum standards and duties of her position.

F. Recommendation.

Based on the foregoing, I cannot recommend that PSA Smith maintain her employment at the Sunrise Police Department. PSA Smith has demonstrated a history of failing to do her job properly and an inability or unwillingness to rectify these issues. Extensive time and resources have been dedicated to improving PSA Smith’s ability to execute her job functions, and yet she has failed to meet the minimum standards of her position. PSA Smith’s overall performance as a Public

January 3, 2023


Service Aide is unacceptable, and her continued employment with the City of Sunrise would only serve to create unnecessary liability for the City and to the members of the public the City serves.

Accordingly, it is my recommendation that PSA Smith be terminated from her employment with the City.



Memorandum

To: Takera Smith, Public Service Aide, Uniform Division

From: Brooke LeBel, Major, Uniform Division 

Date: January 5, 2023

Re: Notice of Pre-Determination Hearing

CC: Chief Anthony Rosa, Deputy Chief Sean Visners, Major Keven Sweat, Lieutenant P. Brian Katz, Human Resources Director Stella Mesa

The purpose of this Notice is to advise you that a Pre-Determination Hearing shall be scheduled, if you choose to attend, to allow you the opportunity to explain, address and/or rebut the reasons summarized in this Notice as evidence in support of serious disciplinary action under consideration against you -- which may include termination of your employment. Termination of your employment is under consideration because your supervisors have documented how, over the past two (2) years beginning in 2020, you have engaged in on-going and consistently poor and unsatisfactory work performance that has led to the issuance of three (3) consecutive failed Performance Evaluations and most recently a Performance Improvement Plan (PIP) through which you have also failed to improve your overall work performance. In addition, as further evidence of your unsatisfactory work record over these past two (2) years, you have also committed several sustained work rule violations that have led to the issuance of four (4) disciplinary actions against you that have included a Verbal Warning, two (2) Written Reprimands and an eight (8) hour suspension.

Documentation shows that in your annual Performance Evaluation for the 12-month period from February 4, 2020 through January 31, 2021, you were rated as "Needs Improvement" which resulted in the first deferral of your merit raise for 6 months and subject to a re-evaluation. In the first deferred Performance Evaluation for the period of January 31, 2021 through July 31, 2021 you were rated as overall "Unsatisfactory", which resulted in a second 6-month deferral of your merit raise and another re-evaluation at the end of that 6-month period. Then in the next deferred Performance Evaluation for the period of August 1, 2021 through January 31, 2022, you were once again rated as overall "Unsatisfactory", which also resulted in the creation of a 6-month (180 days) Performance Improvement Plan (PIP) that covered the period of February 1, 2022 through August 4, 2022.

January 5, 2023

In addition to the comments and ratings in these failed Performance Evaluations and the PIP, various concerns with your day-to-day job performance have been documented in numerous supervisory Shift Notes, which are a non-disciplinary measure used by supervisors to address and try to correct performance issues. The areas of concern documented in the Shift Notes have included: improperly documenting reports; conducting poor investigations; failing to turn in reports in a timely manner; abuse of sick time; tardiness; failing to answer the radio; and failing to maintain your equipment in a state of operational readiness. Between December 23, 2020 and July 14, 2022, a total of sixteen (16) Shift Notes have been issued to you with the overall goal of identifying and correcting the ongoing myriad of deficiencies in your work performance.

As noted above, a personalized Performance Improvement Plan ("PIP") was created in February 2022 by your direct supervisor and vetted through the Human Resources Department. The PIP specifically outlined your areas of deficiency and provided direction on how to correct those issues. In addition to the PIP, you were placed on a month-long Field Training status, during which you worked hand-in-hand with a senior police service aide and received additional training and guidance.

Significantly, the PIP -- which was created with the assistance of and cooperation between the City's Human Resources Department and your supervisors -- which was provided and explained to you by your supervisors at its inception, expressly warned you that your failure to correct the deficiencies in the PIP and your failure to significantly improve your work performance could lead to the termination of your employment. More specifically, as was also explained to you when the PIP was presented in February of 2022, after setting forth the requirements of the PIP and the Department's expectations for your performance improvement, the PIP set forth the following warning on the page that you signed, which stated:

Effective immediately, you are placed on a 180-day PIP. During this time, you will be expected to make regular progress on the plan outlined above. Failure to meet or exceed these expectations or any display of gross misconduct will result in further disciplinary action up to and including termination. In addition, if there is no significant improvement to indicate the expectations and goals will be met within the timeline stated in this PIP your employment may be terminated prior to 180 days. Furthermore, failure to maintain performance expectations after completing the PIP may result in additional disciplinary action up to and including termination.

According to your supervisors, throughout the duration of the PIP, you showed progression with your punctuality and meal break usage. However, the documents and reports also show that you either regressed or showed no signs of improvement in all other areas of your deficient work performance, even though you were closely monitored and coached, and you were also provided with numerous tools, resources, and benchmarks in an effort to help you improve your overall performance and become a productive employee.

Furthermore, you were also issued a **Written Reprimand** for failing to follow orders -- while you were working in the period covered by your PIP. In addition, seven (7) supervisory Shift Notes were issued to you during the course of this PIP, from three (3) different supervisors, and each of those Shift Notes addressed your continued failure to effectively perform and/or complete the minimum standards and duties of your position.

Additionally, the four (4) disciplinary actions that have been issued to you over the past two (2) years for sustained rule violations in 2021 and 2022 also represent further evidence of your ongoing unsatisfactory work performance records. Those disciplinary actions include the following:

1. A Preliminary Complaint Report (PCR) was filed on May 23, 2021 alleging you were unreachable by radio for a period of approximately twelve (12) minutes, despite being alert toned on all radio channels multiple times. Officers had to respond to your residence to ensure your well-being. Your radio was inspected by the Police Quartermaster and was found to be in good working condition. An Internal Affairs Investigation resulted in a sustained violation for failing to adhere to the Communications Policy and Procedure 75.6.1.3. - *Department members, while on-duty and subject to calls via their police radio, are required to keep their radios activated and on the appropriate dispatch channel throughout their tour of duty. This includes all meal breaks and other breaks. All calls will be promptly acknowledged.* A **Verbal Counseling** was the final discipline issued for this sustained violation.
2. A PCR was filed on July 9, 2021 alleging you put yourself on a meal break via department laptop instead of requesting it via the radio. Additionally, you went on your meal break instead of responding to a call for service as directed by your supervisor. An Internal Affairs Investigation resulted in a sustained violation for failing to adhere to the Code of Conduct and Ethics – Meal Breaks Policy and Procedure 19.6.9.8.1. - *Sworn and non-sworn personnel assigned to Patrol functions must coordinate with Dispatch personnel for the purpose of obtaining a meal break while on-duty. Unusual or emergency conditions may eliminate or reduce a meal break.* A **Written Reprimand** was the final discipline issued for this sustained violation.
3. A PCR was filed on November 12, 2021 alleging that you failed to properly complete a traffic crash investigation report. After completing the investigation, you authored a crash report in which one of the drivers alleged that you lied in the report, specific to his statement. An Internal Affairs Investigation resulted in a sustained violation for the following Sunrise Police Department's Policies and Procedures:
 - 19.6.4.1.2. *Written and verbal reports, documents, and communications will be truthful and complete.*
 - 58.6.6.3. *Officers and PSAs will identify and obtain statement(s) from drivers, passengers, and witnesses.*
 - 58.6.6.19. *Officers or PSAs will obtain any other information related to the crash that may be necessary to ensure thoroughness of the investigation.*An **8-hour disciplinary suspension** was the final discipline issued for these sustained violations.

