



MEMORANDUM

To: Robert J. Bradshaw, City Manager
From: Frank J. Amandro, Acting Chief
Date: September 9, 2014
Re: 60 - 90 Day Vision for the Police Department

As requested, I have developed my vision for the police department for the next sixty (60) and ninety (90) days. I have listened to the concerns of our commission, the city manager's office, department heads, several of our employees and several of our citizens and community leaders. As I see it, the following are some of the principal concerns that I would like to address:

Building Community Trust and Relationships

- I issued a Foot / Bike Patrol Directive on July 1, 2014, that mandated officers, sergeants, and lieutenants get out of their vehicles to engage our citizens, getting to know them on a personal level, building relationships within our chronic crime problem areas. Building relationships will start improving the trust between the police department and our community. The officers, sergeants, and lieutenants activity is documented on a park and walk form that is submitted weekly to the Community Policing Bureau Commander and then submitted to my office for review.
- Currently, the police department has one Bike Unit, which has been assigned to our chronic hot spot areas. This is a permanent Bike Unit. I have authorized a second Bike Unit as a detail at this time to try to provide a seven (7) day a week Bike Patrol. This second Bike Unit should start within the next two (2) weeks.
- As staff levels permit, expand our Crime Prevention Unit with our senior officers.
- On September 17th and 18th, many of our patrol officers, along with most of our supervisors and command staff will be attending a Diversity Centered Leadership class (8 hours) that is being presented by the Covey Institute. We also meeting with our Ministers Council, many of whom will be attending this training along with some members of the NAACP.
- Partner with the St. Lucie County School Board on their *Million Father March*. Dr. Perry (or another representative from the school board) and I will make a presentation to the City Commission within the next thirty (30) days to proclaim October 7th as the *Million Father March Day*. I will submit the necessary paperwork for the October 6th Commission Meeting.
- Within the next ninety (90) days, I will schedule Community Oriented Policing (COP) training for the entire police department. This will be a refresher course for some of our senior officers but new for many of our newer officers.

- Within the next ninety (90) days, work with Human Recourses to provide EEOC as well as Harassment Training for the entire police department.
- Completion of the police department's website that serves as a resource for information on crime, prevention, and community activities.
- Continue to expand the police department's use of social media to improve our communication with our citizens.

Minority Recruiting

- The police department has partnered with the Lincoln Park Ministers Council on improving and expanding our Minority Recruitment. As a result of these meetings, the police department developed the Minority Recruiting Incentive Program, taking the \$500 bonus to employees and opening that same bonus to community 501(c)(3) organizations... NAACP, Caribbean American Cultural Group, Frontline, Save our Children. I am pleased to report that we will be awarding the first \$500 bonus to the NAACP. I will see to it that we publicize the first award and promote the incentive program (by reaching out to other local organizations).
- Look for every opportunity to sponsor minority applicants through the Police Academy. *City of Fort Pierce Strategic Plan: Goal 5, Objective 1*

Promotional Opportunities

- The police department removed the Sergeant's Promotional Exam Procedures from the International Union of Police Associations contract, which will enable the police department to develop a better examination that is in-line with industry standards, as our process became rather dated. The Sergeant's Promotional Exam is tentatively scheduled for December 2014, as the Sergeant's Eligibility List has expired. The Lieutenant's Eligibility List will expire in October; therefore, I have tentatively scheduled this Promotional Exam for December 2014 as well.
- Another result of the police department's partnership with the Lincoln Park Ministers Council was the recommendation to "Abolish the Ranked List and Rule of 3". The Ministers Council and I will need to present this recommendation to the City Council for their approval in order to make this change within the City's Rules and Regulations Manual. This will be accomplished within the next ninety (90) days so the necessary revisions can be made before the two (2) promotional exams are given. *City of Fort Pierce Strategic Plan: Goal 5, Objective 1*
- The police department is developing a management career track program to provide career development guidance to employees that are seeking promotion. This should be completed by the end of the year.
- Revise the police department's Leadership Development Academy. This academy targets line level employees and first line supervisors to develop their leadership capabilities.

Morale at the Police Department

- Deputy City Manager Mimms and I have been working with both police unions to resolve a few grievances. We should have a final resolution within the next sixty (60) days. An agreement that is amenable to both parties.
- With this cooperative spirit, I recommended beginning negotiations within the next sixty (60) days, sometime in October 2014, as both union contracts expire in 2015.
 - Continue working on improving our Health Insurance Package, building on the momentum we had with the Insurance Committee Meetings e.g., incentive programs, emergency care facilities/partnerships. *City of Fort Pierce Strategic Plan: Goal 1, Objective 1*
 - Work towards improving our salary and benefits package. *City of Fort Pierce Strategic Plan: Goal 1, Objective 1*
- Within the next ninety (90) days present a capital improvement plan that addresses some of our aging equipment and technology.
- Continue to conduct "Exit Interviews" with those employees electing to pursue other careers or leaving for another law enforcement agency. I would then develop a quarterly report to the City Manager's Office, with a copy of these exit interviews. It should be noted that employee, not their supervisor or command staff, completes these forms.
- Continue to meet with both police unions on a monthly basis to insure that there is an open line of communication between the Chief's Office and both unions.

Chronic Crime Problems

- Implementation of the Restoring the Village Youth Initiative (Comprehensive Gang Model); specifically, the Street Outreach portion of this initiative with existing funds/resources. If awarded the grants that were submitted, we would expand the Intervention and Prevention components of the initiative (Street Outreach, Case Management, Re-entry). *City of Fort Pierce Strategic Plan: Goal 3, Objective 1*
- As staff levels permit, fill our Crime Suppression Unit vacancies with our senior officers.
- As staff levels permit, fill our Detective Bureau vacancies with our senior officers.

I have attached my thirty (30) day operational plan and several pictures of officers interacting with our citizens during the Directed Foot Patrols.