

# FLORIDA POLICE CHIEFS ASSOCIATION 2011-2020 STRATEGIC PLAN



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# FOREWORD

The Florida Police Chiefs Association's (FPCA) 2011-2020 Strategic Plan provides an outline for the priorities of the organization and focuses on supporting Florida's police chiefs and their staff. The goals of the plan illustrate the FPCA's priorities, as approved by its leaders, and they explain how to accomplish and measure desired outcomes.

Each goal is addressed in its own section of the document. Within each of these goals are a series of over-arching strategies and specific, measurable objectives which contribute to its completion. This plan utilizes a four-part time frame for implementing and monitoring its objectives: on-going (those currently underway but which are of such a mission critical nature to be monitored throughout this Strategic Plan), short-term, intermediate, and long-term. These future objectives, once implemented, will be continued indefinitely by the Florida Police Chiefs Association.

The strategic plan and goals reflect the FPCA's ongoing mission to improve the services rendered to Florida's police chiefs. In order to remain adaptive to industry standards and best practices as well as chiefs' changing needs, the document will be updated as needed with the approval of appropriate parties.

# FPCA OVERVIEW

## History

The Florida Police Chiefs Association is the third largest state police chiefs association in the United States. It is composed of more than 1000 of the state's top law enforcement executives. FPCA serves municipal police departments, airport police, college and university police, school board/district police, tribal police, railroad or port authority police, private business and security firms, as well as federal, state and county law enforcement agencies. The FPCA has members representing every region of the state.



The Association was originally organized in 1952 to promote legislation that would enhance public security by providing superior police protection for the residents of Florida and its many visitors. Today, with the same goal, its role has expanded to provide better communication, education, and training for the state's various police and security agencies. The Association maintains a strong presence in Tallahassee, regularly testifies on legislative issues, and our members are frequently recognized by the legislative leaders to provide insight into public safety issues and problems facing the criminal justice system. FPCA facilitates the dissemination of information, provides continuing police training, and promotes a better understanding of the police profession in general.

Through conferences, seminars, and special training courses, the FPCA ensures the highest degree of preparedness and responsiveness among the state's many agencies and officers. The Association provides a forum for sharing information on the latest crime-fighting strategies, tools and techniques. By enhancing communications between agencies at all levels, the Association fosters the highest degree of police professionalism and competence.

Membership in the Florida Police Chiefs Association supports and maintains the highest standards of public safety and police protection for the millions of people who live, work and play in the State of Florida.

## **Leadership**

### *Board of Directors*

Chief Kenneth Albano, President  
Chief Jeff Pearson, 1<sup>st</sup> Vice President  
Director Stephan Dembinsky, 2<sup>nd</sup> Vice President  
Chief Michael Kessie, 3<sup>rd</sup> Vice President  
Chief Steven Moore, Secretary/Treasurer  
Chief Kevin Lystad, Immediate Past President  
Chief Paul Sireci, Past President at Large  
Marshal Bill Berger, Parliamentarian  
Chief Melanie Bevan, District 1 Director  
Chief Gary Goble, District 2 Director  
Chief Terence Calloway, District 3 Director  
Chief Sean Hemingway, District 4 Director  
Chief Larry Krantz, District 5 Director  
Chief David E. Currey, District 6 Director  
Chief John Lau, District 7 Director  
Chief Stephen Aldrich, District 8 Director  
Chief Tom Weschler, District 9 Director  
Chief Drew Whitman, District 10 Director  
Chief Thomas Nagy, District 11 Director  
Chief Dan Slaughter, District 12 Director  
Chief Hal Hutchins, District 13 Director  
Chief Charles Broadway, District 14 Director  
Chief Charles Vazquez, District 15 Director  
Chief Argatha Gilmore, District 16 Director  
Chief Greg Graham, District 17 Director



### ***FPCA Staff***

Amy Mercer, Executive Director  
Tammy Agee, Membership & Conference Manager  
Pat Lange-Faragasso, Finance & Administrative Manager  
Leonard Dietzen, Rumberger, Kirk & Caldwell, FPCA Attorney  
David Marsey, Rumberger, Kirk & Caldwell, FPCA Attorney  
Tim Stanfield, Greenberg Traurig, FPCA Lobbyist

### **Our Vision**

The FPCA is the nation's pre-eminent law enforcement professional association, speaking for Florida's police chiefs and providing guidance and leadership for the future of law enforcement and our communities.

### **Our Mission**

To continuously enhance law enforcement professionalism by providing a unified voice for police chiefs statewide and nationally, serving as the public face of law enforcement executive leadership, and providing a forum for executive education, development, and exchange of ideas.