4. A PCR was filed on June 19, 2022 for failing to comply with a direct order and violating the uniform policy. On more than one occasion you were observed by a supervisor wearing gauge earrings. This occurred even after a supervisor explained to you that the gauge earrings were not in compliance with policy and procedure and you were not permitted to wear them. An Internal Affairs Investigation resulted in a sustained violation for the following Sunrise Police Department's Policies and Procedures:
 - 24.6.3.4.3.2. *Female sworn and civilian uniformed employees may wear two (2) stud post earrings.*
 - 19.6.1.9. *Members shall comply with the direct orders or instructions given by a supervisor or superior officer, and shall not refuse to comply when such orders or instructions are lawful and proper.*

A Written Reprimand was the final discipline for these sustained violations.

Based on the forgoing summary of your unsatisfactory work performance over the past two (2) years, that includes three (3) consecutive failed Performance Evaluations and in particular the recently failed Performance Improvement Plan/PIP as well as your history of sustained policy violations in 2021 and 2022, it also appears that your on-going unsatisfactory work performance is inconsistent with and in violation of the following Police Department Rules and Regulations:

19.6.1.6. Members shall not ignore or violate Policy and Procedures, Standard Operating Procedures, or supervisory instructions and/or orders, or fail to properly execute the duties and responsibilities of their assigned position.

19.6.1.7. Members shall be attentive to job duties and shall not violate Policy and Procedures, Standard Operating Procedures, special orders, supervisory instructions and/or orders or cause another to violate from the performance of duties.

19.6.2. Competence:

19.6.2.1. All members will maintain sufficient competency to perform the duty and responsibility of their position.

19.6.2.1.1. They will perform duties in a manner that establishes and maintains the highest standards of efficiency and effectiveness while carrying out the functions, goals, and objectives of the Police Department.

19.6.2.2. Incompetence may be demonstrated by one or a combination of the following:

19.6.2.2.1. A lack of knowledge regarding application of laws to be enforced.

19.6.2.2.2. An unwillingness or inability to perform assigned tasks.

January 5, 2023

19.6.2.2.3. A failure to conform to work standards established for the member's rank, grade, or position.

19.6.2.2.4. Failure to take appropriate action on the occasion of a crime, disorder, or other circumstance deserving police attention.

19.6.2.2.7. Repeated poor evaluations. Failure to improve after supervisory counseling and/or evaluation.

19.6.2.2.8. A record of repeated infractions of Department Rules and Regulations, Policies, Directives.

The preliminary recommendation from Staff is to terminate your employment based upon your multiple failed Performance Evaluations and your failed PIP, and the four (4) sustained policy violations, as described above in this Notice, which collectively show that you have failed to improve your on-going unsatisfactory and deficient work performance even after efforts were made to help you improve and after you were clearly placed on notice that your failure to improve would be grounds for termination of your employment.

As written above at the beginning of this Notice, before a final decision is made, you will be offered an opportunity to participate in a Pre-Determination Hearing to determine whether you have engaged in the actions alleged in this Notice (and all your related documentation/work records), whether you have violated Departmental rules and regulations and, if so, what disciplinary action, if any, is appropriate. The hearing will be administered by Major Keven Sweat and will commence on Wednesday, January 18th, 2023 at 11:00 am, at the Sunrise Police Department, in the fifth floor Administrative Division's Conference Room.

You are not compelled to attend this Pre-Determination Hearing. In lieu of a hearing, you may submit information or documents that you deem appropriate for my consideration. If you choose to attend the Pre-Determination Hearing, you may be represented at the hearing by counsel or another representative of your choice. If you plan to bring an attorney to the hearing, please notify Major Sweat immediately. You may also bring to the hearing any documents, witnesses, or exhibits you feel are appropriate.

The Chief of Police will make the final decision in this matter. Please be cognizant that no final decision has been made as to what, if any, disciplinary action will be taken in this matter. Therefore, it is in your best interest to provide Major Sweat, at or before the hearing, all the necessary information regarding this matter. This additional information could impact his recommendation, and/or the Chief of Police's final decision.

Please complete the attached form and promptly return it to my office.



Pre-Determination Hearing Notice
Chief of Police - Anthony W. Rosa

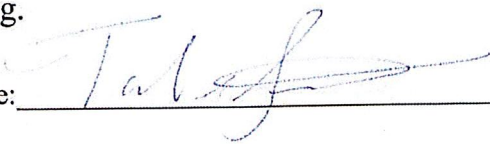
Employee: Takera Smith

Hearing Date & Time: January 18th, 2023; 11:00 am

Location: Administrative Division Conference Room

Please read, review and sign one of the following three options as they pertain to the schedule pre-determination hearing:

My signature below acknowledges my receipt of notice and my intent to attend this predetermination hearing.

Yes, I will attend. Signature:  Date: 1/10/23

I waive my right to attend the scheduled pre-determination hearing and will accept the recommendation and agreed upon discipline, Termination, and waive any right to seek further review or appeal of this matter.

No, I will NOT attend. Signature: _____ Date: _____

I waive my right to attend the scheduled pre-determination hearing, but not my right to any appeal of this process. There are no additional witnesses or documents regarding this incident that I will rely upon in any subsequent hearing process.

No, I will NOT attend. Signature: _____ Date: _____



Memorandum

To: Anthony Rosa, Chief of Police *AR*
From: Keven Sweat, Major, Special Operations Division *KS*
Date: February 15, 2023
Re: Pre-Determination Hearing Findings
CC:

It has been advised and notated that PSA Smith's performance has been in question since her performance evaluation on January 31, 2021, in which Sgt Morlock rated PSA Smith "needs improvement." PSA Smith has shown very little to no improvement and continued to remain at an unsatisfactory level.

On May 23, 2021, a Preliminary Complain Report (PCR) was filed alleging PSA Smith was unreachable by radio for a period of approximately twelve (12) minutes, despite being alert toned on all radio channels multiple times. Officers had to respond to her residence to ensure her well-being. PSA Smith's radio was inspected by the Police Quartermaster and was found to be in good working condition. An Internal Affairs Investigation resulted in a sustained violation for failing to adhere to the Communications Policy and Procedure 75.6.1.3. - *Department members, while on-duty and subject to calls via their police radio, are required to keep their radios activated and on the appropriate dispatch channel throughout their tour of duty. This includes all meal breaks and other breaks. All calls will be promptly acknowledged.*

A Verbal Counseling was the final discipline for this violation.

On July 9, 2021, a PCR was filed alleging PSA Smith put herself on a meal break via department laptop instead of requesting it via the radio. Additionally, she went on her meal break instead of responding to a call for service as directed by Smith's supervisor. An Internal Affairs Investigation resulted in a sustained violation for failing to adhere to the Code of Conduct and Ethics – Meal Breaks Policy and Procedure

- *19.6.9.8.1. - Sworn and non-sworn personnel assigned to Patrol functions must coordinate with Dispatch personnel for the purpose of obtaining a meal break while on-duty. Unusual or emergency conditions may eliminate or reduce a meal break.*

A Written Reprimand was the final discipline for this violation.

On November 12, 2021, a PCR was filed alleging that PSA Smith failed to properly complete a traffic crash investigation report. After completing the investigation, PSA Smith authored a crash report in which one of the drivers alleged that PSA Smith lied in the report, specific to his statement. An Internal Affairs Investigation resulted in a sustained violation for the following Sunrise Police Department's Policies and Procedures:

- *19.6.4.1.2. Written and verbal reports, documents, and communications will be truthful and complete. 58.6.6.3. Officers and PSAs will identify and obtain statement(s) from drivers, passengers, and witnesses.*
- *58.6.6.19. Officers or PSA's will obtain any other information related to the crash that may be necessary to ensure thoroughness of the investigation.*

An 8-hour suspension was the final discipline for these violations.

A PCR was filed on June 19, 2022 for failing to comply with a direct order and violating the uniform policy. On more than one occasion PSA Smith was observed by a supervisor wearing gauge earrings. This occurred even after a supervisor explained to PSA Smith that the gauge earrings were not in compliance with policy and procedure and she was not permitted to wear them. An Internal Affairs Investigation resulted in a sustained violation for the following Sunrise Police Department's Policies and Procedures:

- *24.6.3.4.3.2. Female sworn and civilian uniformed employees may wear two (2) stud post earrings.*
- *19.6.1.9. Members shall comply with the direct orders or instructions given by a supervisor or superior officer, and shall not refuse to comply when such orders or instructions are lawful and proper.*

A Written Reprimand was the final discipline for these violations.

