

Frank Straub

## **Spokane Chief of Police Supplemental Questions**

### **1 - Experience.**

In 1984, I began my federal law enforcement career as a special agent with the U.S. Department of State, Bureau of Diplomatic Security. During my 3+ years, I conducted dignitary protection details for U.S. and foreign dignitaries in the United States and overseas and was assigned to protect the US ambassador in Bogota, Colombia for 4 months. I conducted criminal and counter-terrorism investigations and was assigned to the FBI-NYPD Terrorist Task force.

In 1987, I was recruited by, and joined the US Naval Criminal Investigative Service. I led the New York Field Office's dignitary protection and hostage negotiation teams. I led security operations for the first, and two subsequent Fleet Week celebrations. I continued my assignment to the FBI-NYPD Terrorist Task Force. During my tenure with NCIS, I completed an "internship" with the New York City Police Department's psychological profiling unit. In this regard, I led a 1 ½ year investigation of child sexual abuse and wrote the first-ever search warrant application in US District Court – Northern District of New York based on a psychological profile I prepared.

In 1990, I joined the US Department of Justice, Office of the Inspector General. During my 7 ½ years, I served as a special agent conducting public corruption, excessive use of force, narcotics, and organized crime investigations. In 1993, I became the Assistant Special Agent in Charge of the New York Field Office and supervised a group of agents that covered upstate New York and all of the New England states. My group conducted several high profile investigations, including the largest investigation of corruption in the federal prison system. In 1996, I became the Special Agent in Charge of the Research and Analysis Unit. Then Inspector General Michael Bromwich asked me to develop and implement an agency-wide performance and accountability system. Based on CompStat principles, we used SACS to track all administrative and operational functions dramatically improving agency performance. Additionally, the RAU conducted research projects regarding corruption in the federal prison system and along the Southwest border.

In 1997, the New York State Inspector General Roslyn Mauskopf recruited me to become her executive deputy. As the Executive Deputy Inspector General, I led all public corruption and fraud investigations and audits regarding New York State Executive branch agencies and authorities. Additionally, I developed and implemented the IG's law enforcement program.

On October 1, 2001, I became the Deputy Commissioner of Training for the New York City Police Department. In the immediate aftermath of the 9/11 terrorist attacks, my staff and I, developed and implemented counter-terrorism training for all sworn and civilian members of the department – approximately 50,000 employees. Additionally, I led a staff of 750 sworn and civilian personnel that was responsible for all recruit, in-service, promotional, and leadership training. During my tenure, the police academy graduated a 1600 officer recruit class, expanded the civilian oversight board, and re-engineered the recruit training curriculum.

In 2002, I was appointed the commissioner of public safety for the City of White Plains, New York, where I led 215 police officers, 175 fire fighters, and a contracted emergency medical service. During my 7 ½ year tenure, we reduced serious (Part 1) crime by 40% as a result of policing strategies that combined focused enforcement and an array of community policing programs. In fact, in 2008, I testified before the US House of Representative's Judiciary Committee regarding our Youth-Police Initiative, Prisoner Re-entry, and Domestic Violence programs.

In 2010, I was appointed the director of public safety for the City of Indianapolis, Indiana where I currently lead 3500 sworn and civilian personnel assigned to the department's six divisions. The Indianapolis Metropolitan Police Department's 1650 police officers serve a population of approximately 900,000 residents living in Marion County's 425 sq miles. The total public safety department budget is \$425M.

During my tenure, we have reduced homicides to a 15 year low through data-driven targeted enforcement and community policing initiatives focused, in large part, on youth and gang violence. This year, we successfully protected Super Bowl XLVI, and annually protect the Indy 500, Brickyard 400, professional football and basketball regular season and playoff games. We completely re-engineered police and fire hiring practices, promotional testing, recruit and in-service training. In fact, this year we hired the most diverse police recruit class in the department's history. We also established community and faith-based advisory boards.

