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Ropheal McGee Jr
Plaintiff,
VS.
City of Gainesville, Florida,
and Casey Walsh, in her individual capacity
Defendant

Case No. 1:25-cv-00036-AW-HTC

United States District Court
Northern District of Florida
Gainesville Division

Report
of
ROBERT DRAGO
EYE TO EYE CONSULTANTS, INC.

August 6th, 2025

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Appendix 1 – Curriculum Vitae of Robert Drago

Introduction

Dear Attorney Marie Mattox, Esq:
203 North Gadsden Street
Tallahassee, Florida 32301

I have been retained as a consultant and expert in the matter known to me as Ropheal McGee v. City of Gainesville, Florida and Casey Walsh in her individual capacity case # - 1:25-cv-00036-AW-HTC.

I was asked to review documents relevant to this matter and render expert opinions about the Officers' actions and the City of Gainesville, now known as the defendants, involved in this matter.

After evaluation of all the facts and circumstances that are known to the witnesses at the time of this incident, and review of reports, policies, photos, videos and audio files recorded at the time of the incident, I employed comparative methodology in determining my opinions and in evaluating the Officers' actions. This method of comparing the actions of Law Enforcement Officers with accepted practices and training in law enforcement is a common and consistently applied method, when evaluating their actions. Therefore, I formed a number of opinions to a reasonable degree of professional certainty, as to procedures and investigations performed by the defendants, during a warrant arrest on November 7th, 2021, as to whether or not certain actions of the Officers were consistent with accepted police practices and procedures.

My opinions are based not only on the materials reviewed in this case, but my experience and training concerning proper policies and police practices in citizen contacts, use of force, detention, investigation, traffic pursuits and arrest procedures. I have studied the reports and other material provided to me regarding this case. Please be advised that if there are any additional depositions, policies, or other materials produced in this case, a supplemental report may be necessary; thus, I reserve the right to supplement my opinions and/or this report.

Qualifications

I am a retired Lieutenant Colonel from the Broward Sheriff's Office. My law enforcement career spanned 38 years with the City of Pompano Beach and the Broward Sheriff's Office, before retiring in 2017. My career in law enforcement provides me with a thorough knowledge of a cross section of law enforcement functions. I have held command positions, as well as performed the function and duties in patrol, investigations, training, and policy formation. In addition, I have chaired or participated in committees that formulated law enforcement policy to include high liability policies, such as use of force, de-escalation, and police vehicle pursuits. I also possess extensive training experience to include course development, which has been previewed and recognized by the Miami Herald.

I am a past president of FOP Lodge 23, a union representative and chairperson for labor negotiations. I am recognized for my negotiation skills based on the positive outcomes during negotiations. My past assignments encompassed the administration and negotiation of labor agreements, as well as over one billion dollars in both Law Enforcement and Fire Rescue Municipal Service Agreements for the Broward Sheriff's Office. Presently, I am providing training to local police departments in an eight-hour course titled "Negotiations: De-escalation and Changing the Mind Set".

I am a career law enforcement professional, who advanced through the ranks of two major law enforcement agencies, having finished either first or second in all competitive promotional processes. In addition to my recognition for integrity and leadership in the formal promotion process, I have been recognized by the rank and file and elected to serve as a Past President of the Fraternal Order of Police.

As a member of the executive Command Staff, I have chaired or participated in an extensive number of review and policy formation boards. A cross section of these boards would include discipline review boards, as well as high liability areas, such as use of force, police pursuits, patrol functions, policy formation, training review and implementation. In addition, I have chaired or been a member of Collective Bargaining Agreement (CBA) committees for both management and labor. The understanding of CBA's and their relation to the functioning of a law enforcement agency are critical to the understanding and evaluation of any agency's practices and culture.

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During my career, I attained a significant amount of experience in police officer involved shootings, as both a police officer in the field with firsthand involvement and as a line supervisor. I have provided and counseled officers after a shooting, as part of critical debriefing. In addition, to criminal suspects, I have experience with addressing and dis-arming mentally disturbed and suicidal suspects who were threatening deadly force.

As a Florida Certified Police Instructor, I have trained hundreds of police officers in use of force tactics and techniques, stalking, narcotics investigations, patrol procedures, workplace violence, human diversity and community policing.

One example of a use of force training program I developed was a “Women Only” self-defense course. This course not only received high accolades from the public but was recognized in the media as a bellwether for police community relations due to the positive effects it had on the community.