Besides PCRs, there has been numerous documentations of shift notes outlining PSA Takera Smith's performance issues. Provided is the documented shift notes which explains issues pertaining to each date. These shift notes express the supervisor's interaction with PSA Smith on each related issue.

- July 14, 2021
Sgt. Pullease completed a PCR on PSA Smith in reference to a citizen complaint alleging PSA Smith lied in a police report. Internal Affairs closed the complaint sustained and PSA Smith was suspended.
- July 14, 2021
Sgt. Pullease was notified by Records that another report was not completed in a timely manner and another records request could not be completed.
- February 23, 2022
PSA Smith was counseled on the Performance Improvement Plan and the importance of complying and completing the program.
- March 4, 2022
Sgt. White completed a shift note on PSA Smith for failure to complete a traffic crash investigation and speak with all parties. A child was involved and the parents never received the information.
- April 8, 2022

February 17, 2023

Sgt. White completed a shift note on PSA Smith for failure to be prepared to respond to calls during tour of duty. PSA Smith was observed in her unit with her shirt undone, parked next to her personal vehicle and playing on her phone.

- April 16, 2022
Sgt. Rodriguez completed a shift note on PSA Smith for a uniform policy violation in which she was wearing gauge earrings with her uniform during her tour of duty.
- April 23, 2022
Sgt. White completed a shift note on PSA Smith for failure to complete a thorough investigation and enter property into FCIC/NCIC.
- June 19, 2022
Lt. Bates completed a PCR on PSA Smith for failure to comply with the department uniform policy. PSA Smith wore gauge earrings again while in uniform after being shift noted for the same offense.
- July 10, 2022
Sgt. Rodriguez completed a shift note on PSA Smith for failure to complete her reports in a timely manner after she was counseled on that issue.
- July 14, 2022
Sgt. Rodriguez completed a shift note on PSA Smith for again failing to complete her reports in a timely manner.
- August 8, 2022
PSA Smith responded to a crash in which one of the drivers did not have insurance. PSA Smith included in her report that the driver did in fact have insurance. After a FCIC/NCIC check of the driver, it was found the driver did not have insurance and her license was subsequently suspended. This could have been avoided had PSA Smith conducted a thorough investigation.
- September 2022
PSA Smith exhibited clear signs of abusing her sick time to extend her weekends as listed below. PSA Smith has been counseled in the past for abusing sick time and appears to be falling back into the same trend.
 - 9/14 PSA Smith called in sick.
 - 9/15 PSA Smith used annual leave.
 - 9/16-9/18 PSA Smith had RDO's.
 - 9/19 PSA Smith used annual leave.
 - 9/20 PSA Smith attempted to call in sick and was ordered by Sgt. Negrón to use emergency leave. PSA Smith ignored his order and still used sick time in Kronos.
- January 2023
January 4, 2023, Stephanie Anello responded to the Sunrise Public Safety Building to obtain assistance on a delayed crash from December 31, 2022. Anello spoke with PSA Smith and attempted to make a report or receive guidance and was turned away by PSA Smith. Anello stated that PSA Smith advised her that because the crash was delayed, PSA Smith cannot help her and provided a case card.

It should be noted that Anello's vehicle received approximately \$ 8,000 worth of damages. The Sunrise vehicle crash guidelines state that if a vehicle crash

February 17, 2023

results in damages over \$500, then a law enforcement crash report will be taken. Had PSA Smith taken the time to listen to Anello, she would have discovered that a report was needed.

On January 18, 2023, at 11:00am, I hosted a Pre-Determination Hearing in the Administrative Services Division conference room. In attendance was Attorney Robert Brushell, Union President Luis Rivera, Union Vice President Ed Morton, and PSA Takeria Smith. The hearing was audio recorded and has been transcribed for reference.

Mr. Robert Brushell's Comments:

- Mr. Brushell stated, "So we're appealing to your discretion. We're appealing to the chief's discretion".
- Mr. Brushell commented that, "So we have someone who's been here for a while, since 2016. And like I said, was an Explorer before- beforehand. There are - there were - there were issues. I think things like dress and earrings and things can instantly be don't wear earrings, don't wear the wrong earrings, she's not wearing any earrings. These are things that are instant solves, like saying - telling an officer shave, you know, as long as you shave, we don't have an issue anymore".
- Mr. Brushell advised that, "Ms. Smith was definitely genuinely surprised because each day they would have a conversation about what's going on and how she's performing. And it just seemed to be a disconnect, um, on what their conversation, their oral conversations were vs. the ultimate outcome".
- Mr. Brushell commented, "You can take her at her word. And certainly, at some point, if you want to have a conversation, let's have this conversation, 'cause I'm saying it's about the discretion. So there's nothing - in our opinion, we don't think we can do worse. We think we're trying to convince you to - to give room here and - and give another opportunity".

PSA Takeria Smith's Comments:

- PSA T. Smith stated, "I was telling the lawyer and myself, I have accepted my shortcomings and I take full responsibility for the things that I have done".
- PSA T. Smith advised, "I just - I - I - I - I would really like if I can get one final last chance and I will prove myself".
- PSA T. Smith commented saying, "a few things that I have been doing, I reached out to Earl and I got the statute book. I've been - all the calls that we handle, I have been, um, studying it more in depth, as far as the property damages, the, uh, the Florida traffic crash, number one, um, just so that I don't make the mistakes that I have in the past".

My Comments:

Having reviewed all of the material relevant to this case, I disagree with giving PSA Takeria Smith another chance. Various concerns with PSA Smith's job performance have been documented in numerous supervisory shift notes, which is a non-disciplinary measure used by supervisors to address and correct performance issues. The areas of concern documented in the shift notes have included: improperly documenting reports; conducting poor investigations; failing to turn in reports

February 17, 2023

in a timely manner; abuse of sick time; tardiness; failing to answer the radio; and failing to maintain her equipment in a state of operational readiness. Between December 23, 2020 and July 14, 2022,

a total of sixteen (16) shift notes have been issued with the overall goal of identifying and correcting the ongoing myriad of deficiencies in her performance.

A personalized Performance Improvement Plan (“PIP”) was drafted in February 2022 by PSA Smith’s direct supervisor and vetted through the Human Resources Department. The PIP specifically outlined PSA Smith’s areas of deficiency and provided direction on how to correct those issues. In addition to the PIP, Smith was placed on a month-long Field Training status, during which she worked hand-in-hand with a senior police service aide and received additional training and guidance. PSA Smith received a written reprimand for failing to follow orders and seven (7) supervisory shift notes from three (3) different supervisors during the course of Smith’s PIP, each of which addressed her continued failure to effectively perform and/or complete the minimum standards and duties of PSA Smith’s position.

Conclusion:

I have carefully reviewed of all the disciplinary issues surrounding PSA Takeria Smith, administrative investigations and all the comments made by Attorney Robert Brushell, Union President Luis Rivera, Union Vice President Ed Morton, and PSA Takeria Smith. As detailed above, there was no mitigating testimony provided during the Pre-Determination hearing to support any justifiable reasons for PSA Takeria Smith’s actions. I agree with each sustained violation of Policy and Procedure. Based on the above, I concur with the Chief of Police and am recommending Takeria Smith be **Terminated** from her employment with the City of Sunrise Police Department.



Memorandum

To: Anthony W. Rosa, Chief of Police *AWR*
From: Taker N. Smith, Public Service Aide *TS*
Date: March 16, 2023
Re: Resignation
CC:

I am writing this memo to notify you that at this time I would like to resign from the City of Sunrise. I want to thank the entire City of Sunrise Police Department for the support.

