



THE FLORIDA POLICE CHIEFS STARS PROGRAM

City of Fort Pierce Florida

Executive Search and
Recruitment Services

Police Chief

September 3, 2014

The Florida Police Chiefs
STARS Program

Law Enforcement Professional Consultants



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City of Fort Pierce

**Proposal for
Executive Search & Recruitment Services**

Police Chief

September 3, 2014

The Florida Police Chiefs STARS Program
Amy Mercer
Executive Director, FPCA/STARS Project Coordinator
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THE FLORIDA POLICE CHIEFS STARS PROGRAM

September 3, 2014

Sheritta Johnson
Risk Management
100 N. US 1
Fort Pierce, FL 34950

Dear Ms. Johnson:

Thank you for allowing the Florida Police Chiefs Education and Research Foundation (FPCERF) STARS to submit our qualifications for the City of Fort Pierce Police Chief recruitment.

The Florida Police Chiefs Association (FPCA), established in 1952, the professional association for which the FPCERF was created is the state's pre-eminent law enforcement professional association, speaking for Florida's chiefs and providing guidance and leadership for the future of law enforcement and our communities. The FPCA's mission is to continuously enhance law enforcement professionalism in the state of Florida, serving as the public face of law enforcement executive leadership, and providing a forum for executive education, development, and exchange of ideas.

STARS understands the scope of the work desired by the City of Fort Pierce. The attached proposal illustrates our understanding and details our approach. A STARS executive search is a collaborative effort. Our work plan will be developed by officials from your agency and STARS. Our services will be tailored to preferences from your agency.

As the Project Coordinator for the STARS program, I am authorized to submit this proposal on behalf of the FPCERF. Please contact me if you have any questions or require further information. I can be reached by phone at 850-219-3631 and my email address is amercer@fpca.com.

Sincerely

Amy Mercer
FPCA Executive Director / STARS Project Coordinator



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STARS PROGRAM OVERVIEW:

When a community, organization or an agency has to fill a law enforcement executive position, finding the best candidates can be challenging. Those hiring may have limited or no access to law enforcement recruitment experts, and qualified candidates may be difficult to locate. Professional searches for qualified candidates can also be costly.

By providing Selection, Training, Assessment, Recruitment and Support, the Florida Police Chiefs STARS Program is setting the standard for finding, retaining and supporting the best law enforcement executives available.

The STARS Program will take an organization through an extensive search and qualification process. Pre-screened qualified applicants will be recommended to the participating entity, based on that agency's specific needs.

With **the Florida Police Chiefs STARS Program**, you have access to the following benefits:

A professional search team managed by law enforcement experts

Florida-based experts with extensive knowledge of national law enforcement issues and those specific to our state

Cost efficient process with proven results

Reassurance that the best candidates have been recruited for the job

Support and training provided so the selected candidate's transition is seamless



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Project Team:

STARS has the resources available to conduct this search and avoid untimely delays in the process. Uniquely qualified to lead this search for the new Police Chief is top law enforcement expert Dr. Jim Sewell with Retired Chief James Gabbard. Full resumes are provided below.

Dr. Jim Sewell

EDUCATION

1980	The Florida State University; Tallahassee, Florida Ph.D. in Criminology Dissertation: Development of a Critical Life Events Scale for Law Enforcement
1975	Master of Science in Criminology
1971	Bachelor of Science in Criminology

PROFESSIONAL EXPERIENCE

May 2003 - February 2005	Florida Department of Law Enforcement Assistant Commissioner
August 2002 - May 2003	Deputy Commissioner
Nov. 1996 - August 2002	Regional Director Tampa Bay Regional Operations Center
May 1994 - October 1996	Director Division of Criminal Justice Information Systems
September 1990 - May 1994	Director Florida Criminal Justice Executive Institute



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March 1986 - August 1990	Chief of Police City of Gulfport Florida Department of Safety and Motor Vehicles
December 1982 - February 1986	Director Office of Management and Planning Services Florida Department of Law Enforcement
May 1982 - December 1982	Deputy Director Division of Criminal Justice Information Systems
July 1981 - May 1982	Deputy Director Division of Local Law Enforcement Assistance
March 1981 - July 1981	Chief, Criminal Intelligence Bureau Division of Criminal Investigation
March 1980 - March 1981	Internal Inspector/Research and Development Specialist Office of Inspector General
October 1974 - March 1980	The Florida State University Department of Public Safety Assistant to the Director/Sergeant to Lieutenant
January 1973 - October 1974	University Police Officer/Education Officer

SELECTED PROFESSIONAL CERTIFICATES

December 2000	Diplomate, American Academy of Experts in Traumatic Stress
September 1993	Florida Criminal Justice Executive Institute: Chief Executive Seminar, Class 8
April 1990	Florida Department of Law Enforcement Executive Institute: Advanced Chiefs of Police Seminar
May 1988	University of South Florida Institute of Government: Executive Fellows Leadership Development Program
September 1978	F.B.I. National Academy, 114th Session



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SELECTED PUBLICATIONS

"Dealing with Employee Stress: How Managers Can Help—or Hinder—Their Personnel," *FBI Law Enforcement Bulletin*, 2006, 75, 7, 1-6.