## **2 - Education and Training.**

I have a Bachelor's degree in psychology and a Masters degree in forensic psychology (which included a 400+ hour internship with the New York City Police Department's Psychological Profiling Unit. In 1997, I was awarded a Ph.D. in Criminal Justice.

In 1984, I attended the Federal Law Enforcement Training Academy in Glynco, Georgia completing the 16-week Criminal Investigations Course. I am a certified Hostage Negotiator (NYPD and FBI), completed the NYPD 3- week Homicide Investigations Course, the New York State Peace Officer and Firearms Course. I am also a New York State certified police instructor.

Additionally, I was a New York and Vermont certified emergency medical technician.

## **3- Communication Style.**

I am a direct, open, and honest communicator. I am an empathetic listener.

I have taught graduate and undergraduate public management courses since 1995 and speak regularly at national and international conference on a range of public safety issues. Additionally, I regularly meet with community groups, neighborhood associations, and testify before various legislative committees.

#### **4- Leadership Style.**

My leadership style is built around collaboration, cooperation, empowerment, and accountability. Throughout my career, I have sought to identify talented individuals, placed them in critical positions, given them the freedom to be creative, and held them accountable for achieving results. During my tenure as the public safety commissioner in the City of White Plains, New York, I built a leadership team that reduced crime by over 40% through innovative community policing programs, some of which received national recognition and led to my testimony before the U.S. House's Judiciary Committee.

In Indianapolis, I identified a new leadership team for our Animal Care and Control Division. According to a recent Indianapolis Star editorial, "after years of deplorable conditions, transient leadership and appalling levels of killing, Indianapolis Animal Care and Control is on a roll ... The series of leaders, and their staff and volunteers, deserve thanks and encouragement for their success in stretching resources and networking with the private sector. "

#### **5 - Why am I a good fit?**

I believe my experiences leading local, state, and federal law enforcement/public safety endeavors have prepared me to take on the challenges and opportunities in Spokane. I also believe the insights gained from a host of professional and personal experiences during a 28 year+ law enforcement/public safety career have prepared me to make significant contributions to the Spokane police department and the community it serves.

The White Plains Police Department served a resident population of 60,000 and a daily population of 280,000 during a period of significant economic growth and development. The unified public safety model – police, fire, and EMS – played an integral role in the planning, execution, and sustainability of the Mayor's plan to "grow the City" and improve the quality of life for all residents and visitors.

Similarly, public safety plays an integral role in the City of Indianapolis during routine events, protecting major sporting activities including the Super Bowl, NFL and NBA games and championships, the Indy 500, Summer Celebration, et., as well as in response to critical incidents such as the State Fair stage collapse. Public safety also plays an integral role in the economy viability of our downtown and convention business as well as the revitalization of challenged neighborhoods.

I think the police chief in Spokane, or any other city for that matter, must understand the critical role policing plays in urban dynamics. Preventing and controlling crime is not the end, rather, it is the foundation upon which urban vitality is built, sustained and the genesis of continuous growth and development. I think it is also important the police chief understand the importance and necessity of working in conjunction with other public safety agencies in a collaborative way to identify and solve

community challenges.

Finally, I believe the police chief must be resolute in building and maintaining collaborative, legitimate and respectful relationships with the community he/she serves.

## **6 - Budgets.**

I have had several experiences balancing challenging budgets. My first experience came while I was a federal agent in the US Department of Justice, Office of the Inspector General after 10% of our budget was frozen by Congress until we resolved certain performance issues. I was tasked with developing and implementing an agency-wide performance evaluation tool by then Inspector General Michael Bromwich. I developed and implemented SACS, based on the NYPD's CompStat model. Our funding was restored and, in fact, increased within the fiscal year.