A handwritten signature in blue ink, appearing to read "Taker N. Smith", is positioned to the right of the main text.

Received & Forwarded

Brooke LeBel 3/16/23
Major Brooke LeBel, 3612

PSA Takeria Smith

PSA Smith's performance has been in question since her performance evaluation on January 31, 2021, in which Sgt Morlock rated PSA Smith "needs improvement." PSA Smith has shown very little improvement and continues to remain at an unsatisfactory level. Attached please find the supporting documentation of failed performance evaluations, **Preliminary Complaint Forms**, and several **Shift Notes**. Below is a chronological order of PSA Smith's performance issues. This is the outline of PSA Smith's performance for approximately the past year and a half.

- **December 23, 2020** – Records notified Sgt White that a report taken by PSA Smith was delayed to the point it delayed the court process.
- **March 6, 2021** – Sgt Morlock counseled PSA Smith on all of her deficiencies to include arriving to work on time, being available on the radio the whole shift, utilization of sick time and KRONOS entries vs. requesting time off.
- **April 1, 2021** – Sgt Morlock shift noted PSA Smith for failing to answer the radio. PSA Smith was alert toned multiple times and unreachable. PSA Smith blamed her radio and was sent to the Quartermaster for any corrections needed.
- **April 8, 2021** – Sgt Morlock counseled PSA Smith again on all of her deficiencies to include arriving to work on time, being available on the radio the whole shift, and utilization of sick time.
- May 7, 2021 – PSA Smith met with Sgt Morlock for a well being check in which nothing of concern was revealed.
- **May 21, 2021** – Sgt Morlock shift noted PSA Smith for failure to notify a supervisor of an incident that involved law enforcement.
- **May 23, 2021** – Sgt White completed a PCR on PSA Smith for failure to be available on the radio. PSA Smith was unreachable for approximately twelve minutes and units had to respond to her mother's residence [REDACTED] and knock on the door to make contact with her. PSA Smith's wellbeing was evaluated and nothing of concern was revealed.
- **May 26, 2021** – Sgt Morlock was notified by records again that a report was not completed in a timely manner and records requests could not be completed as a result.
- **June 8, 2021** – Sgt Berryman notified 2nd Platoon leadership that PSA Smith's inability to complete reports in a timely manner was affecting the Strategic Investigation Section's ability to identify crime trends.
- **June 27, 2021** – Sgt Wilds shift noted PSA Smith for failure to maintain and have her equipment ready during her shift.
- **July 9, 2021** – Sergeant McGovern shift noted PSA Smith for failure to enter stolen items into FCIC/NCIC.
- **July 9, 2021** – Sergeant White completed a PCR on PSA Smith for failure to obey orders and misuse of meal breaks. PSA Smith was ordered to go to a call when she cleared her original call, and in turn went on lunch break. PSA Smith's wellbeing was evaluated and nothing of concern was revealed.

- **July 14, 2021** – Sgt Pullease completed a PCR on PSA Smith in reference to a citizen complaint alleging PSA Smith lied in a police report. Internal Affairs closed the complaint sustained and PSA Smith was suspended.
- **July 14, 2021** - Sgt Pullease was notified by Records that another report was not completed in a timely manner and another records request could not be completed.
- February 23, 2022 – PSA Smith was counseled on the Performance Improvement Plan and the importance of complying and completing the program.
- **March 4, 2022** – Sgt White shift noted PSA Smith for failure to complete a traffic crash investigation and speak with all parties. A child was involved and the parents never received information.
- **April 8, 2022** – Sgt White shift noted PSA Smith for failure to be prepared to respond to calls during tour of duty. PSA Smith was observed in her unit with her shirt undone, parked next to her personal vehicle and playing on her phone.
- **April 16, 2022** – Sgt Rodriguez shift noted PSA Smith for a uniform policy violation in which she was wearing gauge earrings with her uniform during her tour of duty.
- **April 23, 2022** – Sgt White shift noted PSA Smith for failure to complete a thorough investigation and enter property into FCIC/NCIC.
- **June 19, 2022** – Lt Bates completed a PCR on PSA Smith for failure to comply with the department uniform policy. PSA Smith wore gauge earrings again while in uniform after being shift noted a month prior.
- **July 10, 2022** – Sgt Rodriguez shift noted PSA Smith for failure to complete her reports in a timely manner where she was counseled again.
- **July 14, 2022** – Sgt Rodriguez shift noted PSA Smith for again failing to complete her reports in a timely manner.

It is clear that PSA Smith has no regard for department policies, rules and regulations. In addition, she was given ample time to improve where it obvious she did not.

RESET



EMPLOYEE PERFORMANCE EVALUATION

POLICE DEPARTMENT



(Last, First) Smith, Takeria	Period Covered From 02/01/2019 To 01/31/2020
Job Title Public Service Aide	Status Permanent
Department - Division Police-Uniform Division	Due Back to Human Resources by:
REASON FOR REVIEW <input checked="" type="checkbox"/> Merit Raise <input type="checkbox"/> Status Change <input type="checkbox"/> Annual Review <input type="checkbox"/> Deferred	
Raters: It is understood that the importance of each category will vary with job classification and department. Explain your rating in terms of performance in each category. Mark the appropriate box. Use additional sheets if necessary.	
1. QUANTITY OF WORK: Includes amount of work performed; ability to prioritize work; completing work on time; assuming additional duties when one's own job tasks are completed. RATING: <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Needs Improvement <input checked="" type="checkbox"/> Satisfactory <input type="checkbox"/> Above-average <input type="checkbox"/> Excellent Explain why: PSA Smith is assigned to Road Patrol. Her work responsibilities are: traffic crash investigations, traffic control, and nonhazardous calls for service. She prioritizes her workload and completes her assigned task without complaint. PSA Smith was informed to use the police radio rather than CAD when going in service, out of service, and busy. Due to her CAD entries, opposed to radio communication, calls for service were held until her status was updated.	
2. QUALITY OF WORK: Includes accuracy, completeness, thoroughness, initiative and resourcefulness, and neatness of work product; and meeting standards according to Departmental rules and regulations. RATING: <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Needs Improvement <input checked="" type="checkbox"/> Satisfactory <input type="checkbox"/> Above-average <input type="checkbox"/> Excellent Explain why: PSA Smith accurately composes her written reports. Her work is completed in accordance with department rules and regulations. A deficiency was documented on a Supervisor Shift Note. In September, PSA Smith was given a supervisor counseling. She did not apologize to the supervisor for a deficiency nor did she state that she will make improvements.	
3. ATTENDANCE: Includes employee reporting to work as scheduled, without demonstrating a pattern of calling in sick. (Document number of days sick during rating period.) RATING: <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Needs Improvement <input checked="" type="checkbox"/> Satisfactory <input type="checkbox"/> Above-average <input type="checkbox"/> Excellent Explain why: PSA Smith used 60 hours of sick leave (6 days) during this rating period.	
4. WORK HABITS: Includes observance of work hours, completion of work on schedule, compliance with rules, regulations, policies and procedures; regard for safe working practices and the use of vehicles, equipment, and property. RATING: <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Needs Improvement <input checked="" type="checkbox"/> Satisfactory <input type="checkbox"/> Above-average <input type="checkbox"/> Excellent Explain why: PSA Smith does not abuse overtime and completes her work on schedule. Several incidents were documented on a Supervisor Shift Note referencing her inattentiveness to the police radio. Modifications were made to her hand-held radio to improve hearing dispatched calls. Also documented was an incident where she used emergency leave at 12:00 then reported to an off-duty detail at 17:30.	
5. JUDGMENT AND DECISION MAKING: Includes assigning tasks; responding to work problems in a timely and effective manner; assessing and establishing priorities; identifying and evaluating problem areas and problem solving skills. Making logical decisions and applying practical knowledge of Departmental rules and regulations. RATING: <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Needs Improvement <input checked="" type="checkbox"/> Satisfactory <input type="checkbox"/> Above-average <input type="checkbox"/> Excellent Explain why: PSA Smith handles calls for service in her area, as well as assisting with the call volume throughout the city. A Supervisor Shift Note was filed because she failed to advise that she was busy/out of service. Dispatch made several attempts to reach her on the radio, including alert tones. This decision in not advising her status resulted in resources being used to locate her. Eventually she did reply on the radio and our officers canceled their search for her.	