EDUCATION

Florida Atlantic University, Bachelor of Applied Arts (August 1983)

Major: Criminal Justice/Business

Broward Community College, Associate in Science (July 1979)

Major: Criminal Justice

PROFESSIONAL COLLEGE PROGRAMS ATTENDED

Command Officers Development Course (400 hours), Graduated 1993

Southern Police Institute, University of Louisville, Kentucky

Florida Police Officer Certification, Graduated 1980

Broward County Institute of Criminal Justice

Harvard Law School Negotiation and Leadership Program (October 2013)

Harvard Law School, Cambridge Massachusetts

FORMER CERTIFIED POLICE INSTRUCTOR/TRAINER FDLE/FLORIDA COMMISSION ON STANDARDS AND TRAINING

Defensive Tactics Instructor Certification

RIPP Sudden Custody Death Syndrome Instructor's Certification Course

Firearms Instructor Certification

Field Training Officer Certification

Certified State Instructor Certification

Conducted training of law enforcement personnel and civilians in the following areas:

Negotiations/De-escalation

Stalking Investigations

Domestic Violence

Workplace Violence

Human Diversity

Use of Force

Detention/Arrest Procedures

Police and Civilian Self-Defense

Pepper Spray

Summary of Events

- **Incident Overview:**

On November 8, 2021, at approximately 0045 hours, Officer C.D. Hickey (#0899), while on uniformed patrol in a marked Gainesville Police Department vehicle, responded to 2330 SW Williston Road, Apartment 1517, located within the Polos Apartments complex. Officer Hickey was conducting a follow-up investigation at this location.

- **Subject Identification:**

Prior to arrival, Officer Hickey had received information indicating that a wanted subject, later positively identified as Ropheal McGee, had been observed frequenting the area and accessing a black Dodge Ram pickup truck. McGee was the subject of an active felony warrant for armed robbery, burglary of a dwelling, and burglary of a conveyance. This warrant was confirmed through the Gainesville Police Department teletype system.

- **Initial Observation:**

Upon arrival, Officer Hickey conducted a patrol of the apartment complex parking lot to locate the suspect vehicle. The black Dodge Ram pickup associated with McGee was located on the north side of Building 19.

- **Apprehension of McGee:**

At approximately 0052 hours, a team of officers—including Officers Hickey, Milman, Walsh, and Sevor—initiated an attempt to apprehend McGee. According to the involved officers' statements, an audible police announcement was made, which allegedly caused McGee to flee toward his apartment. However, the body-worn camera footage from the scene raises disputes regarding whether such a verbal announcement occurred. McGee was ultimately apprehended by K9 Officer Walsh, whose K9 partner, Stern, engaged and bit McGee. The K9 maintained contact for an extended duration, resulting in significant injuries to McGee while he was on the ground.

- **Medical Treatment and Arrest Processing:**

Following the apprehension, McGee was handcuffed with his hands in front due to the severity of his injuries and was immediately treated by Alachua County Fire Rescue. He was transported to UF Health Shands Hospital for medical evaluation and treatment. After release from the hospital, McGee was booked into the Alachua County Jail.

Expert Opinion

Based upon my review and analysis of the incident reports, body-worn camera footage, and witness statements provided in this matter, it is my professional opinion that the City of Gainesville, Florida, and its co-defendant, Officer Casey Walsh, engaged in the use of excessive force during the arrest of Mr. McGee. My opinion is rendered to a reasonable degree of professional certainty in the field of police practices and is based on nationally accepted standards for the use of force, K9 deployment, and arrest procedures.

My analysis of this incident is guided by the principles established in *Graham v. Connor*, 490 U.S. 386 (1989), which provides the constitutional framework for evaluating police use of force under the Fourth Amendment. This standard requires that an officer's use of force be objectively reasonable under the totality of the circumstances, considering only the facts and circumstances known to the officer at the time of the event.

The evidence in this matter reveals a clear discrepancy between the written police reports and the events as depicted on the body-worn camera footage. The video evidence depicts a sequence of events inconsistent with the officers' narratives and demonstrates that Officer Walsh did not adhere to her department's policies regarding K9 deployment, use of force, or required reporting procedures. Specifically, Officer Walsh permitted her K9, "Stern," to engage Mr. McGee for an extended period of time, resulting in significant bodily injury. This prolonged K9 deployment constitutes excessive force and reflects a violation of Mr. McGee's Fourth Amendment rights.

Furthermore, the actions of Officer Walsh and the Gainesville Police Department are inconsistent with nationally recognized police practices as outlined by the International Association of Chiefs of Police (IACP) and other professional standards. Both national guidelines and Gainesville Police Department policy mandate the application of de-escalation techniques prior to the use of force whenever feasible. The IACP defines de-escalation as:

"Taking action or communicating verbally or non-verbally during a potential force encounter in an attempt to stabilize the situation and reduce the immediacy of the threat so that more time, options, and resources can be called upon to resolve the situation without the use of force or with a reduction in the force necessary."