In White Plains, I reduced the size of the overall public safety budget by 10%+ during my 7 ½ year tenure through improved performance management and operations. We eliminated our mounted unit; introduced new police work schedules (admin personnel on (5 x 8), detectives, traffic and specialized units (4 x10) and patrol (3 x12), fire (24) which led to significant reductions in agency-wide overtime costs; instituted fire inspection fees for multi-family residential and commercial structures; implemented GPS in all public safety vehicles; introduced a performance-based contract with our ambulance service; and negotiated with our fire, police and civilian labor organizations to eliminate labor practices that drove costs up, particularly overtime related costs.

In Indianapolis, we have been continuously challenged by decreasing revenues and a reduction in federal grant dollars. However, despite almost a \$30M reduction in a \$400M+ budget we have continued effective public safety operations by continuously analyzing our business practices to reduce operating costs and improve operations. During my tenure, I restored our aviation operations by decreasing the number of aircraft and using the funds gained through their sale to create an specific operating fund; we replaced 1/3 of our police fleet by leveraging vendor incentive programs and purchasing practices; we worked with the fire union to eliminate labor practices that drove overtime costs up, specifically overtime; we closed and consolidated fire stations; we consolidated 3 township fire departments into the IFD; we created a new EMS service with the Health and Hospital Corporation wherein they manage the "business side of the house" and DPS oversees daily operations; and we consolidated fire/EMS purchasing to leverage our "buying power."

## **7 - Innovative Programs.**

During my time in White Plains, I implemented a number of programs that I believe would be beneficial to Spokane. I implemented a public safety-wide CompStat model that became the foundation for inter-division collaboration, our business practices, accountability systems, budgeting, as well as a crucible for innovative strategy development, implementation and assessment.

The Youth- Police Initiative (YPI) reduced youth violence and gang activity, dramatically improved relations between our youth and the broader community, increased legitimacy and became a national model. I created the first prisoner reentry program in Westchester County and enjoyed a 85% success rate over a five year period. We developed a domestic violence program in which specially trained police officers and mental health practitioners responded within 24 hours to incidents in which children witnessed violence to connect them and their caregiver (s) to services. We developed a mental health team of specially trained police officers and mental health practitioners that met daily with the homeless community to connect to resources and services. We established a multi-agency safe housing task force to proactively meet the challenge of a burgeoning new immigrant community. These initiatives were the subject of my testimony before the US House of Representatives Judiciary Committee and the Black Congressional Caucus in 2008.

I led the creation of a county-wide intelligence center that became the focal point of information sharing and analysis among 48 separate law enforcement agencies as well as a countywide “ceasefire initiative” – focused on reducing gang violence.

In Indianapolis, I reengineered all police recruit, in-service and promotional training to emphasize community policing, legitimacy, service and integrity. We established an interdenominational faith-based advisory board as well as a community-based advisory board to provide input on our public safety practices and strategies. Data-driven hot spot policing reduced homicide rates to the lowest level in 15+ years. The Youth Violence Reduction Team (YVRT), a collaborative effort between IMPD, Wishard Hospital, the 10 Point Coalition, and the Peace Learning Center focused youth violence prevention and control strategies in our highest crime zip codes. I reformed our recruiting, hiring and promotional practices to ensure a more diverse workforce.

I believe these and other successful programs developed, implemented and assessed in White Plains and Indianapolis would significantly improve police practices, improve police-community relations, reduce crime and improve the quality of life for Spokane residents and visitors.

#### 8 - Achievements as the Chief in Spokane.

I believe that public safety is the foundation upon which successful communities are built, maintained, and grown. For this to happen, the police department must be seen as legitimate, respectful, responsive, trustworthy, and a vital part of the community it serves.

Additionally, the police department must deliver the highest level of service possible in a fiscally sound and responsible manner.

The police chief must build a department that anticipates and responds to the challenges and concerns of the community it serves. To do so, the police chief must listen to the community, collaborate with the community – in essence developing a seamless relationship. The chief must also build a department whose “brand” and actions reflect its

core values, professionalism and integrity. Policing is a noble occupation and it is the chief's obligation to advance the stature of the men and woman who have chosen to become police officers in the community.