EMPLOYEE PERFORMANCE EVALUATION -- POLICE DEPARTMENT

Name (Last, First) Smith, Tamera

6. PERSONAL APPEARANCE: Includes the neatness and appropriateness of dress; consider the cleanliness of uniforms and personal hygiene.

RATING: Unsatisfactory Needs Improvement Satisfactory Above-average Excellent

Explain why:

PSA Smith's appearance is neat. She maintains her uniform and hygiene according to policy.

7. SUPERVISORY ABILITY (where applicable): Includes the motivation of subordinates, the planning, proposing and implementation of assigned tasks, along with the application of management practices and principles.

RATING: Unsatisfactory Needs Improvement Satisfactory Above-average Excellent

Explain why:

N/A

RATERS OVERALL RECOMMENDATION

- Unsatisfactory Performance is inadequate and must be corrected.
- Needs Improvement Performance does not fully meet job requirements as indicated below
- Satisfactory Employee is performing as required and expected in an entirely satisfactory manner
- Above-average Performance surpasses job requirements
- Excellent Consistently conspicuous, performance. Employee displays initiative and creativity. Employee has substantially enhanced department efficiency and/or effectiveness.

If employee is eligible for permanent status, check the following: Recommended Denied Deferred

If employee is eligible for merit increase check the following: Recommended Deferred, reevaluate in _____ months Denied

IN WHAT WAYS CAN OR MUST THE EMPLOYEE IMPROVE PERFORMANCE?

PSA Smith should continue her studies and improving her overall field activities. She must adhere to the policy and procedures of this department and recognize that the shift supervisors encourage her performance to surpass the basic job requirements.

This report is based on my observations, knowledge of employee's performance and review of applicable information. It represents my best judgment of the employee's performance.

RATER'S SIGNATURE [Signature] DATE 3/17/20

PRINT NAME Steven Negrón TITLE Sergeant

I have received this report and discussed it with the rater. It represents an accurate appraisal of the employee's performance. I concur in the recommendation, if any, as to merit raise or permanent status.

REVIEWER'S SIGNATURE [Signature] DATE 3/18/20

PRINT NAME Eric Palacio TITLE Lieutenant

I acknowledge that I have received a copy of this evaluation. I have had an opportunity to discuss it with my supervisor. In signing the evaluation, I do not necessarily agree with the conclusions. I understand that I may write my comments on another sheet of paper or below.

EMPLOYEE COMMENTS

D/C [Signature] 5/18/20

EMPLOYEE'S SIGNATURE [Signature] DATE 7/2/2020

RESET



EMPLOYEE PERFORMANCE EVALUATION
POLICE DEPARTMENT



Name (Last, First) Smith, Takeria		Period Covered From 02/01/2020 To 01/31/2021	
Job Title Public Service Aide		Status Permanent	
Department - Division Patrol - Uniform Division		Due Back to Human Resources by:	
REASON FOR REVIEW <input checked="" type="checkbox"/> Merit Raise <input type="checkbox"/> Status Change <input type="checkbox"/> Annual Review <input checked="" type="checkbox"/> Deferred <i>Renewal due 7/31/2021</i>			
Raters: It is understood that the importance of each category will vary with job classification and department. Explain your rating in terms of performance in each category. Mark the appropriate box. Use additional sheets if necessary.			
<p>1. QUANTITY OF WORK: Includes amount of work performed; ability to prioritize work; completing work on time; assuming additional duties when one's own job tasks are completed.</p> <p>RATING: <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Needs Improvement <input checked="" type="checkbox"/> Satisfactory <input type="checkbox"/> Above-average <input type="checkbox"/> Excellent</p> <p>Explain why: PSA Smith is currently assigned to Platoon 2 within the Uniform Division. PSA Smith is capable of prioritizing her work load and completes assignments in a timely manner. PSA Smith completes a satisfactory amount of work as it relates to her job function.</p>			
<p>2. QUALITY OF WORK: Includes accuracy, completeness, thoroughness, initiative and resourcefulness, and neatness of work product; and meeting standards according to Departmental rules and regulations.</p> <p>RATING: <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Needs Improvement <input checked="" type="checkbox"/> Satisfactory <input type="checkbox"/> Above-average <input type="checkbox"/> Excellent</p> <p>Explain why: PSA Smith conducts complete and thorough investigations that are neatly documented. PSA Smith is meeting the standards established by the Department.</p>			
<p>3. ATTENDANCE: Includes employee reporting to work as scheduled, without demonstrating a pattern of calling in sick. (Document number of days sick during rating period.)</p> <p>RATING: <input type="checkbox"/> Unsatisfactory <input checked="" type="checkbox"/> Needs Improvement <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above-average <input type="checkbox"/> Excellent</p> <p>Explain why: PSA Smith has utilized fifteen days of sick time (150 hours) during this rating period. Based on the Sick Time Usage Evaluation scale, PSA Smith needs improvement as a pattern of calling in sick has appeared during this rating period.</p>			
<p>4. WORK HABITS: Includes observance of work hours, completion of work on schedule, compliance with rules, regulations, policies and procedures; regard for safe working practices and the use of vehicles, equipment, and property.</p> <p>RATING: <input checked="" type="checkbox"/> Unsatisfactory <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above-average <input type="checkbox"/> Excellent</p> <p>Explain why: PSA Smith has arrived late for her tour of duty (five minutes or greater) on fifty-five occasions during this rating period. PSA Smith completes her assignments on schedule. PSA Smith upholds a safe work environment and operates her work vehicle in a safe manner. PSA Smith adequately maintains her Department issued equipment. Upon her recent assignment to this supervisor, PSA Smith was informed of Platoon 2 expectations regarding compliance and rules pertaining to scheduling, policies, procedures, and punctuality.</p>			
<p>5. JUDGMENT AND DECISION MAKING: Includes assigning tasks; responding to work problems in a timely and effective manner; assessing and establishing priorities; identifying and evaluating problem areas and problem solving skills. Making logical decisions and applying practical knowledge of Departmental rules and regulations.</p> <p>RATING: <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Needs Improvement <input checked="" type="checkbox"/> Satisfactory <input type="checkbox"/> Above-average <input type="checkbox"/> Excellent</p> <p>Explain why: PSA Smith has demonstrated the ability to effectively handle and manage her workload. PSA Smith follows Department rules and regulations while independently making sound decisions on calls for service.</p>			

EMPLOYEE PERFORMANCE EVALUATION – POLICE DEPARTMENT

Name (Last, First) Smith, Takera

6. PERSONAL APPEARANCE: Includes the neatness and appropriateness of dress; consider the cleanliness of uniforms and personal hygiene.

RATING: Unsatisfactory Needs Improvement Satisfactory Above-average Excellent

Explain why:

PSA Smith presents a professional image for the Department. Her hygiene and uniforms are to standard.

7. SUPERVISORY ABILITY (where applicable): Includes the motivation of subordinates, the planning, proposing and implementation of assigned tasks, along with the application of management practices and principles.

RATING: Unsatisfactory Needs Improvement Satisfactory Above-average Excellent

Explain why:

N/A

RATERS OVERALL RECOMMENDATION

- Unsatisfactory Performance is inadequate and must be corrected.
- Needs Improvement Performance does not fully meet job requirements as indicated below
- Satisfactory Employee is performing as required and expected in an entirely satisfactory manner
- Above-average Performance surpasses job requirements
- Excellent Consistently conspicuous, performance. Employee displays initiative and creativity. Employee has substantially enhanced department efficiency and/or effectiveness.