In this incident, no meaningful de-escalation measures were attempted. The K9 was released without warning, in a manner consistent with a stealth or surprise deployment, which afforded Mr. McGee no opportunity to comply or avoid injury.

In addition, my review indicates that the Gainesville Police Department failed to conduct an adequate internal investigation or meaningful review of this incident. This lack of oversight, coupled with prior incidents involving unjustified K9 bites and the temporary suspension of the department's K9 unit, reflects a pattern of deliberate indifference toward the improper use of force by its K9 handlers. This pattern suggests the existence of an informal or "unwritten" tolerance for excessive force within the agency, which is inconsistent with accepted police practices and constitutional requirements.

This incident bears notable parallels to the infamous Rodney King case in Los Angeles in the early 1990s. In that case, multiple officers stood by as excessive force was inflicted upon a Black man without meaningful

intervention. Similarly, in the present matter, Mr. McGee was subjected to a prolonged K9 mauling while multiple officers were present, and none took action to prevent or stop the excessive force. The critical difference here is that, unlike the Rodney King incident, the officers' own body-worn cameras captured the misconduct in real time.

In conclusion, it is my expert opinion that the force used against Mr. McGee by Officer Walsh and the City of Gainesville Police Department was excessive, unreasonable, and in violation of nationally accepted policing standards. The actions of the involved officers demonstrate a failure to follow policy, a failure to employ de-escalation, and a failure of supervisory oversight, all of which contributed to the unconstitutional outcome of this incident.

Supporting Discussion – Analysis of Police Actions

1. On November 8, 2021, at approximately 0045 hours, Officer C.D. Hickey (#0899), while on uniformed patrol in a marked Gainesville Police Department (GPD) vehicle, responded to 2330 SW Williston Road, Apartment 1517, located within the Polos Apartments complex. Officer Hickey was conducting a follow-up investigation.
2. Officer Hickey had been informed that a wanted subject, later identified as Ropheal McGee, was frequenting the area and accessing a black Dodge Ram truck. McGee was the subject of an active felony warrant for armed robbery, burglary of a dwelling, and burglary of a conveyance. The warrant was confirmed through the GPD teletype system.
3. The warrant stemmed from an incident on October 25, 2021, involving McGee and an acquaintance. The quality of the investigation and the resulting report were substandard and failed to meet generally accepted investigative protocols. Despite these deficiencies, the warrant was issued. Within 30 days, the State Attorney's Office filed a "No Information" notice, and all charges were dropped. In this expert's opinion, the issuance of the warrant was inappropriate. Had it not been issued, the subsequent use of force incident and McGee's resulting injuries could have been avoided.
4. Upon arrival at the location, Officer Hickey conducted a visual sweep of the apartment complex parking lot and located the black Dodge Ram associated with McGee on the north side of Building 19.
5. At approximately 0052 hours, a team consisting of Officers Hickey, Milman, Walsh, and Sevor was assembled to effect McGee's arrest. Officer Milman was tasked with surveillance of McGee's vehicle, while Officer Sevor maintained watch on McGee's apartment. Officer Walsh arrived shortly after with K9 Stern on a 6-foot lead and was directed to a concealed position. No formal arrest or de-escalation plan was established, despite the number of officers involved and the use of a police K9—a tool known for its high liability.

6. No supervisor was present on the scene. This absence is inconsistent with accepted police practices, particularly when multiple officers and a K9 are involved in a planned arrest. The failure to involve supervisory oversight contributed to the poor decision-making and eventual excessive use of force.

7. After taking concealed positions, Officer Hickey approached McGee's truck and opened the door, activating the vehicle's alarm. He then retreated to cover. Shortly thereafter, the alarm was silenced, but McGee was not observed at the vehicle.

8. Officer Hickey confirmed via radio with Officer Sevor that no individuals had exited the apartment, indicating McGee had not been visually confirmed leaving his unit.

9. At approximately 0052 hours, body-worn camera footage (X6031570W) shows Officers Hickey, Milman, and Walsh concealed in darkness, approximately 20–30 yards from where McGee was later apprehended. The officers were positioned behind foliage, with the lights from nearby buildings impairing their line of sight.

10. The officers had only been shown a photograph of McGee shortly before the operation. They had no familiarity with his physical characteristics such as height, weight, or age. Given the lighting conditions, distance, and lack of prior knowledge, it is this expert's opinion that a reliable positive identification of McGee by officers at that time was not feasible.

11. In law enforcement, field identifications or "show-ups" are typically conducted in well-lit conditions and in close proximity to the subject. They are recognized as the least reliable form of identification and have frequently contributed to false identifications. The identification made in this case does not meet accepted standards.

12. At the 55-second mark of the referenced body cam footage, a Black male is observed walking at a normal pace along a sidewalk, showing no signs of awareness of police presence.

