

**Nomination Form****POST Excellence in Training Award****Application for 2015 Nominees**[POST Home](#)  
[California Home](#)[Section 1 – Nominee](#)[Section 2 – Nominator](#)[Section 3 – Justification](#)[Section 4 – Documentation](#)**Section 1. Nominee Information****1. Award Category** (select one only) ☒ **Individual** ☐ **Lifetime** ☐ **Organizational****2. Nominee** Stephen Wayne Cramer**3. Title** (if applicable) Chief of Police**4. Agency/Organization** (if applicable) Cloverdale Police Department**5. Mailing Address****6. Contact Numbers****Section 2. Nominator Information****7. Name** Christopher Parker**8. Title** Sergeant**9. Agency/Organization** Cloverdale Police Department**10. Mailing Address****11. Contact Numbers****12. Department Head/CEO****13. Signature****Complete all remaining sections. Attach additional pages if needed.**[Section 3 – Justification](#)[Section 4 – Documentation](#)[How to Submit](#)

## Nomination Form: POST Excellence in Training Award Application for 2015 Nominees

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### Section 3. Justification for Nomination – REQUIRED

#### 14. Describe the individual's or organization's purpose and training responsibility.

Cloverdale Police Chief Stephen Cramer prides himself on his extensive education and training. Chief Cramer has served as his agency's Training Manager and Field Training Program ("FTP") Supervisor/Administrator/Coordinator ("SAC"). Chief Cramer has a compelling interest and responsibility for the continual growth and development of his department's personnel. Through a combined effort in the areas of professional training and personal education, Chief Cramer believes an employee can achieve both professional and personal excellence and career goals. By so doing, the Cloverdale Police Department will ensure its personnel possess the knowledge and skills necessary to provide a professional level of service that meets the needs of the community. Chief Cramer believes this philosophy starts at the Field Training Program level.

Chief Cramer believes in POST's Field Training Program philosophy. Chief Cramer expects "to produce a competent peace officer capable of working a uniformed, solo patrol assignment in a safe, skillful, productive, and professional manner;" "to provide standardized training to all newly assigned patrol officers in the practical application of learned information;" "to provide clear standards for rating and evaluation which give all trainees every reasonable opportunity to succeed;" and "to enhance the professionalism, job skills, and ethical standards of California's law enforcement community."

Chief Cramer understands that a vibrant, ethical FTP is the foundation of both a new officer's career, and a police department's reputation. More importantly, the FTP has a direct connection to the department's reputation in the community and the greater county-wide relationships with other agencies and stakeholders. When those connections and trust are broken, it erodes a lifetime achievement of communication, collaboration, and professionalism. Chief Cramer holds the firm belief that he is responsible for the success of his FTP.

#### 15. Describe the nominee's overall achievement.

(The below-discussed achievement took place from March 2015 – present. At the outset of this achievement Chief Cramer held the rank of Sergeant with the Cloverdale Police Department. After a thorough and transparent recruitment process, Sergeant Cramer was promoted to Chief of Police for the City of Cloverdale and the Cloverdale Police Department on September 23, 2015).

In 2015, Chief Cramer spent six months updating and revamping the Cloverdale Police Department's FTP. For the past seven years, the Cloverdale Police Department's FTP has been in disarray. The former FTP SAC allowed the program to disintegrate into a hollow shell through his malfeasance and unethical behavior. This behavior came to a boiling point when Chief Cramer discovered that the former FTP SAC was forging trainee signatures on missing and late-created DOR's.

The former FTP SAC completely failed in his role. He failed to ensure that the standards and objectives of the department's field training program were adhered to. He failed to meet the requirements of the FTP as set forth by POST. He failed to monitor the training activities of the FTOs; he failed to seek periodic feedback on the newly assigned officer's training progress. In administering the program, the former FTP SAC intentionally neglected his responsibility to ensure that our department's program was in compliance with the minimum standards established by POST. Specifically:

##### FAILURE TO FOLLOW POST REGULATIONS:

The former FTO SAC consistently failed to comply with any of the POST regulations, as set forth under Regulation 1004, including;

