

TO: Sgt Morgenstern

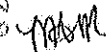
FROM: Interim Chief Myers



DATE: August 15, 2012

RE: Request for outside employment

SEP 6 2012 4:08:58



Subsequent to my initial denial of your outside employment request to be a compensated presenter at training for media contacts, you have requested that I reconsider several times. I had provided a means for you to demonstrate your skills in this area for me to make a better informed decision; however, you were unable to fulfill that opportunity. As such, I need to reconsider my initial decision with no more information than I had initially.

I expressed to you my reticence was due to several reasons, including concerns that you would be heavily pressured to provide key details of the homicide case that brought the world's media to the doorstep here at SPD. Your persistence in asking for my reconsideration leaves me little alternative but to share with you perhaps my strongest concern, one that I had hoped it wasn't necessary for me to express to you.

Almost since the day of my arrival, I have carefully scrutinized several key positions within the PD. As a veteran police chief, I recognize how critical certain support positions are to succeed, and the PIO is one of them. My initial assessment, which only grew in strength, was that SPD was sorely lacking in the demonstrated skillset within the PIO function. I have grown accustomed to, and demand nothing less, than competent and professional media liaison; we have not consistently seen that in Sanford. My assessment has only been reinforced as I have shared with professional colleagues throughout Seminole County our plans to civilianize and fill the PIO position from outside. The most common response I have received, including from some colleagues previously associated with SPD, is that this move is "long overdue." In fairness to you, few PIO's, no matter how experienced, would be readily equipped to cope with the onslaught of media attention that the case generated. However, I believe a more skilled PIO may well have helped the former chief craft his message more effectively. Since I have been here, I personally have chosen to handle some media contacts that I normally would have deferred to a PIO, but did not have the confidence to do so. My confidential conversations with other leaders within our city government outside the police department further magnified my concerns.

Knowing all of this, I tried to be gentle in conveying to you concerns I would have of you providing training while being associated with Sanford PD. However, in our last conversation before your vacation, I was faced with your stated impression that the media folks throughout the metro area think very highly of you, that you've done an outstanding job. This reflects on two realities: first, for routine, non-controversial kinds of information dissemination, you have been highly responsive and cooperative with the media representatives, and I am certain that they DO appreciate your assistance. The second reality pertains to your "blind spot", which I best describe as those qualities and behaviors that we

engage in that we are oblivious to the impact they have on others. We all have blind spots; empowering trusted observers to function as one's "mirrors" coupled with deep introspection is the best way to see what is in our blind spots. Your feedback to me about your qualifications and competencies as a PIO reflects someone who is significantly out of touch with your blind spot.

It is for these reasons that I believed I was doing the right thing to "protect you" from any adverse impact arising from your being a media presenter. However, your persistence has reminded me that I must balance my role as the individual's advocate with my role to be the organizational advocate. I have fulfilled the organizational role in moving ahead with the changes in our PIO function. I now understand that I can best fulfill my role as your personal advocate by providing you with honest and straightforward feedback, coupled with approval for your outside employment request.

Your request for Outside Employment is approved. You are to treat this memo as Private and Confidential; you have the only printed copy and are directed to keep this for your eyes only.

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