13. At the same moment, the body cam shows the officers still concealed in the dark. K9 Stern is visibly agitated and in an aggressive posture. Officer Walsh does not appear to be in a stable K9 control stance. She lacks a proper two-handed grasp on the lead and appears unprepared for the dog's reaction.

14. As Officer Walsh begins to shout "Ropheal," K9 Stern suddenly breaks free and sprints toward the individual—before any clear identification or proper announcement could be made.

15. The officers then begin running from their concealed position, shouting commands for McGee to get on the ground. However, they never verbally identify themselves as law enforcement. Officer Walsh can be heard yelling "loose," indicating the K9 had escaped.

16. At this point, McGee is seen making no effort to flee. He remains on the sidewalk near his residence and raises his hands in a compliant posture as he begins to crouch down.

17. Before McGee can fully comply, K9 Stern reaches him and begins biting and mauling him. McGee is taken to the ground and shows signs of pain but no resistance.

18. None of the officers present made immediate attempts to call off the K9 or physically intervene. No verbal command was issued to the K9 to disengage, despite the dog continuing to bite McGee while he screamed in pain.

19. Per department policy, Gainesville K9 handlers are issued a “breaker bar” designed to disengage a K9 if verbal commands fail. Officer Walsh did not attempt to use this tool at any point during the attack.

20. Officer Walsh also failed to demonstrate the situational awareness expected of a trained K9 handler. Rather than attempt to control the dog, she directed verbal commands at McGee—who was actively being bitten—telling him to place his hands behind his back, a command physically impossible under the circumstances.

21. The other officers on scene failed to intervene, despite accepted protocols stating that responsibility for the K9 rests solely with the handler, who should be providing direction. This failure to act calls into question the training and professionalism of the team.

22. Eventually, one of the male officers recognized that Officer Walsh was physically unable to retrieve control of K9 Stern. He intervened, grabbing the dog’s harness and pulling it off McGee, ending the attack.

23. Body-worn camera footage confirms that McGee was subjected to a sustained K9 bite for approximately 27 seconds before any intervention occurred.

24. Following the incident, Officer Walsh failed to remove the K9 from the area. She remained just yards away from McGee with the K9 still present, posing an ongoing threat.

25. She eventually walked the K9 back to her vehicle. Footage shows she continued to mishandle the lead, using only one hand and allowing the K9 to pull her off balance—further illustrating a lack of proper K9 handling skill.

26. The written police reports by Officers Hickey and Walsh state that police identified themselves and gave McGee verbal warnings before releasing the K9. The body cam evidence contradicts this claim, showing that the dog had already escaped before any announcement was made.

27. The reports also claim McGee fled approximately 10 yards. However, footage clearly shows he never moved from the sidewalk and attempted to comply with police commands before the dog engaged him.

28. McGee’s injuries were located on the forearm, consistent with defensive wounds. He sustained no injuries to his back, which would be expected if he had been fleeing. This supports the conclusion that McGee faced the dog and was not attempting to escape.

29. The only documentation generated following this event includes a general offense report by Officer Hickey, a supplement, and a bite report by Officer Walsh. The latter is notably incomplete and lacking required details.

30. The bite report is substandard in both content and quality. Its deficiencies call into question how it passed supervisory review and was allowed to proceed through the chain of command without correction.

Conclusion: The events surrounding the apprehension of Ropheal McGee reveal multiple significant deviations from accepted law enforcement standards and department policy, including poor planning, lack of supervision, questionable identification, failure to de-escalate, and improper K9 deployment. It is this expert's opinion that the force used was excessive, unnecessary, and preventable.

Policy and Training

1. Upon review, the Gainesville Police Department's written policies regarding Canine Deployment and Response to Resistance appear to be consistent with nationally recognized standards for law enforcement agencies. These policies reflect guiding principles recommended by professional organizations such as the International Association of Chiefs of Police (IACP) and are in alignment with established legal precedent governing police use of force. The department has revised and updated these policies multiple times in recent years, which reflects an organizational awareness of the need to adapt to evolving legal and operational expectations.
2. However, it is this expert's opinion that the failure in the present case lies not in the written policy framework but in the execution, supervision, and enforcement of those policies by the command and supervisory staff. A number of deficiencies were identified, including failures in required documentation, inconsistencies in officer reports, and omissions of critical follow-up procedures. Notably, there is no evidence that a Response to Resistance report was generated, nor was any Internal Affairs investigation initiated following a serious use of force incident involving a police K9. Although body-worn camera footage confirms a supervisor responded to the scene, there is no record of a formal supervisory assessment, use of force review, or documented Chain of Command evaluation.
3. The cumulative evidence suggests that the Gainesville Police Department demonstrates a pattern of deliberate indifference in the oversight and accountability of its K9 program. In the recent past, at least two additional incidents have been reported involving excessive force by the K9 unit, including one case in which a civilian sustained a grievous injury—the loss of an eye—during a routine traffic stop. While the department reportedly suspended K9 operations for a period of time, there is no indication that substantive policy changes, remedial training, or accountability measures were enacted. The recurrence of similar K9-related use of force incidents strongly suggests a failure to implement


















corrective action, perpetuating a culture in which policy violations are tolerated without meaningful consequence.

