Crisis Leadership: Rising to the Challenge

The Punta Gorda Experience Involving the Shooting of a Police Citizen Academy Attendee

Howard Kunik, City Manager City of Punta Gorda, Florida



Focus Areas

- Role of City Manager
- Role of Media
- Role of Police Department
- Communication and Transparency

August 9, 2016

City Manager receives call from Police Chief stating shooting occurred at citizens' academy...City Manager places two calls to City Council Members – one to inform them of the incident and second to inform them of the passing of the community demonstration participant...Florida Department Law Enforcement (FDLE) takes over scene and investigation at request of Police Chief...Officer involved in shooting placed on paid administrative leave...Police department (PD) initiates Critical Incident Stress Management...PD alerts media via press release and conference reporting tragic accident during simulation presentation

August 10, 2016

 PD provides additional information on incident and notifies State accreditation agency of incident...PD Public Information Officer takes over as central point of contact...Grief counseling availability announced...City Council and City Manager issue letter to Punta Gorda community

August 11, 2016

 PD Chief accepts full responsibility for actions of the department and officers in letter to community...general order issued regarding use of firearms and ammunition



Initial news coverage

News broke very close to paper's deadline; sketchy details in first story.

Following day, the public begins to learn particulars of incident.



August 12, 2016

 PD purchases 2 additional simunition training guns as other live training guns are removed from service...Assigns light duty employee to assist with social media related duties

August 14, 2016

 PD issues General Order prohibiting use of less lethal shotguns and munitions, reorganized armory to prohibit comingling of lethal and less-lethal ammunition, and called for inspection of every vehicle for any unauthorized ammunition

August 15, 2016

 City Manager initiates formation of Internal Affairs (IA) Investigation Team

August 16, 2016

 Chief submits proposed new accreditation standard related to prohibition of use of firearms during scenario-based training and prohibition of comingling of lethal and less lethal weapons and ammunition to both state and national agencies...Council, City Manager and PD Command Staff attend funeral...City pays all funeral-related expenses

August 17, 2016

 PD begins Internal Morale Initiative whereby 3 supportive letters, emails or cards per day sent out to department employees to highlight community support to move forward...Grief counseling group meeting held for community members and witnesses of incident

August 18, 2016

 City secures services of communication firm to assist in public information and put together plan of action...PD creates webpage to act as repository and communications method to public...PD cancels plans to host regional canine trials in Punta Gorda...PD reviews all applicable standard operating procedures, amends where needed, adds section for scenario based training and responsibilities of Community Services Program Supervisor

August 22, 2016

 City Manager appoints IA Investigation Team to consist of Police Department Lieutenant (not in attendance at incident), Labor Attorney and former Police Chief in Southwest Florida...Team findings, when completed, to be provided to CM for final disposition...City Council notified of team members

August 23, 2016

 PD holds moment of silence and prayer service with those Chamber members who were in attendance at night of incident

Media descends on our small town, newspaper

















What's your credit score?







Many questions. Few answers.

PGPD officer's troubled past follows him



'The lady across the street'



New sheriff's office under construction



Hard look at facts begins

Reporters look into employment history of officer and chief





August 24, 2016

 City Manager discusses incident impact at Council meeting...Chief meets with Charlotte Sun regarding open conversation on topics that can be discussed without interfering with FDLE and internal investigations

August 25, 2016

 Chief rolls out dedicated online resource for information to general media...Names of IA Investigation Team placed on City website

August 26, 2016

 City Manager and Police Chief address Chamber Board regarding investigation process and thank them for their continuing support

August 29, 2016

 City Attorney provides opinion that FDLE report is not public record until State Attorney's Office (SAO) reviews and determines prosecution...City receives another legal opinion that video of incident is exempt from public disclosure...PD distributes new policy requiring safety officer be assigned to all scenario-based training and scenario-based community demonstrations

October 13, 2016

 PD completes inspection of all primary, secondary and off-duty firearms to ensure compliance with agency policy

October 18, 2016

 City notified by Charlotte Sun (while requesting comment) that FDLE released their investigative report to SAO...PD calls FDLE and confirmed that report was released to SAO...PD issues public statement

November 2, 2016

 PD sends grief counseling reminder to Police and Fire personnel as well as members of Chamber who were in attendance

November 2, 2016

 City Council approves settlement agreement with Knowlton Family...City Manager participates in settlement process with family representatives, family legal firm and City's insurance carrier attorney prior to placement on Council agenda

November 10, 2016

 City Manager appoints fourth member of IA Investigation Team (Southwest Florida Public Service Academy Director) and team member background placed on website







route

YouTube prankster banned from Lemon Bay High

the room

Some want to hold Chief responsible...