"Training Strategies and Techniques for Investigators," in Palmiotto, M.J., *Policing and Training Issues*, Upper saddle River, NJ: Prentice-Hall, 2003, 235-258.

"Managing the Stress of Organizational Change," *FBI Law Enforcement Bulletin*, 2002, 71, 3, 14-20.

"The Police Officer's Ethical Use of Force," in Palmetto, M. J., *Police Misconduct*, Upper Saddle River, NJ: Prentice Hall, 2001.

Controversial Issues in Policing (Edited Work), Boston, MA: Allyn and Bacon, 1999.

"The Four R's for Police Executives," *FBI Law Enforcement Bulletin*, 1996, 65, 7, 9-13.

"What They Didn't Teach in Management School," *F.B.I. Law Enforcement Bulletin*, 1991, 60, 8, 5-8.

With Robert A. Butterworth, "Politics and The Police Executive: Defining a Code of Ethics," *Florida Police Chief*, 1987, 13, 12, 32-43.

"Administrative Concerns in Law Enforcement Stress Management," *Police Studies: The International Review of Police Development*, 1986, 9, 3, 153-159.

"The Development of a Critical Life Events Scale for Law Enforcement," *Journal of Police Science and Administration*, 1983, 11, 1 109-116.

COMMUNITY AND PROFESSIONAL SERVICE

Teaching Activity

- Adjunct Instructor in Criminology, University of South Florida, 2005-Present
- Adjunct Instructor in Criminology, Florida Metropolitan University, 1999-2000
- Adjunct Instructor, The Florida State University School of Criminology 1975, 1979, 1981, 1983 - 1986, 1992 – 1996



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- Lecturer, Florida Criminal Justice Executive Institute; Lively Law Enforcement Education Center; Florida Law Enforcement Academy; Florida Marine Patrol Academy; Florida Highway Patrol Academy; Florida Crime Prevention Training Institute; Institute of Police Technology and Management; Florida Institute for Law Enforcement; and St. Leo University.
- General Topics: Police Leadership; Futures in Criminal Justice; Crime Prevention; Community Relations; Terrorism and Extremist Groups; Police Officer Stress Awareness and Management; Post Shooting Trauma; Crisis Intervention

Community Boards of Directors

- Juvenile Welfare Board, Gubernatorial appointee, 2010-date
- Independent Review Commission on Hillsborough County Jails, Chair, 2008
- Drug Free America Foundation, 2005-date
- Pinellas Association of Retarded Children, 2004-2007, 2008-2010
- Pinellas Marine Institute, 2000 - 2006
- St. Petersburg Center Against Spouse Abuse, 1987 – 1990, 1997 - 2000
- Tau Kappa Epsilon Fraternity, Board of Trustees for Lambda Iota Chapter, 1983 - 1986; Chairman, 1985 - 1986
- Tallahassee Telephone Counseling and Referral Service, 1976 – 1979, 1983 – 1986; President, 1985 – 1986; Professional Advisory Board, 1979 - 1983
- Tallahassee Rape Crisis Service, Vice President, 1978 - 1980

Professional Memberships

- American Academy of Experts in Traumatic Stress, 2000 - 2008
- Police Executive Research Forum, 1988 - 2005
- Tampa Bay Area Chiefs of Police Association, 1986 - 1990; 1996 - Present
- Florida Police Chiefs Association, 1986 – Present (Life Member)
- National Association of Women Law Enforcement Executives, 1996 - 2005
- Society of Police Futurists International, 1992 - Present
- International Association of Chiefs of Police, 1986 – Present (Life Member)

REFERENCES AVAILABLE UPON REQUEST



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Retired Chief James Gabbard

Employment History

2008 to Present-Senior Manager with the International City/County Management Association (ICMA) Police Consulting Services

2005 to 2010 - City Manager for the City of Vero Beach Florida (Retired 2010)

1986 to 2005 - Chief of Police for the City of Vero Beach Florida (Retired 2005)

1970 to 1986 - Member of the West Palm Beach Police Department (Retired 1986)

1985 - 1986 Captain of Traffic

1982 - 1985 Captain of Special Investigations

1978 - 1985 Lieutenant of Detectives

1973 - 1978 Sergeant of Detectives

1970 - 1973 Patrol Officer and Undercover Drug Investigator

Professional Associations

Federal Bureau of Investigation's National Academy (Class #112)