4. In the context of police K9 operations training, a *command recognition failure* occurs when a K9 fails to respond to the handler's trained verbal cues—such as commands to apprehend, release, stay, or return. This breakdown in communication between handler and canine is a critical safety concern. K9s are trained to act with precision and restraint under voice control, and any inability to immediately recognize and obey commands—especially commands to disengage or release—can lead to prolonged or unintended bites, increased risk of serious bodily injury, and potential civil liability for the agency.
5. Such failures typically indicate deficiencies in ongoing reinforcement training, stress-inoculation scenarios, or handler control techniques. In the incident at hand, Officer Walsh's failure to give any verbal command to release suggests a lapse in operational readiness and raises concerns about the sufficiency and effectiveness of the department's K9 training program.

It is this expert's opinion that the agency exhibits a significant lack of efficient and effective training with regard to K9 operations, particularly in the areas of investigative deployment and operational safety. Proper K9 training requires not only mastery of canine handling techniques but also a comprehensive understanding of scene management, target identification, use-of-force decision-making, and tactical control under high-stress conditions. In the incident under review, evidence suggests that the K9 handler, Officer Walsh, lacked critical situational awareness, failed to maintain proper leash control, and did not follow standard protocols for safe deployment. Furthermore, there appears to be no evidence of scenario-based or remedial training that addresses real-world applications such as suspect misidentification, command recognition failures, or disengagement under duress. The absence of these training elements directly increases the risk of unintended injury to suspects, bystanders, and officers, and reflects a broader failure of the department to ensure that its K9 personnel are adequately prepared to operate in accordance with best practices and constitutional standards.

Materials Considered in Forming Opinions

PDF Files, Videos, Images

Response to Resistance 45602051	Response to Resistance 48237311 (1)	Response to Resistance 48237311 (2)	Response to Resistance 51076295
K9 Manual 54475799	K9 Manual 57233103	Response to Resistance 61822278 (1)	Response to Resistance 61822278 2)
CR02-21-01619 Police Report	Complaint against City of Gainesville	GPD K9 attacks homeless women	GPD reinstates K9 after months hiatus
GPD releases body cam of K9 biting innocent	IACP K9 policy	IACP Use of Force Policy	Investigative Reports
Body Cam video of Officer Casey Walsh S48 –wanted person(4)	Eyewitness Identification Policy - IACP	 1st Appearance.pdf	 2021.10.26 - Arrest Warrant.pdf
 2021.11.08 - Warrant Served.pdf	 2021.11.09 - First Appearance Order.pdf	 2021.11.09 - No Contact Order.pdf	 Case Action Report.pdf
 Charges.pdf	 Crim NOH.pdf	 Criminal Complaint.pdf	 Defendant Info.pdf
 Discovery.pdf	 First Appearance.pdf	 Motion to Reduce Bond.pdf	 No Contact.pdf
 Nolle Prosse.pdf	 PD Appt.pdf	 Sworn Complaint.pdf	Image 165796155237
Image 1657969155244	Image 1657969155250	Image 165796155256	Image 1657969155262
Image 1657969155268	Screenshot	S48 Wanted Persons 4 Body Cam Video	Photo
S48 Wanted Persons 2 Body Cam Video	S48 Wanted Persons 3 Body Cam Video	S48 Wanted Person 5 Body Cam Video	Response to resistance 3-21

Expert Witness Testimony past four years:

DARRELL ARCHER, Plaintiff, v. WAL-MART STORES EAST, LP, CITY OF WINTER HAVEN
United States District Court, Middle District of Florida, Tampa Division
Testified in deposition. Case settled.

FRANCESCA NICOLE PERERA, Plaintiff, V. JUSTIN D. ARNOLD in his individual capacity; D. FITZPATRICK in his individual capacity. United States District Court, Middle District of Florida, Tampa Division.
Case Settled.

JAQUON A. HARRISON, Plaintiff, V. CITY OF OCALA, FLORIDA; CHRISTOPHER SCAGLIONE in his individual capacity; MICHAEL DIESSO in his individual capacity and MICHELLE GREEN in her individual capacity. United States District Court, Middle District of Florida, Tampa Division.
Summary Judgement for client - City of Ocala.