If employee is eligible for permanent status, check the following: Recommended Denied Deferred

If employee is eligible for merit increase check the following: Recommended Deferred, reevaluate in _____ months Denied

IN WHAT WAYS CAN OR MUST THE EMPLOYEE IMPROVE PERFORMANCE?

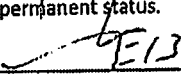
PSA Smith should continue to build upon her current level of performance and further familiarize self with Department Polices and Florida State Statutes. PSA Smith should make efforts to improve upon her punctuality and diminish the developing pattern of sick time use. See attached document for further.

This report is based on my observations, knowledge of employee's performance and review of applicable information. It represents my best judgment of the employee's performance.

RATER'S SIGNATURE  DATE 03/06/2021

PRINT NAME Roy Morlock TITLE Sergeant

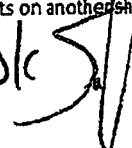
I have received this report and discussed it with the rater. It represents an accurate appraisal of the employee's performance. I concur in the recommendation, if any, as to merit raise or permanent status.

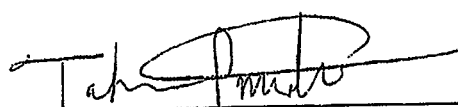
REVIEWER'S SIGNATURE  DATE 3/6/21

PRINT NAME Richard Alexander TITLE Lieutenant

I acknowledge that I have received a copy of this evaluation. I have had an opportunity to discuss it with my supervisor. In signing the evaluation, I do not necessarily agree with the conclusions. I understand that I may write my comments on another sheet of paper or below.

EMPLOYEE COMMENTS

Dlc  3/12/21

EMPLOYEE'S SIGNATURE  DATE 4-8-21

RESET



EMPLOYEE PERFORMANCE EVALUATION

POLICE DEPARTMENT



Name (Last, First) Smith, Takera	Period Covered From 02/01/2021 To 07/31/2021
Job Title Public Service Aide	Status Permanent
Department – Division Patrol - Uniform Division	Due Back to Human Resources by:
REASON FOR REVIEW <input type="checkbox"/> Merit Raise <input type="checkbox"/> Status Change <input checked="" type="checkbox"/> Annual Review <input type="checkbox"/> Deferred	
Raters: It is understood that the importance of each category will vary with job classification and department. Explain your rating in terms of performance in each category. Mark the appropriate box. Use additional sheets if necessary.	
1. QUANTITY OF WORK: Includes amount of work performed; ability to prioritize work; completing work on time; assuming additional duties when one's own job tasks are completed. RATING: <input type="checkbox"/> Unsatisfactory <input checked="" type="checkbox"/> Needs Improvement <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above-average <input type="checkbox"/> Excellent Explain why: PSA Smith responds to calls she is dispatched to and handles most of them appropriately. PSA Smith rarely volunteers to assume additional duties unless told to do so. PSA Smith has been verbally counseled twice for failure to complete her work on time.	
2. QUALITY OF WORK: Includes accuracy, completeness, thoroughness, initiative and resourcefulness, and neatness of work product; and meeting standards according to Departmental rules and regulations. RATING: <input checked="" type="checkbox"/> Unsatisfactory <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above-average <input type="checkbox"/> Excellent Explain why: PSA Smith has received verbal counseling two times for failing to complete her work in a timely manner which has caused delays to specialized units and their investigations. In addition, she has also received a verbal counseling for submitting incomplete reports and failure to submit serial numbers into FCIC/NCIC. PSA Smith's quality of work falls below Department standards.	
3. ATTENDANCE: Includes employee reporting to work as scheduled, without demonstrating a pattern of calling in sick. (Document number of days sick during rating period.) RATING: <input checked="" type="checkbox"/> Unsatisfactory <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above-average <input type="checkbox"/> Excellent Explain why: PSA Smith has utilized 9.5 days of sick time (95 hours) during this rating period. There is a clear pattern of abuse displayed as she is on track to utilize 19 days of sick time (190 hours) if this pattern continues.	
4. WORK HABITS: Includes observance of work hours, completion of work on schedule, compliance with rules, regulations, policies and procedures; regard for safe working practices and the use of vehicles, equipment, and property. RATING: <input checked="" type="checkbox"/> Unsatisfactory <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above-average <input type="checkbox"/> Excellent Explain why: PSA Smith has received two verbal counselings for failure to complete her work on time, an additional six verbal counselings for policy violations, and two preliminary complaints for policy violations. PSA Smith has a clear disregard for rules, regulations, and policies and procedures.	
5. JUDGMENT AND DECISION MAKING: Includes assigning tasks; responding to work problems in a timely and effective manner; assessing and establishing priorities; identifying and evaluating problem areas and problem solving skills. Making logical decisions and applying practical knowledge of Departmental rules and regulations. RATING: <input checked="" type="checkbox"/> Unsatisfactory <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above-average <input type="checkbox"/> Excellent Explain why: PSA Smith has received two preliminary complaints, and eight verbal counselings in the past six months for poor performance and judgment. PSA Smith's lack of judgment is approaching a status where it is a liability for her to continue her duties.	

EMPLOYEE PERFORMANCE EVALUATION – POLICE DEPARTMENT

Name (Last, First) Smith, Takeria

PERSONAL APPEARANCE: Includes the neatness and appropriateness of dress; consider the cleanliness of uniforms and personal hygiene.

RATING: Unsatisfactory Needs Improvement Satisfactory Above-average Excellent

Explain why:

PSA Smith arrives to work in a clean and neat uniform. Her personal hygiene and appearance are to Department Standards.

7. SUPERVISORY ABILITY (where applicable): Includes the motivation of subordinates, the planning, proposing and implementation of assigned tasks, along with the application of management practices and principles.

RATING: Unsatisfactory Needs Improvement Satisfactory Above-average Excellent

Explain why:

N/A

RATERS OVERALL RECOMMENDATION

- Unsatisfactory Performance is inadequate and must be corrected.
- Needs Improvement Performance does not fully meet job requirements as indicated below
- Satisfactory Employee is performing as required and expected in an entirely satisfactory manner
- Above-average Performance surpasses job requirements
- Excellent Consistently conspicuous, performance. Employee displays initiative and creativity. Employee has substantially enhanced department efficiency and/or effectiveness.

If employee is eligible for permanent status, check the following: Recommended Denied Deferred

If employee is eligible for merit increase check the following: Recommended Deferred, reevaluate in 6 months Denied

IN WHAT WAYS CAN OR MUST THE EMPLOYEE IMPROVE PERFORMANCE?

I Smith has been verbally counseled multiple times by six different supervisors in reference to her poor performance and judgment. PSA Smith has not shown any improvement, but has further declined in her duties. I believe that PSA Smith is a liability to the Department should she continue her duties at this point in time.

This report is based on my observations, knowledge of employee's performance and review of applicable information. It represents my best judgment of the employee's performance.

RATER'S SIGNATURE [Signature] DATE 8/2/21
 PRINT NAME Richard White TITLE Sergeant

I have received this report and discussed it with the rater. It represents an accurate appraisal of the employee's performance. I concur in the recommendation, if any, as to merit raise or permanent status.

REVIEWER'S SIGNATURE [Signature] DATE 8-12-21
 PRINT NAME William Bates TITLE Lieutenant

I acknowledge that I have received a copy of this evaluation. I have had an opportunity to discuss it with my supervisor. In signing the evaluation, I do not necessarily agree with the conclusions. I understand that I may write my comments on another sheet of paper or below.