- Trainee performances were not documented daily [Regulation 1004(a)(6)(A)];
- Trainee performances were not reviewed with the trainee by the FTO [Regulation 1004(a)(6)(A)];
- Trainee performances were not monitored by a FTP SAC [Regulation 1004(a)(6)(B)];
- Trainee DOR's were neither reviewed nor signed by the FTP SAC [Regulation 1004(a)(6)(B)];
- FTP SAC did not complete and/or sign weekly written summaries of trainees' performance [Regulation 1004(a)(6)(B)];
- FPT SAC did not review weekly written summaries of performance with trainees [Regulation 1004(a)(6)(B)];

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- Field Training Officers were neither evaluated by the trainee nor the FTP SAC
- Trainees did not complete an evaluation of each assigned Field Training Officer at the end of the FTP. [Regulation 1004(a)(7)(A)].
- The FTP SAC did not provide, at least annually, a detailed evaluation to each Field Training Officer on his/her performance as a Field Training Officer. [Regulation 1004(a)(7)(B)].
- Trainees did not complete an evaluation of the FTP at the end of the program. [Regulation 1004(a)(8)].
- Field Training Officer's attestation of each trainee's competence and successful completion of the FTP and a statement that releases the trainee from the program, along with the signed concurrence of the department head, or his/her designate, were not completed nor retained in department records. [Regulation 1004(a)(9)].

The following is a summary of significant issues facing the FTP under the prior command staff:

#### **FAILURE TO SUPERVISE:**

In addition, the former FTP SAC failed to supervise his FTO's and, more importantly, the former Chief of Police failed to supervise the FTP SAC. Specifically, the former FTP SAC:

- Allowed certain FTO's to speak disparagingly about trainees to other officers;
- Failed to supervise his training officers, allowing three FTO's to intentionally not complete DOR's for weeks/months on end to the detriment of the trainees. In excess of forty (40) DOR's were missing from one trainee's FTP Manual;
- Requested the offending FTO's to create and back-date DOR's that were weeks and/or months late. Each of the missing DOR's were turned in with (a) the correct training date, (b) a date & signature of review months later. In addition, additional DOR's that had the same training date/date & signature of review discrepancies throughout one trainee's binder, starting with his first patrol shift in June of 2014. There were significant concerns about the authenticity of the trainees signature on the missing DOR's;
- One particular trainee reported to an FTO and to Chief Cramer that many of his late DOR's contain inaccurate information, including incidents documented on wrong training dates, and incorrect factual details regarding specific incidents;
- A significant majority of DOR's contain signatures and dates months after the scheduled DOR training shift. In addition, many of the trainee's DOR's display his authentic signature on one page and an alternate (forged) signature on another page;
- Allowed several of his FTO's to disregard completing the trainees' Daily Observation Reports and the trainees' FTP Manual. In one instance, a trainee was missing in excess of forty (40) the supervisor forged DOR training records in an attempt to conceal the fact that trainees' DOR's had not been completed at the time of actual observed training;
- One FTO was allowed to dictate who and when he trains an officer, repeatedly announcing that he refused to train new officers because he was both tired of training officers and was "too busy." The former FTP SAC arbitrarily and unilaterally decided to hand over the FTO program to this particular FTO before the FTO had been promoted to Sergeant – with the former Chief's blessing;
- The former pending FTP SAC had announced that he planned to limit the FTO program to three FTO's. Our department was on the verge of hiring two new officers and potentially a third in the new fiscal year, and potentially a fourth due to pending retirements. Vacations, sick time, department training, and the schedule all pointed to the need for more, not less FTO's, yet the former pending FTP SAC was allowed to unilaterally make the decision;
- There were no formal FTO meetings initiated by the FTP SAC to discuss the progress of the trainees;
- There were no End of Phase FTO meetings to discuss where the trainees had been and where he/she was going;
- There were major liability issues for the City should a trainee or an FTO be involved in a critical incident or an injury;
- Neither the FTO nor the trainees had signed off 1/2 to 3/4 of the trainees' FTP Manual;

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#### **TRAINEE OFFICER ISSUES/CONCERNS:**

Trainees routinely had no idea what their work schedules would be until days before their scheduled shifts. The program was neither broken down into structured phases (usually four 4-week phases, each providing more autonomy for the trainee) nor with organized training plans that follow the FTP manual. Trainees often bounced from shift to shift and from FTO to FTO with unnecessary urgency and no planning. Trainees were scheduled on graveyard shifts far too often, resulting in hours of inactivity. There was no organized approach to scheduling trainees on active shifts (day shift or weekend swing shift), nor was there any discussion about altering FTO work schedules to accommodate trainees' need for exposure to the public or to active incidents. Finally, there were no End of Phase written tests given to trainees to further document knowledge and progress attained.