Florida Police Chiefs Association - Past President and Life Member

International Association of Chiefs of Police - Life Member

Treasure Coast Chiefs and Sheriffs Association - Past President and Life Member

Federal Bureau of Investigations National Academy Associates

Past Member and Chairman of the FDLE Region XI Training Council

Past Member and Chairman of the FDLE Crime Laboratory Council

Past Member and Chairman of the Treasure Coast Crime Laboratory Council

Past Member of the Police Executive Research Forum

REFERENCES AVAILABLE UPON REQUEST



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Proposal/Scope of Services:

It is our understanding that the scope of work, minimum responsibilities and search and recruitment services shall include the following:

- Job and Candidate Profiling in cooperation with hiring officials that will identify the agency policing environment;
- Job Analysis that will produce a list of tasks, duties and responsibilities for your next Police Chief;
- Advertisement and Outreach that utilizes the STARS nationwide network, internet, email and diversity recruitment;
- Resume receipt and review;
- Categorize resumes based on their basic qualifications relative to the needs of the department as identified through the job analysis;
- Provide a written report to the City Manager that identifies the best candidates (approximately 10) for initial and further screening;
- Provide a written questionnaire to the 10 identified candidates for further screening;
- Questionnaire receipt and review;
- Provide a written report to the City Manager that identifies the best candidates (approximately 5) for further screening by the municipality.
- Once the new Chief is selected, we will provide mentoring, training, various resources and support services to the selected individual.

Objectives:

- To assist the municipality and the agency during a time of transition.
- To save a considerable amount of the municipality's time in establishing a position profile and reviewing applicants.
- To independently and objectively assess the qualifications and suitability of candidates for the position.
- To recommend a pool of highly qualified candidates to the City Manager
- To respond to all candidate inquiries and produce all correspondence during the search.
- To preserve the confidentiality of inquiries to the degree possible under Florida law.
- To keep the City Manager closely involved in key decisions and informed of our progress.
- To support the new Chief once hired to help ensure his or her success in leading the Police Department.



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Tasks Timeline & Deliverables:

Task	Estimated Timeframe	Deliverable
Contract Execution		
Phone Conference – Job/Candidate Profile	1 week of contract execution	
Open Job: Begin Recruitment Marketing, Advertising and Outreach	Immediately following phone conference and continue for 30 days	Recruitment advertising materials
Review Resumes, make first cut and provide detailed report to City Manager	2 weeks after job closes	Listing of all applicants noting those advanced to written questionnaire
Review Written Questionnaires, make second cut and provide detailed report to the City Manager	2 weeks after municipality reviews and approves the written questionnaire	Listing of all applicants noting those advanced to municipality for final screening
Mentor, Train, Provide various resources and support	Immediately once the new chief is selected and on going	Assign a mentor, conduct training for the new chief, provide polices and other resources as needed

Sampling of Client List:

2014	City of Port Richey, FL Police Department
2014	University of Central Florida Police Department
2014	City of High Springs, FL, Police Department
2014	City of Bunnell, FL, Police Department
2014	City of Miami Gardens, FL, Police Department
2012	City of Miami Beach, FL, Police Department
2012	City of West Melbourne, FL, Police Department
2011	City of Altamonte Springs, FL, Police Department
2008	City of Bartow, FL, Police Department
2007	City of Greenacres, FL, Police Department
2007	City of Lake City, FL, Police Department
2007	City of North Miami Beach, FL, Police Department
2007	City of Fort Pierce, FL, Police Department
2006	City of Perry, FL, Police Department



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References:

Mr. Wadie Atallah, City Manager

City of Greenacres
 5800 Melaleuca Lane
 Greenacres, FL 33463
 Email: cm@ci.greenacres.fl.us

Mr. George Long

City of Bartow
 450 North Wilson Ave.
 Bartow, FL 33830
 Phone: 863-534-0100
 Email: psams.cm@cityofbartow.net

Mr. Larry Williams, City Manager

City of Bunnell
 1769 E. Moody Blvd.
 Bunnell, FL 32110
 Phone: 386-437-7500
 Email: ljwilliams@bunnellcity.us

Chief Richard M. Beary

University of Central Florida P.D.
 PO Box 163550
 Orlando, FL 32816-3550
 Phone: (407) 823-2419
 Email: richard.beary@ucf.edu

Mr. Tom O'Neill, City Manager

City of Port Richey
 6333 Ridge Road
 Port Richey, FL 34668
 Phone: (727) 816-1900
 Email: t.oneill@cityofportrichey.com

Cost:
 Below are the proposed fees associated with providing these services to the municipality. The fees outlined below are inclusive of all developmental and administrative costs.

Procedure	Cost
Job/Candidate Profile, Job Analysis, Job advertisement and outreach	\$4,500
Resume Receipt and Review, Categorize resumes and provide written report to the municipality	\$4,500
Questionnaire Development, Receipt and Review and provide written report to the municipality	\$2,000
Mentoring, training, various resources and support services for the new Chief	No Cost
Total	\$11,000

Additional Services are available through the STARS program if requested.