KELVIN JEROME DURHAM Plaintiff, vs. Union County, David Taylor, individually and in his Official Capacity, Wendy Childers individually and in her Official Capacity, Brad Woods Individually and in his Official Capacity, John Sherfield. Individually and in his Official. Case settled.

DONALD BAILEY, as personal Representative of the estate of MAX BAILEY, deceased, for the benefit of his survivors and estate, and all survivors, Vs. ROBERT D. SCHULTZ, in his official capacity as Sheriff, Gilchrist County, Florida, and STEPHEN WAYNE STALVEY, in his individual capacity, Case settled.

BRIAUN ADAMS, Plaintiff, v. BARNES-JEWISH HOSPITAL, JACOB HOSSIN, and NICHOLAS HUTSON. Case settled.

CELIA MYERS Plaintiff v. the CITY OF CAPE CORAL, FLORIDA; JOSEPH CIESLINSKI in his individual capacity and SARAH JOHNSON in her individual capacity. Case settled.

UNITED STATES OF AMERICA V. TERENCE SUTTON AND ANDREW ZABAVSKY. Criminal – Murder in the Second Degree, Conspiracy and Obstruction of Justice. (Adjudicated guilty on all charges).

LEON KEITH MCCRAY v. Christopher James, Victor Green, and Wesley M. Dellinger- case number- 5:22-cv-00029, Western District of Virginia – case settled.

HUFFMAN, JASMINE, Justin Ackers, Caitlyn Hall and Benjamin Chambers v. City of Boston, and Michael Burke, Edward Joseph Nolan, and Michael McManus. Case # 1:21-cv-10986-ADB –

ELIZABETH GALIK, as administrator of the Estate of Angela Parks, deceased v. City of Chicago Case No. 21L3920

A. JONES BEY v. District of Columbia- Case number 21-cv-02674-jmc

Publications:

Negotiations: De-escalation and Changing the Mindset Training Manuel

Compensation

My fees for this case are \$300 per hour to review and analyze relevant material and \$400 per hour to testify in depositions or trial.

Submitted by:

Robert Drago

Robert Drago

Appendix One

CV of Robert Drago

Robert Drago
(Lieutenant Colonel - Retired)
Professional Training Consulting and Litigation Support on Police Practices
robertdrago56@yahoo.com

I am a retired Lieutenant Colonel from the Broward Sheriff's Office. My law enforcement career spanned 38 years with the City of Pompano Beach and the Broward Sheriff's Office, before retiring in 2017. My career in law enforcement provides me with a thorough knowledge of a cross section of law enforcement functions. I have held command positions, as well as performed the function and duties in patrol, investigations, training and policy formation. In addition, I have chaired or participated in committees that formulate law enforcement policy to include high liability policies, such as use of force, de-escalation and police vehicle pursuits. I also possess extensive training experience to include course development, which has been previewed and recognized by the Miami Herald.

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As a member of the executive Command Staff, I have chaired or participated in an extensive number of review and policy formation boards. A cross section of these boards would include discipline review boards, as well as high liability areas, such as use of force, police pursuits, patrol functions, policy formation, training review and implementation. In addition, I have chaired or been a member of Collective Bargaining Agreement (CBA) committees for both management and labor. The understanding of CBA's and their relation to the functioning of a law Enforcement agency are critical to the understanding and evaluation of any agency's practices and culture.

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enforcement to include use of force, police pursuits, traffic stops, sexual battery and perjury. I have been the commanding officer on fatal police shootings and have testified in court on a high-profile fatal police shooting. In response to my experience with police misconduct and labor union's responses to such allegations, I developed and instituted a real-time evaluation system to document police behavior as it occurs. The system became known as the Command and Supervisor Personnel Evaluation Report (CASPER) and was initiated in thirteen (13) city districts in the Broward Sheriff's Office.

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Over 38 years of frontline law enforcement experience has provided me with expertise in the following:

Police Practices and Training	Police Organization and Management	
Use of Force	Less than Lethal Weapons	Vehicle Pursuits
Officer Involved Shootings		

EXPERTISE AND LEADERSHIP EXPERIENCE

- * **Executive command experience** encompassing over 1,300 sworn officers in both urban and suburban environments; total of 38 years Florida law enforcement experience
- * Executive-level experience in the areas of **problem-oriented policing, patrol supervision, budget development, use of force, police pursuits, internal affairs and administration of community-based programs**

- * Thorough knowledge of and hands on experience in a cross-section of functions in the **command of patrol, investigations, and training/personnel administration, police use of force to include fatal force and police pursuits**
- * **Patrol/Plainclothes Officer** both on the street and waterway with involvement in thousands of physical arrests requiring various levels of use of force
- * **Accomplished labor negotiator** chairing multiple civilian and sworn labor negotiations with **positive results**. Graduate of the Harvard Leadership and Trainer programs on negotiations
- * **Contract Services Administrator** responsible for the formation of a highly innovative Municipal Service Team and the administration and negotiation of 16 Municipal and County Services Agreements with the Broward Sheriff's Office
- * **Proactive/team-building approach** to problem-solving, developing and maintaining harmonious departmental relations
- * **Respected management assessor** in the tri-county area at the executive command, lieutenant, and sergeant levels

PROFESSIONAL EXPERIENCE

EYE TO EYE CONSULTANTS, INC.