EMPLOYEE COMMENTS D/c J.V. 9/1/21

EMPLOYEE'S SIGNATURE _____ DATE _____



EMPLOYEE PERFORMANCE EVALUATION GENERAL

Name (Last, First) Smith, Taker	Period Covered From 08/01/2021 To 01/31/2022
Job Title Public Service Aide	Status Permanent
Department -- Division Patrol - Uniform Division	Due Back to Human Resources by:
REASON FOR REVIEW <input type="checkbox"/> Merit Raise <input type="checkbox"/> Status Change <input type="checkbox"/> Annual Review <input checked="" type="checkbox"/> Deferred	
Raters: It is understood that the importance of each category will vary with Job classification and department. Explain your rating in terms of performance in each category. Mark the appropriate box. Use additional sheets if necessary.	
1. QUANTITY OF WORK: Include amount of work performed. RATING: <input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Needs Improvement <input checked="" type="checkbox"/> Satisfactory <input type="checkbox"/> Above-average <input type="checkbox"/> Excellent Explain why: PSA Smith responds to calls she is dispatched to and handles most of them appropriately. PSA Smith rarely volunteers to assume additional duties unless told to do so.	
2. QUALITY OF WORK: Includes accuracy, completeness, thoroughness, initiative and resourcefulness, and neatness of work product. RATING: <input type="checkbox"/> Unsatisfactory <input checked="" type="checkbox"/> Needs Improvement <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above-average <input type="checkbox"/> Excellent Explain why: PSA Smith still makes errors that a PSA of her tenure should not make. PSA Smith must improve on her report taking to be an effective Public Service Aide.	
3. INTERPERSONAL SKILLS: Includes participation and teamwork, working cooperatively with public, peers and subordinates, and accepting advice and counsel from supervisors. RATING: <input type="checkbox"/> Unsatisfactory <input checked="" type="checkbox"/> Needs Improvement <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above-average <input type="checkbox"/> Excellent Explain why: Other officers have attempted to help guide PSA Smith to increase her performance in which she has ignored and turned in incomplete reports which had to be corrected.	
4. WORK HABITS: Includes attendance, observance of work hours, completion of work on schedule, compliance with rules, policies and directives; their regard for safe working practices and the use of tools, equipment, and property. RATING: <input checked="" type="checkbox"/> Unsatisfactory <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above-average <input type="checkbox"/> Excellent Explain why: PSA Smith has utilized nine sick days (90 hours) during this rating period and has displayed a clear pattern of abuse. PSA Smith often calls in sick in conjunction with vacation days or her first and last day of scheduled work. PSA Smith has used a total of 18.5 days (185 hours) of sick time in a year time span. PSA Smith continuously has reports that aren't completed in a timely manner and must be reminded to do so.	

EMPLOYEE PERFORMANCE EVALUATION - GENERAL

Name (Last, First) **Smith, Taker**

PERSONAL APPEARANCE: Includes the neatness and appropriateness of dress; consider the cleanliness of uniforms and personal hygiene.

RATING: Unsatisfactory Needs Improvement Satisfactory Above-average Excellent

Explain why:

PSA Smith arrives to work in a clean and neat uniform. Her personal hygiene and appearance are to Department Standards.

6. SUPERVISORY ABILITY (if applicable): Includes the motivation of subordinates, the planning, proposing and implementation of assigned tasks, along with the application of management practices and principles.

RATING: Unsatisfactory Needs Improvement Satisfactory Above-average Excellent

Explain why:

N/A

RATERS OVERALL RECOMMENDATION

- Unsatisfactory Performance is inadequate and must be corrected.
- Needs Improvement Performance does not fully meet job requirements as indicated below
- Satisfactory Employee is performing as required and expected in an entirely satisfactory manner
- Above-average Performance surpasses job requirements
- Excellent Consistently conspicuous, performance. Employee displays initiative and creativity. Employee has substantially enhanced department efficiency and/or effectiveness.

If employee is eligible for permanent status, check the following: Recommended Deferred reevaluate in ___ months Denied

If employee is eligible for merit increase check the following: Recommended Deferred, reevaluate in 6 months Denied

IN WHAT WAYS CAN OR MUST THE EMPLOYEE IMPROVE PERFORMANCE?

PSA Smith has slightly improved this rating period, but still remains at an unsatisfactory level. PSA Smith will be served with a Performance Improvement Plan in conclusion of this rating period to help guide her to Department Expectations. PSA Smith will be re-evaluated in 180 days on her performance.

This report is based on my observations, knowledge of employee's performance and review of applicable information. It represents my best judgment of the employee's performance.

RATER'S SIGNATURE  3694 DATE 2-18-2022

PRINT NAME Richard White TITLE Sergeant

I have received this report and discussed it with the rater. It represents an accurate appraisal of the employee's performance.

REVIEWER'S SIGNATURE  DATE 2-18-22

PRINT NAME William Bates TITLE Lieutenant

I acknowledge that I have received a copy of this evaluation. I have had an opportunity to discuss it with my supervisor. In signing the evaluation, I do not necessarily agree with the conclusions. I understand that I may write my comments on another sheet of paper or below.

EMPLOYEE COMMENTS

EMPLOYEE'S SIGNATURE _____ DATE _____



Performance Improvement Plan

TO: Takeria Smith, Service Aide
FROM: Richard White, Sergeant
DATE:
RE: Performance Improvement Plan (PIP)

The purpose of this document is to provide guidance and support regarding the competencies and performance standards identified in your recent evaluation as not meeting expected levels of performance and requiring your immediate attention. The following goals/and or performance standards are based on the Human Resources department's discussions with your immediate supervisor and subsequently with you to identify specific, measurable improvements you will need to make to demonstrate satisfactory or better performance.

The Performance Improvement Plan (PIP) will define areas of concern, gaps in your work performance, duties and responsibilities as a Service Aide in the City of Sunrise Police Department and Road Patrol Division's expectations, and allow you the opportunity to demonstrate improvement, competence, responsibility, and commitment.

Areas of Concern:

- Abuse of Sick Time
- Completing routine tasks in a complete and timely manner
- Handling of property – Entering into Teletype and Evidence
- Understanding and using breaks appropriately
- Using and maintaining communications appropriately
- Arriving on time to scheduled tour of duty
- Responding to calls for service in a timely manner

Observations, Previous Discussions or Counseling:

- 7/14/21 – Verbally Counseled for failure to complete work in a timely manner
- 7/9/21 – Verbally Counseled for failure to enter stolen property into FCIC/NCIC
- 7/9/21 – Preliminary Complaint for failing to comply with a direct order and misuse of breaks
- 6/8/21 – Verbally Counseled for failure to complete work in a timely manner
- 5/23/21 – Preliminary Complaint for failure to maintain communications
- 4/1/21 – Verbally Counseled for failure to maintain communications
- 3/1/21 – Employee was counseled on arriving on time, working her full shift, requesting time off through supervisors, and abuse of sick time

Step 1: Improvement Goals: These are the goals related to areas of concern to be improved and addressed:

1.	Stop the pattern of sick time abuse and understand all methods of taking time off
2.	Complete tasks in a complete and timely manner
3.	Understand and effectively make teletype and evidence entries
4.	Understand the use and when to take breaks
5.	Understand and maintain communication equipment. Effectively communicate on the radio. Understand the Communications Policy and Procedure
6.	Arrive to work on time
7.	Respond to calls in a timely manner

Step 2: Activity Goals: Listed below are activities that will help you reach each goal:

Goal #	Activity	How to Accomplish	Start Date	Projected Completion Date
1.	Understand Policy and Procedure and Expectations	Read Policy and Procedure with discussion first hour of each shift	02/04/22	08/04/22
2.	Complete Tasks in a timely manner	Have a checklist of what is needed for each task and discuss time management. PSA Smith will also meet with Sgt White to weekly to ensure tasks are completed on time	02/04/22	08/04/22
3.	Teletype and Evidence Entries	PSA Smith will go over this task with a PSA FTO as a refresher	02/04/22	08/04/22
4.	Appropriate use of breaks	Read Policy and Procedure	02/04/22	08/04/22
5.	Communications use and maintenance	PSA Smith will read and understand P&P, go over radio protocols and etiquette with FTO	02/04/22	08/04/22
6.	Respond to calls in a timely manner	Discuss and apply city navigation and time management	02/04/22	08/04/22
7.	Arrive to work on time	PSA Smith will meet with an on duty Sgt upon arrival to work	02/04/22	08/04/22

Step 3: Resources: Listed below are resources available to you to complete your Improvement activities (may include other people's time or expertise, funds for training materials and activities, or time away from usual responsibilities.)

