



# DEPARTMENT OF PUBLIC SAFETY

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April 27, 2012

Mayor Gregory M. Ballard  
City of Indianapolis

Mayor Ballard:

The purpose of this correspondence is to advise you that I am submitting my resignation effective August 1, 2012. It has been an honor and privilege to serve as the City's Public Safety Director.

When I was offered the position in December 2010, you asked me to build a new public safety department, to re-engineer the police department, to enhance the operations of our various divisions, to protect the Super Bowl, and other large public events. I am proud to say the Department has accomplished its mission, and much more.

During my tenure, we built a national public safety model that integrates the rich traditions and capabilities of Indianapolis' police, fire, EMS, homeland security, animal care and control, and communications divisions. The Indianapolis model has received national and international recognition, including that of U.S. Homeland Security Secretary Janet Napolitano. Our public safety model provided the operational structure that led to the success of Super Bowl XLVI, and literally put the City and the Department on the world stage.

The Indianapolis Fire Department's command staff is the most diverse in the City's history, and the re-engineered promotional process has positioned outstanding fire fighters to continue to move up through the ranks and ensure diversity throughout the Department. We have replaced apparatus, expanded public education and inspections, significantly reducing fire-related deaths and injuries.

We have built a state-of-the-art regional operations center (ROC) that positions the Homeland Security Division to quickly gather information, analyze it, and distribute it in a timely and accurate manner to better protect our public safety employees and the community. The ROC was the centerpiece of our public safety efforts during the Super Bowl, and it will continue to support the development and implementation of cutting edge technology. The crowd management program, developed with our partners in the US Department of Homeland Security, will soon be used by FEMA to train law enforcement officers throughout the United States. And we are close to awarding the contract for a new Computer Aided Dispatch and Records Management System.

Indianapolis EMS is a national model delivering the highest level of pre-hospital care, reducing patient costs, and providing a platform for advanced clinical research.

When I was appointed, the animal care and control division was the source of public disdain and controversy. It is now a model of success on many levels – significantly increased adoptions/releases, reduced bites, vastly improved relationships with animal care organizations, and a model for other major cities.

The IMPD is moving forward and the re-engineering process is well under way. Homicides are at the lowest level in 15 years. We are building a policing strategy based on data and crime prevention versus random patrols and responses to 911 calls. We are placing our resources where the crime is and using data from multiple sources to inform our patrol and investigative practices.

We have created a Community Affairs Division, hired the first full-time African American chaplain, established the Youth Violence Reduction Team, as well as an inter-denominational clergy advisory group. We have expanded the O.K. program, introduced the Youth-Police Initiative, and established district-based school liaison officers. Last year, the City held the first Summer Celebration that went without incident in many, many years.

We have completely revised IMPD's recruiting, hiring, and promotional processes. We have completely re-engineered recruit and in-service training infusing discussions of police legitimacy, integrity, and cultural diversity throughout the curriculums. We brought the community into the academy and the academy into the community. We hired the most diverse recruit class in IMPD's history, and diversified the command ranks at the district and executive level. And we have established a program to identify and prepare future leaders sending them to police departments throughout the Country and to the Police Executive Research Forum's Senior Institute for Police.

We have improved technology by placing air cards in every police vehicle as well as fire apparatus, homeland security, and animal care and control vehicles. We have introduced and deployed automated license plate readers, and significantly expanded our city-wide camera program. We purchased over 200 new police vehicles, new motorcycles, and put the helicopter back in the air. We have purchased a new Bearcat, new robots, bomb suits, and other special operations equipment to ensure the safety of our officers during high-risk operations.

We have completely re-engineered the professional standards division. We have established a performance appraisal system that identifies our best officers as well as those in need of mentoring and career development. We have created a unit within the division that identifies at-risk employees, provides mentoring and connections to services, saving lives and careers. We will soon release twenty-one (21) re-written general orders that reflect the best practices of the police profession, and equal, if not surpass CALEA standards. And we have been relentless in our pursuit of officers and other DPS employees that disregard their oath of office and tarnish their badge.

However, the re-engineering process is not finished. There is much work to be done now and in the future. The City and IMPD's leadership must remain committed to moving the Department forward, addressing systemic weaknesses, identifying and implementing best practices, strengthening leadership, improving diversity, restoring public trust and confidence,

improving morale, and ensuring the safety of our officers and the community we serve. And we must dramatically and strategically reduce crime in all of our neighborhoods.

During the next couple of months, I look forward to working with you, the Council, and our public safety staff, to continue the work we have begun, to select new public safety leadership, and ensure the success of this critical endeavor. I am also looking forward to new professional opportunities and challenges. I will always be proud of the opportunity I have had to work with so many talented, dedicated, and committed professionals in the Indianapolis Department of Public Safety and to serve the residents of this great City.

Sincerely,

A handwritten signature in black ink, consisting of a large, stylized 'F' followed by a long horizontal stroke.

Frank G. Straub, Ph.D.  
Director