May 2017 - Present

Following a highly successful career as a law enforcement professional, I am now using my expertise to provide professional consultation/insight on police practices for attorneys, government agencies and the media. I provide police practices consulting and expert witness testimony for both plaintiff and defense attorneys in the following areas: use of force, vehicular pursuit, domestic violence, officer involved shootings, racially biased policing, investigative detentions, training, supervision, internal affairs, discipline, security, police hiring procedures and police policies.

BROWARD SHERIFF'S OFFICE/BUREAU OF MANAGEMENT

August 1999 – February 2017

Lieutenant Colonel (Executive Commander) responsible for the operation of County Airport, Sea Port and Courthouse. Designed the security plan and staffing for the Broward County judicial complex. Responsible for the administration and negotiations of Law Enforcement and Fire Service Agreements with 13 municipalities, Port Everglades, Fort Lauderdale Airport and County Courthouse. Lead member of the Negotiation Team for Collective Bargaining negotiations with Law Enforcement, Fire and Civilian unions (7 total unions)

Major Accomplishments

- Re-negotiated building lease for municipal district office saving the agency and the municipality approximately \$380,000 dollars over a five-year period
 - Reinstated the Vacancy Credit Program saving the Sheriff's Office approximately \$600,000 over the year
 - Re-negotiated municipal Law Enforcement Agreement saving the Sheriff's Office approximately 2 million dollars in pension cost
 - Designed the security plan and staffing for the new 20 story Judicial Complex

North Broward County Regional Major - Deerfield Beach, Pompano Beach, Lauderdale by-the-Sea, Parkland, Tamarac, Oakland Park and North Lauderdale

(Broward Sheriff's Office Contract Cities)

Population: 79,000; 106,000; 6,300; 28,000; 69,000; 44,000; 43,000 respectively (375,000 total)

Sworn Deputies: 126; 201; 24; 41; 82; 88; 56 respectively (618 total)

Major Accomplishments

- Developed innovative computerized employee evaluation system known as Command and Supervisory Personnel Evaluation Report (CASPER). A real-time employee documentation system
- Created the Municipal Services Team (MST Team) to enhance the response and customer service experience to the Contract Cities served by the Broward Sheriff's Office

Operations Commander – Oakland Park, West Park and North Lauderdale

(Broward Sheriff's Office Contract Cities)

Population: 28,000; 13,000; 43,000 respectively; (84,000 total)

Sworn Deputies: 87; 57; 56 respectively; (200 total)

Major Accomplishments

- Diffused potentially violent labor disturbance between local corporation, 300 employees and union organizers
- Created local **Command Incident System** for the City of Oakland Park to address critical incidents (i.e. terrorism, flooding etc.)
- Created and served on the community Marine Advisory Committee

District Commander – City of Pompano Beach, Area One

(Broward Sheriff's Office Contract City)

Population: 64,000 total

Sworn Deputies: 119 total

Major Accomplishments

- Experienced a 14% **crime reduction in District**, significantly eclipsing the agency crime reduction rate of 2%
- **Developed and initiated area-wide Homeless Program** which was commended by community, as well as various homeless associations
- Reinstated **Trespass Program** resulting in overall lower crime rate

Assistant Chief, City of Dania Beach

(Broward Sheriff's Office Contract City)

Population: 18,500 total

Sworn Deputies: 58 total

Major Accomplishments

- **Computerization of department** with purchase of equipment and software selection for standardization
- Development of **Nuisance Abatement Program** with installation of policies and procedures
- Adopted Drug-Free Zone Program.
- Instituted Area Management & Motivation Operation (AMMO) to **combat drugs and stimulate community involvement**
- Experienced **20% crime rate reduction**

CITY OF POMPANO BEACH

1979 – August 1999 (Merger with the Broward Sheriff's Office)

**District Commander, City of Pompano Beach, District One
(City merged with Broward Sheriff's Office 8/99)**

Population: 40,000 total

Sworn Deputies: 80 total

Major Accomplishments

- **Reorganized department with creation of District Plan** to improve service and enhance accountability
- Developed Comstat Crime Tracking Process based on “**results-oriented**” objectives.
- Instituted a **Use of Force self-defense program for women**, which gained media attention and highly positive community response.
- Experienced a **12% crime rate reduction in District One**