1.	Policy and Procedure for both Police and General Employees
2.	PSA Smith will ride with a PSA FTO one day a week as a refresher of common tasks - PER PSA SMZTH, THE FTO WILL SHADOW HER IN A DIFFERENT VEHICLE
3.	Copies of well written reports by other officers and PSAs that relate to her tasks
4.	Supervisors will be available for questions and guidance.

Step 4: Expectations: The following performance standards must be accomplished to demonstrate progress towards achievement of each Improvement goal:

1.	Sick Leave Abuse must cease
2.	Tasks must be completed on time and accurately
3.	Property and Evidence must be submitted accurately – FCIC / Evidence
4.	Meal Breaks will be utilized appropriately
5.	Communications and equipment will be used to standard
6.	PSA Smith will arrive on time to her tour of duty
7.	PSA Smith will respond to calls in a timely manner

Step 5: Progress Checkpoints: The following schedule will be used to evaluate your progress in meeting your Improvement activities.

Goal #	Activity	Checkpoint Date	Type of Follow-up (memo/call/meeting)	Progress Expected	Notes
1.	Performance Evaluation and Recommendations	Daily	End of Shift Meeting to discuss performance	Immediate	First two weeks
2.	Performance Evaluation and Recommendations	Weekly	End of Shift Meeting to discuss performance and recommendations	Immediate	Rest of Project

Follow-up Updates: You will receive feedback on your progress according to the following schedule:

Date Scheduled	Activity	Conducted By	Completion Date
TBD - Daily	Performance Discussion	Sgt White	TBD
TBD Weekly	Performance Discussion	Sgt White	02/13/22

Timeline for Improvement, Consequences & Expectations:

Effective immediately, you are placed on a ~~180~~ PIP. During this time, you will be expected to make regular progress on the plan outlined above. Failure to meet or exceed these expectations or any display of gross misconduct will result in further disciplinary action, up to and including termination. In addition, if there is no significant improvement to indicate that the expectations and goals will be met within the timeline stated in this PIP, your employment may be terminated prior to ~~180~~. Furthermore, failure to maintain performance expectations after completing the PIP may result in additional disciplinary action up to and including termination.

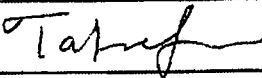
The PIP does not alter the employment-at-will relationship. Additionally, these PIP contents remain at the departmental level and will not be disclosed to the public to the extent allowed by law. The PIP will be shared with management within the Department and Human Resources to enable the employer to monitor and make business decisions about your progress. Should you have questions or concerns regarding the content, you will be expected to follow up directly with me.

We will meet again on as noted above, to discuss your Performance Improvement Plan.

Please schedule accordingly.

Signatures:

Print Employee Name: TAKELA SMITH

Employee Signature: 

Print Supervisor/Manager Name: SGT. RICH WHITE

Supervisor/Manager Signature: 

Date: 2-24-2022



Preliminary Complaint Form
Chief of Police - Anthony W. Rosa

Employee's Name: Takeria Smith Date: 05/23/2021

P.D. Case/Citation#: N/A I.A. #:

Alleged Misconduct (Attach additional sheets if necessary):
On the listed time and date, PSA Smith was unreachable on the radio from 1430 hrs to 1442 hrs. PSA Smith was alert toned multiple times on all channels to no avail. Officers were sent to PSA Smith's residence where contact was made with her after knocking on her front door.

Communications Policy and Procedure - 75.6.1.3

Complainant (print): Sgt. Richard White Signature:

Phone (home/Cell): 954-746-3392 Phone (work): 954-746-3392

Address: 10440 W Oakland Park Blvd

Supervisor Receiving Complaint: Major Booke Lebel

Investigation Authorized by:

Investigation Conducted by: I.A. Investigation:

Findings: [] Unfounded [] Not Sustained [] Sustained [] Exonerated [] Training

Division Commander: Date:

Deputy Chief: Date:

Recommended Discipline (on Notice of Intent):

Final Disposition:

Chief of Police: Date:

In signing this report, I acknowledge only that it has been discussed with me and that I have received a copy. I understand that I may respond verbally or in writing, and that such response will be made part of this report and taken into consideration.

Employee's Signature Date

On May 23, 2021, PSA Smith was dispatched to a minor crash in which dispatch could not raise her on the radio. PSA Smith was alert toned multiple times on all channels. Officers utilized the GPS system on CAD to locate PSA Smith's vehicle which was found to be at her residence. Officers responded and knocked on PSA Smith's front door where contact was eventually made.

PSA Smith responded to the police department where she explained the reason for her absence on the radio. PSA Smith stated that she placed her radio and phone on her charger which made them inaccessible. PSA Smith was not reachable by phone or radio until an officer arrived at her front door.

PSA Smith has been shift noted and verbally counseled on this issue in the past which she has not shown progress. PSA Smith recently received Needs Improvement on her last annual evaluation in which this was an area that needed improvement.

These actions are not just a policy violation, but a serious lack of officer safety. PSA Smith has been given ample opportunities to correct this behavior, but has not been able to do so.



Preliminary Complaint Form
Chief of Police - Anthony W. Rosa

Employee's Name: Takeria Smith Date: 07/09/2021
P.D. Case/Citation#: N/A I.A. #:

Alleged Misconduct (Attach additional sheets if necessary):

On the listed date, PSA Smith was advised to respond to a criminal mischief when she cleared the crash she was on. PSA Smith in turn took her hour long lunch break instead. PSA Smith put herself on a meal break utilizing her department laptop instead of requesting her meal break on the radio violating P&P.

Code of Conduct and Ethics - Meal Breaks - 19.6.9.8.1

Complainant (print): Sgt. Richard White Signature:

Phone (home/Cell): 954-746-3392 Phone (work): 954-746-3392

Address: 10440 W Oakland Park Blvd

Supervisor Receiving Complaint: Lt. W. Bates

Investigation Authorized by:

Investigation Conducted by: I.A. Investigation:

Findings: [] Unfounded [] Not Sustained [] Sustained [] Exonerated [] Training

Division Commander: Date:

Deputy Chief: Date:

Recommended Discipline (on Notice of Intent):

Final Disposition:

Chief of Police: Date:

In signing this report, I acknowledge only that it has been discussed with me and that I have received a copy. I understand that I may respond verbally or in writing, and that such response will be made part of this report and taken into consideration.

Employee's Signature Date

PSA Takeria Smith PCR – 07/09/2021

On the above date, PSA Smith was working a minor crash for approximately one hour when a criminal mischief call with no suspect information was put over the air. I requested PSA Smith's expected time of completion which she advised 5 to 10 minutes. I ordered dispatch to hold the call for PSA Smith upon completion of the crash.

Approximately 15 – 20 minutes later, I received a phone call from dispatch advising that PSA Smith had taken her hour-long meal break instead of going to the criminal mischief. I requested PSA Smith's unit history report along with the dispatch tape to look further into the matter. After reviewing the unit history report along with the dispatch tapes, I found that PSA Smith had utilized her laptop to clear the crash and then place herself on a meal break. Not only is this a policy violation for meal breaks and officer safety, it appears she stealthily placed herself on a meal break as to avoid the call she was originally assigned.

I spoke with PSA Smith and questioned her on the above actions. PSA Smith stated she knew she must request to take a meal break through dispatch over the radio and could not provide a reason of why she took her meal break through her laptop. PSA Smith was initially unable to answer why she avoided the criminal mischief call and later stated it was a miscommunication.

I spoke with PSA Smith in reference to Policy and Procedure 19.6.9 – Meal Breaks and reminded her of her expectations. This is a continuation of PSA Smith's poor performance and officer safety issues that are continuing to decline.