... public support for Chief seems to grow



Police chief gets loud Meet an support at 'Coffee' event astronaut







More flooding woes

Hermine leaves two properties 'unsafe'











December 13, 2016

 PD finalizes purchase of less lethal launchers to replace less lethal shotguns

December 13, 2016

 PD donates less lethal shotguns to another law enforcement agency to eliminate possibility of using shotguns in less lethal or training situation, and having ammunition confusion

January 12, 2017

 PD sends reminder of grief counseling availability to employees as well as Chamber attendees

January 25, 2017

 PD completes training with all sworn officers in safety officer responsibilities



Very few answers

Paper keeps asking for updates, Highlights the natural struggle between the press and government in these situations







February 22, 2017

 City Manager receives phone call from State Attorney advising charges to be brought against Police Chief and Officer involved in shooting...City Manager informs Council Members of charges...Two hours later State Attorney announces Officer charged with first degree manslaughter (felony) and Chief with second degree misdemeanor (culpable negligence)...City Manager meets with PD staff to address questions, offer support and encourage continuance of high standard services...City Manager solicits for public information services from communication firm

February 23, 2017

 City Manager issues media statement and hold press conference announcing Officer issued notice of pre-disciplinary hearing before Human Resources Manager and Labor Attorney to determine future employment status...Chief placed on administrative leave with pay pending further review

February 27, 2017

 City Manager attends grief counseling session with academy attendees and provides update on personnel actions and investigative process



POLICE CHIEF ACCEPTS BLAME



TIMELINE





Early fishing trips born from tradition



Officer & **Chief** charged

Officer's charge was expected. Chief's was a bit of a surprise.

POLICE







Public Invited to Enjoy Progress at Babcock Ranch During Founder's Festival & Sun Run March 11th and 12th



The divide continues

Community split between retaining or replacing Chief

Widower: 'Do the right thing'

Says chief, officer issue should not be a popularity contest



Charlotte County to fund new hangar



March 1, 2017

 City conducts pre-disciplinary meeting with Officer and his Attorney

March 3, 2017

 State Attorney releases FDLE information to City in order for internal review team to begin process...Police Lieutenant informs IA Investigative Team that review process/investigation is underway

March 8, 2017

State Attorney furnishes discovery disclosure to Defendant Attorney

March 9, 2017

 City Human Resources Manager terminates Officer's employment with the Police Department

March 15, 2017

 City publishes FDLE information on website and informs Knowlton Family Pastor and Chamber prior to its publication

March 16, 2017

Officer notified City of intent to appeal termination



FDLE: Ammo came from fellow officer, Coel used own gun during fatal police demonstration



3 TOP STORIES FROM USA TOOM & SPORES L. Sith Sphades dynamic Santype proof plants 2. Selecte mark Michigany











Honoring the women in my life, now and then



FDLE report released by City

State agency provides the details















Paper calls for Chief to resign

"Like many in Punta Gorda, we find Chief Tom Lewis to be a likeable, open and sincere leader. The community and his staff seem to admire and respect him as chief and boss. His work outside the police department is exemplary for any department head or person of higher rank in a community. He has always been available to discuss issues with both the media and the community. We respect that. The community respects that. But, as the chief executive of the department responsible for public safety, in the case involving the accidental shooting of Mary Knowlton, Lewis failed. There is no softer way to put it. It was a failure of departmental planning, procedures and operations, with a death resulting. Ultimately, the chief law enforcement officer bears responsibility for this tragic failure. . . .

.... Chief Lewis must shoulder the responsibility he placed on himself. He must face the fact his department didn't conduct itself properly and that he can never regain the credibility necessary for the Punta Gorda Police Department to function as it must. We mean Chief Lewis no ill will. He has many strong attributes and many friends in the community. That bodes well for his future — whatever that might be. But, the honorable and proper thing for Tom Lewis is to resign from his position and spare the city and the people charged with a decision on his future even more agony as the process plays out."