#### **FIELD TRAINING OFFICER ISSUES/CONCERNS:**

Several FTO's independently approached Chief Cramer regarding the dysfunction of the FTO program. Three FTO's had each threatened to resign due to the lack of leadership, structure, or supervision. FTO's expressed frustration that the FTP SAC held no formal FTO meetings to discuss the progress of the trainees. In addition, there were no End of Phase FTO meetings to discuss where the trainees had been and where he/she was going. These issues were previously brought to the former Chief's attention by different FTO's in May of 2014 and nothing had changed.

#### **RETALIATORY & VINDICTIVE BEHAVIOR:**

The former FTP SAC ran the FTO program as a dictatorship in a vacuum, with no oversight from the former Chief. Over the past seven years, the former FTP SAC blackballed two of the most qualified FTO's from being FTO's with no formal explanation.

#### **EFFORTS BY CHIEF CRAMER TO FIX ISSUES INTERNALLY BEFORE COMING FORWARD:**

Concerned by the depth of dysfunction and malfeasance, and the possibility the Cloverdale Police Department could lose its Field Training Officer Program certification, Chief Cramer attempted to fix the problems internally:

- Met with the FTO's to get a deeper understanding of the problems with the FTP;
- Attempted to discuss with the former pending FTP SAC his plans for the FTO program, specifically the unintended consequences of limiting the program to three FTO's. The former pending FTP SAC ignored Chief Cramer's advice or concerns.
- Prepared & drafted a memorandum to former Chief Mark Tuma requesting to take over the FTP. His request was denied outright;
- Pointed out FTP issues to the former FTP SAC. This conversation met with derision and vague suggestions to mind his own business

Chief Cramer had no choice but to report the disturbing and unethical behavior to the City Manager and the City Attorney. The resulting six-month outside independent investigation substantiated Chief Cramer's allegations. The former FTP SAC retired abruptly on the outset of the investigation. The former Chief was placed on paid administration leave for the duration of the internal investigation and retired upon its completion.

Chief Cramer took over as the FTP SAC in March of 2015 and immediately took action to fix a broken program. Chief Cramer immediately attended a POST FTP SAC training class. Chief Cramer reported the dysfunction to both his Regional POST Consultant and the POST Field Training Coordinator. Chief Cramer developed a clear path toward compliance and provided his plan to the POST representatives. The following is a list of Chief Cramer's pro-active corrections:

- Re-appointed the "blackballed" experienced officer back into the FTP;
- Created a FTO Contract that each FTO signed and is currently being held accountable for;
- Held regular FTO meetings to discuss the program, individual trainee progress, and future plans for the program/trainees;
- Examined each page of his department's FTP Manual and manually added the appropriate & required department policy section and title to each training section and sub-section;
- Turned the updated FTP Manual in to POST for approval;
- Met individually with the affected trainees (each of whom were off probation and currently solo officers) to determine their respective needs and/or concerns;



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- Went through the FTP Manual with each trainee page by page, section by section, and discussed each and every section. Chief Cramer discussed scenarios, training issues, officer safety considerations, and policy philosophies. Both Chief Cramer and the trainee dated and initialed each section and sub-section; and
- Incorporated the POST mandated FTP forms, including the Supervisor Weekly Reports, and the Attestation forms.

In the aftermath of the FTP transition, the result is that Chief Cramer completely revamped the Cloverdale Police Department FTP by setting forth and adhering to department standards and POST regulations. Since the transition, the Cloverdale Police Department has trained three sworn personnel and utilized the appropriate, updated, accurate training program. The trainees and FTO's each understand their respective roles and responsibilities. The new FTP SAC understands his responsibilities and is also adhering to the POST Regulations.

Chief Cramer placed his integrity and reputation on the line when he came forward as a "whistle-blower." Chief Cramer faced blistering criticism and derision from the prior leadership of his agency. Despite the unknown outcome of his actions, Chief Cramer stood up to a long-standing intransigent, unethical command staff and made the changes necessary to salvage a FTP and a police department from the brink of collapse.

