

CASE STUDY 3 - Police Department Operations & Training Redesign

Theme: Organizational design, leadership support, systems development

Tags: Training architecture, crisis fixing, cross-functional coordination

Situation

A California police department lacked a state-approved Field Training Officer (FTO) program - a major operational vulnerability affecting training quality, liability exposure, officer development, and departmental credibility.

Action

Operating as the de facto second-in-command (excluding disciplinary functions due to union representation), James:

- Conducted a full diagnostic of training gaps, structural failures, and operational risk.
- Designed the department's **first California POST-approved FTO program** from the ground up.
- Built and led the cross-functional team responsible for policy, implementation, evaluation, and compliance.
- Integrated best-practice training models and long-term scalability considerations.
- Coordinated with leadership, trainers, and officers to ensure adoption and buy-in.

Result

The department gained:

- Its **first fully certified FTO program** in its operational history.
- A standardized, scalable training system aligned with POST requirements.
- Stronger internal culture around consistency, accountability, and professional development.
- Reduced liability exposure and improved readiness for new personnel.

Consulting Capability Demonstrated

- ✓ System design + implementation
- ✓ Training architecture
- ✓ Cross-level communication (leadership → line staff)
- ✓ Cultural alignment and long-term stability
- ✓ Turning complex problems into adoptable systems