April 3, 2017

 Independent review team publishes review & analysis of Punta Gorda Police Involved Citizens' Academy Shooting

April 20, 2017

Appeal hearing for Officer conducted

May 24, 2017

 City Manager upholds Officer's termination...City Manager conducts roundtable discussions with representatives of business sector and residential neighborhoods regarding police department paradigm, culture and service level

May 26, 2017

Police Community Services Lieutenant resigns

June 2, 2017

Police Operations Captain resigns

June 23, 2017

Trial start date for Police Chief

June 27, 2017

 Formal Internal Affairs Investigation, promulgated under Police Bill of Rights, initiated

June 29, 2017

Police Chief found not guilty of culpable negligence







'I knew we weren't going to get justice'



Credit scores more important than you think

Acquitted

investigation can now get started

Internal affairs





Lee's syphilis surge not as rampant in Charlotte

THE SUN: USA TODAY:
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Consent: 7 Ratio: 14
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Punta Gorda: Internal affairs investigation ongoing



Walking historic streets in Ybor City



Mary Knowlton's widower: Life will never be the same'

DEBBIE



INVESTIGATION





Report details police failings

Suspect named in Grove City shooting death





Hurricane Harvey: Think before you give



August 25, 2017

Internal Affairs Team completes its
 Professional Standards Investigation
 findings and conclusions...City Manager
 provides Chief and Lieutenant – Training
 with report and discusses preliminary
 disciplinary actions

August 27 and 28, 2017

 City Manager meets with City Council members to discuss IA report findings

August 28, 2017

 City Manager meets with Chief and requests resignation or he will be terminated...City Manager meets with Lieutenant and informs him of disciplinary action

August 30, 2017

 City Manager discharges Police Chief from employment

August 31 and September 1, 2017

 City Manager meets with business owners, neighborhood representatives, incident attendees from Chamber of Commerce, and Do The Right Thing Board members to have more in depth conversations regarding decision-making process and solicit feedback...recruitment for new Police Chief initiated



Allegiant CEO: More flights to

Punta Gorda

Airport

Police Chief Lewis says he's fired; city denies

WATERFRONT

ONE OF A KIND

Local officials, boosters tout project

Locals help Texas storm victims



THE SUN: NEWS WIRE: Glinda: 21 Many 6-7 Costerob 5 Malon 2







Prowling around the Naples Zoo at Caribbean Gardens



CHARLOTTE SUN

Tom Lewis officially fired

Hitting pause on body cameras

Despite call for more cameras, some police question cost, benefits



Locals continue Hurricane Harvey help

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— GOOD MORNING — The true confessions of a former smoker



FROM PAGE T

"Overall, the resort

Petrective gene was rut required for the citizen role players or resurby observers.
Participartie and these in the instruction their vittality were not checked and double-checked for during demonstrations," Eurili said in a press conference at City Ball Blookender, "The Pertit Gorda Police Department has no exceptional record of salety protocols when concluding officer training, but citizen demonstrations showed

She's I



tines about this process and I want to provide and I want to provide an overview of why this decision was made and how is developed over the past several deps.

As I have I repeatedly stated, the decision

about Tom's status as police chief would depend on the findings of the internal affeirs investigation, which began amount of the war acquired of misdemeases charges in late. showed at inexplicable departure from those

departure from protocols.
Whenever the poten-cial for injury is present, police departments have an obligation to have an obligation to expressively pursue expressively pursue

oral decussion of that oral decussion occursed including scheet Tem also received a stopp of the report to a refers My officessed the possibil. My of resignation and Tom suggested a return of the department as a read flouriessmant — a possibility (hadm't considered, My arrandom My arms.)

considered. We agreed to take the auxiliard to consider the options and reconvers blonday. At the receting on Monday, I sold from I could not suppose his return to the rpartment as a road ruletunst because 1 forigly believe that, lik new leadership,

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action was taken at this meeting.
Over the past as house, we had out a house, we had out on waking any action because I awa building house as we had no complete a aquatom complete a aquatom of a disability of a separating amount of a disability of a separating and having as other option. I seek him of a fermination notice.

My decision: Tom Lewis could not stay consect on this in-formation and after caneful deliberation, i did not feel I could octain from an our chief of police. Our first discussion of that thereights decreased Corporated to our City Charter, I also informe such council members of the pending clinci-plinary action. I know there has been an outpouring of

options recurred this committee to this committee to this committee it would be to the department's best interest, the far the best interest, the far the best interest of our community in the long man.

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- GOOD MORNING -

