



**OFFICE OF THE SHERIFF**  
CONSOLIDATED CITY OF JACKSONVILLE  
DUVAL COUNTY

501 EAST BAY STREET • JACKSONVILLE, FLORIDA 32202-2975

MIKE WILLIAMS  
SHERIFF

April 13, 2017

LaDrena Thomas  
c/o C. Rufus Pennington, III, Esq.  
Coker, Schickel, Sorenson, et al.  
136 East Bay Street  
Jacksonville, Florida 32202

Dear Ms. Thomas,

Let me begin by asking that you accept our deepest condolences on the death of Davinian Williams and our best hopes to you and your family in the future, and to Davinian, Jr., and Shinacey, especially. I pray that Mr. Williams rests in peace and that the pain of all of his loved ones is eased.

Also, in connection with the settlement of the litigation between Mr. Williams' estate and the City of Jacksonville, this letter is offered to illustrate JSO's attention to two areas of our policies and practices, traffic stop procedures and the Early Warning System (related to employee supervision), that were issues in the lawsuit.

In June 2014, revisions were made to our Traffic Stops operational order and related officer training to emphasize certain aspects of our training and existing policy that were not, in our view, adequately followed by Officer Edwards in his encounter with Mr. Williams:

- The importance of updating the final stopping point of the operator's vehicle and JSO patrol car to facilitate assistance from other officers, if needed.
- The requirement that an officer must increase the distance between him/herself and the stopped vehicle when the officer perceives that the situation is becoming dangerous or unstable (for example, when a driver is non-compliant or makes overt/threatening movements), and (1) call and wait for back-up, if possible, (2) maintain a position of cover and wait for back-up, if possible, and (3) thereafter follow "high risk" traffic stop procedures to the conclusion of the encounter, including command specifics.

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With respect to our Early Warning System, we have taken the following actions to address issues and concerns that were identified over the course of the litigation:

September 2014: accountability was increased as an Assistant Chief or higher became a required part of the review process for Early Warning notices. Prior to returning a notice to Internal Affairs with the action taken, an Assistant Chief or higher has to review the notice and concur with his/her signature on the Employee Awareness / Tracking Notification form.

January 2015: the Employee Awareness / Tracking Notification forms began to include the previous 12-month history of Early Warning notices for each employee to include the reasons for the prior notices. This provides the chain of command with historical knowledge of the employee and may further assist in identifying issues.

May 2015: an extensive study of the EWS was commenced by the Internal Affairs Unit to conduct an in-depth analysis of the current system in comparison with best practices and protocols used by agencies across the United States.

August 2016: the staff analysis of the Early Warning System was completed by the Internal Affairs Unit and forwarded to the Undersheriff for review. The analysis identified problems, challenges, and areas for improvement along with comparison to IACP model policy recommendations, EWS policies and procedures of 20 other law enforcement agencies around the country, case studies, and justifications for implementation of new actions and retention of certain protocols. The Undersheriff concurred with the recommended options for improvement and enhancement of the system.

September 2016: the development of a training PowerPoint was initiated and later forwarded for review through both the Professional Standards chain of command and the Office of General Counsel.

Fall 2016: the training of newly promoted sergeants and lieutenants on the EWS was initiated and delivered during their development/orientation sessions.

February 2017: the revision of the Personnel Early Warning System directive in Order 580 was initiated to include language from the training PowerPoint as well as to add the new levels of command review for employees that generate repeat notices in the system within a 12 month period. The revisions will be forwarded to the Directive Review Committee for final approval and inclusion in the Written Directive System.

March 2017: upon final completion of the review process, the training PowerPoint will be delivered to supervisors agency-wide through the JSO intranet

as part of the monthly mandatory roll call training. Additionally, the training will continue to be delivered at upcoming development/orientation sessions for newly promoted supervisors.

Post-March 2017: the management of the Early Warning System will be transferred to the recently created Professional Oversight Unit which is tasked, in part, with identifying patterns and trends and making improvements in internal processes.

We hope you will recognize this attention to our training, policies, and procedures as responsive to the tragic encounter between Officer Edwards and Mr. Williams and consistent with our continuing commitment to improving JSO's performance and meeting its responsibility to the Jacksonville community. As always, please know that we are at your service.

Sincerely,

A handwritten signature in black ink, appearing to read "Mike Williams", with a long horizontal flourish extending to the right.

Mike Williams, Sheriff  
Duval County, FL