Shift Commander – *Night Shift / Tactical Unit*

Major Accomplishment

- Developed **Zero Tolerance Area Enforcement Program**

Unit Supervisor – *Training and Personnel*

Major Accomplishments

- Instituted/streamlined hiring, recruiting, and background policies and procedures which **greatly reduced number of vacancies and increased department's diversity**
- Designed successful presentation of the **first live fire simulation course, gaining media recognition for its cutting-edge innovation**
- Development and implementation of a **statewide, well-respected stalking investigative training program**, with a problem-oriented policing focus.
- The introduction of the **most advanced technology** to the training department which included **computerized presentations**
- Early introduction of **community policing programs** with the presentation of the “**BOLO**” police television program and development of **Citizen's Police Academy**

Supervisor – *Road Patrol / Detective Bureau*

Major Accomplishment

- Initiated the Career Criminal Unit

Officer – *Patrol Division*

Major Accomplishment

- Confiscated thousands of pounds of Marijuana as a Marine Patrol Officer and member of the federal strike force known as Blue Lightning
- Selected in the first group of Patrol Officers **to initiate, design and participate in a formal Field Training Officer (FTO) program** for the City of Pompano Beach

EDUCATION

Florida Atlantic University, Bachelor of Applied Arts (August 1983)

Major: Criminal Justice/Business

Broward Community College, Associate in Science (July 1979)

Major: Criminal Justice

PROFESSIONAL COLLEGE PROGRAMS ATTENDED

Command Officers Development Course (400 hours), Graduated 1993

Southern Police Institute, University of Louisville, Kentucky

Florida Police Officer Certification, Graduated 1980

Broward County Institute of Criminal Justice

Harvard Law School Negotiation and Leadership Program (October 2013)

Harvard Law School, Cambridge Massachusetts

PROFESSIONAL COURSES/SEMINARS ATTENDED

Police Use of Force in Today's World

Law Enforcement De-escalation Tactics and Officer Safety

Homeland Security Executive Education Seminar

Law Enforcement Detecting Concealed Emotion

FBI – Leeda 30th Executive Leadership Program

Social Media Research and Investigation

Harvard Law School Negotiation and Leadership Program

Harvard Law School The Art of Saying No

Harvard Law School Negotiation Train the Trainer

Management, Oversight and Monitoring of Use of Force
Violence Knows No Boundaries Conference
Use of Force for Command Staff
Executive Integrity and Ethics Leadership
Florida Atlantic University Negotiation Skills
Principle-Based Leadership for Florida Field Training Officers
Integrity/Ethics Leadership
Certified State Instructor Certification
Critical Incident Stress Debriefing
Integrity Leadership Seminar
Ethical Consideration in Community Policing
Introduction to Community Policing
R.A.D. Basic Physical Defense
FDLE Officer Discipline
Colt Carbine Basic
Background Investigation for Police Applicants
Defensive Tactics Instructor Certification
Florida SWAT Close Quarter Battle w/ Simunitions
RIPP Sudden Custody Death Syndrome Instructor's Certification Course
Assessment of Violence Potential
IPMBA Police Cyclist Program
Firearms Instructor Certification
Human Diversity Trainer Program
Southern Police Institute Command Officers Development Program
Managing the Police Function Program
Handgun Retention/Intensive Handgun Skills
Use of Force, Tactical Handcuffing and Takedowns
Coaching the Emergency Vehicle Operator Police Course
Simplified Tactics Handgun Retention
Advanced Line Supervision Program
PBSO Police Management Program
Narcotics Identification and Investigation Program
Financial Investigative Techniques
Federal Law Enforcement Training Center Marine Law Enforcement Program
Field Training Officer Certification
Law Enforcement Basic Standard Academy

**FORMER CERTIFIED POLICE INSTRUCTOR/TRAINER
FDLE/FLORIDA COMMISSION ON STANDARDS AND TRAINING**

Defensive Tactics Instructor Certification
RIPP Sudden Custody Death Syndrome Instructor's Certification Course
Firearms Instructor Certification
Field Training Officer Certification

Certified State Instructor Certification

Conducted training of Law Enforcement personnel and civilians in the following areas:

Negotiations/De-escalation
Stalking Investigations
Domestic Violence
Workplace Violence
Human Diversity
Use of Force
Police and Civilian Self-Defense
Pepper Spray
Commander of the Field Training Officer Program

PROFESSIONAL AFFILIATIONS

International Association of Chiefs of Police (Member)
Florida Police Chiefs Association (Past Member)
Fraternal Order of Police (Past Lodge President)
Broward County Police Benevolent Association (PBA) (Past Board Member)
Broward County Police Chiefs Association (Past Member)
Pompano Beach Police and Fire Pension Board (Past Certified Trustee)