### **Section 3. Justification for Nomination *continued***

#### **16. Give explanations for each of the following three criteria to support your nomination.**

##### **a) Innovation**

Chief Cramer has created an innovative FTP, transforming a dysfunctional program, into a model FTP. Chief Cramer was the first agency in Sonoma County to implement POST's new Field Training Program format, to include policies, procedures, and legal authorities linked to each manual category and section. Now each FTO and trainee understand the philosophy & policy behind each category and section. While the standard FTP has been in existence and utilized, the lack of supervision and connection to policies created a chasm that was difficult to close. Chief Cramer committed to making the FTP a priority within our agency.

Chief Cramer set the tone for the enhanced FTP with the creation of a FTO Contract, holding regular FTP meetings, holding his FTO's accountable for the department and POST standards of conduct, and utilizing the appropriate documentation to ensure a complete FTP experience.

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#### **b) Impact**

The impact of a transformed FTP is truly immeasurable. In a consistently caustic environment, training standards and attitudes erode under the rust of discontent. Once Chief Cramer took over the FTP, set forth high standards in conjunction with following POST regulations, and paved the path toward reputation redemption, the FTP positively impacted both the police department and the Cloverdale community.

First, there has been a renewed positive impact within our police department. For years, the FTO's attempted to get the former FTP SAC to take an interest and pride in the program, and to follow POST Regulations, to no avail. Only after Chief Cramer challenged the status quo and took the steps necessary, did the Cloverdale Police Department's FTP make a stunning turn-around. The morale pendulum in the department, from dispatch to partner officers, swung hard and fast toward the positive. FTO's were engaged and enthused to train again. Partner officers wanted to participate in the program and assist trainees in their training. Dispatchers recognized the professionalism and organization of the FTP after a decade of indifference. The revamped FTP was a springboard into other positive changes within the police department.

The positive impact on the FTO is measured by the 180 degree change in behaviors. DOR's are now completed accurately and timely; the FTP Manual is filled out methodically and accurately; the FTO's outlook is one of teacher rather than one of disgruntled employee; and more officers are interested in participating in the FTP.

The positive impact on the trainee is measured by the depth of the training program and the methodical approach to covering each and every category through the program. Our trainees are now provided with a comprehensive, organized FTP. The results are astounding. More quality arrests. More quality community oriented engagements and a renewed community interest in the police department.

Second, there has been a renewed positive impact to the community. Public confidence in the police and police legitimacy in general is influenced greatly by the public's perception of how they are treated during police-citizen encounters. One of the essential tenets of a vibrant FTP is how the trainees are received by the citizens. There is a direct connection between a properly trained police officer and the community for which he serves. The community deserves an engaged police department. The renewed FTP provides a format for the trainees to interact positively and professionally within the community because their FTO's are now taking pride in the program and in their training presentations.

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#### **c) Reputation/Recognition**

Prior to this significant training change, the reputation of the Cloverdale Police Department was a reflection of its ineffective leadership. The command staff purposely declined to make the FTP a priority. The result was a dysfunctional FTP with disenfranchised trainers and trainees. Everything spiraled downward. Chief Cramer changed the perception of the FTP, resulting in a change in perception of the entire police department.

Most importantly, the community sees the difference in how our officers train and interact with the citizens. Our FTO's and trainees are engaging business owners, employees, and all citizens regardless of station in a dynamic, out-going, professional manner.

Chief Cramer has personally heard from a vast array of citizens commenting on the change in morale and behavior of his officers. Chief Cramer has engaged citizens in conversations regarding his officers being more visible, getting out of their patrol vehicles, and taking a "big picture" approach to quality of life crimes.

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1. Memorandum dated 1/19/15 to former Chief Mark Tuma requesting to take over the Cloverdale Police Department Field Training Program;
2. Cloverdale Police Department Field Training Officer Contract;
2. Revised Cloverdale Police Department Field Training Program Manual

**To complete your application:**

- 1) Make sure you have filled in all applicable sections.
- 2) Print and sign form.
- 3) Attach all supporting documents.
- 4) Send your completed application to:



**Excellence in Training Screening Committee  
c/o California POST  
Executive Office  
860 Stillwater Road, Suite 100  
West Sacramento, CA 95605**

Application questions: 916.227.2808 — Janice Bullard