### **Our Values**

As the association of Florida's police chiefs, we value the highest standards of excellence and performance which are reflected in our values: commitment to service, professionalism, integrity and accountability



# EXECUTIVE SUMMARY OF STRATEGIC GOALS

To fulfill its vision and accomplish its mission on behalf of Florida's law enforcement executive leadership, the Florida Police Chiefs Association has identified several Strategic Goals:

**GOAL 1:** To support the professional development and capabilities of Florida's police chiefs

**GOAL 2:** To enhance communication within and about the Florida Police Chiefs Association

**GOAL 3:** To promote public safety through the legislative process

**GOAL 4:** To effectively manage resources of the Florida Police Chiefs Association

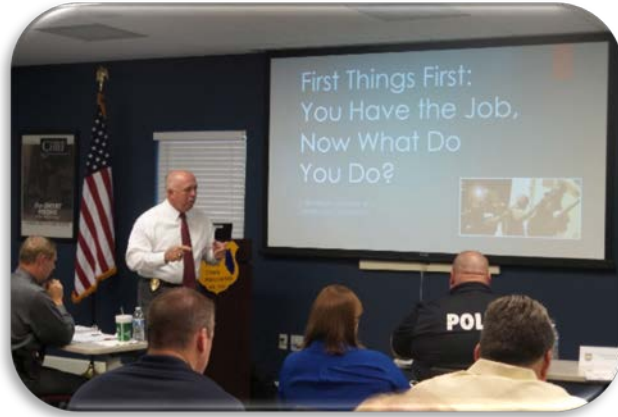
**GOAL 5:** To develop programs and partnerships with the private sector

**GOAL 6:** To develop a member and law enforcement officer recognition program

Goal	Strategic Objectives
Professional Development	Enhance education and training of Florida's police chiefs, second-in-command personnel, and their executive assistants
	Establish a Center for Excellence within the Florida Police Chiefs Association
	Enhance support for newly appointed police chiefs
Communication	Promote public awareness about the vision, mission, values, responsibilities and activities of the Florida Police Chiefs Association
	Expand the use of information technology to increase public and professional awareness about the Florida Police Chiefs Association
Legislative	Ensure an effective lobbying program during the legislative session
	Enhance the education of police chiefs about the legislative process and the FPCA's legislative agenda
Manage Resources	Ensure long-term fiscal stability
	Maximize current operating resources and revenues
	Provide for the fiscal integrity of the organization
	Effectively manage the FPCA staff, facilities, equipment and information technology
	Provide effective and needed member services
	Provide for effective governance of the Florida Police Chiefs Association
Private Sector Partnerships	Develop programs directly related to the private sector
Recognition	Develop programs to recognize law enforcement personnel.

# GOAL 1: PROFESSIONAL DEVELOPMENT

To support the professional development and capabilities of Florida's Police Chiefs, second-in-command personnel, and their executive assistants



**Strategy:** Enhance education and training of Florida's police chiefs and their staff

*On-going/Short-term Implementation*

- Objective: To conduct on a regular basis the FPCA Future Police Chiefs seminar
- Objective: To conduct on a regular basis the FPCA New Police Chiefs seminar
- Objective: To conduct on a regular basis the FPCA Executive/Administrative Assistant "CORE" Training
- Objective: To conduct on a regular basis the FPCA Executive/Administrative Assistant "CORE II" Training

- Objective: To conduct on a regular basis the FPCA Executive/Administrative Assistant "CORE III" Training
- Objective: To conduct an annual training needs assessment for Florida police chiefs
- Objective: To conduct regional trainings on a regular basis for Florida's police chiefs and their staff by offering timely training on relevant topics.

*Intermediate Implementation*

- Objective: To develop a training seminar for members to assist in job application and interviews

**Strategy:** Establish a Center for Excellence within the Florida Police Chiefs Association

*Ongoing/Short-Term Implementation*

- Objective: To continue to provide a repository of best practices for use by Florida police chiefs
- Objective: To continue to provide a repository of model policies for use by Florida police chiefs
- Objective: To continue to provide a repository of position, issue, and research papers for use by Florida police chiefs
- Objective: To continuously update the FPCA on-line career center for our members that includes:
  - Tips for applying for command-level positions or for the position of police chief
  - Recommended minimum qualifications for Chief of Police of a local police department, university police departments, airport police departments, and school district police departments.
  - Templates for cover letter, resume, and references
  - Interviewing Techniques

**Strategy:** Enhance support for newly appointed police chiefs

*Ongoing/Short-Term Implementation*



- Objective: To enhance the mentoring program for newly appointed police chiefs
- Objective: To continue providing a tool kit to guide newly appointed police chiefs as they assume their office

## GOAL 2: COMMUNICATION

To enhance communication within and about the Florida Police Chiefs Association

**Strategy:** Promote public awareness about the vision, mission, values, responsibilities, and activities of the Florida Police Chiefs Association and the outstanding work performed and initiated by our members and their personnel in the communities they serve.

### *On-going/Short-term Implementation*

- Objective: To continue marketing efforts for the FPCA
- Objective: To continue the marketing program that targets 2<sup>nd</sup> in command staff and other mid-level management positions for membership in the FPCA.
- Objective: To continue the FPCA social media program and other programs to educate the public and highlight the good work being performed by our members, their personnel and the law enforcement profession as a whole
- Objective: To continue to capture and record the history of the FPCA



**Strategy:** Expand use of information technology to increase public and professional awareness about the Florida Police Chiefs Association

### *On-going/Short-term Implementation*

- Objective: To continue to enhance the existing FPCA website
- Objective: To continue to improve communication with our members, implement system of sending email messages as yellow, green, and red alerts
- Objective: To continue to utilize the FPCA mobile app

### *Intermediate Implementation*

- Objective: To continue to look for social media platforms to expand the FPCA's social media presence

## GOAL 3: LEGISLATIVE

To promote public safety through the legislative process



**Strategy:** Ensure an effective lobbying program during the legislative session

*On-going/Short-term Implementation*

- Objective: To annually review the performance of contracted lobbyist(s)
- Objective: To establish the FPCA legislative agenda by September 30 of each year
- Objective: To coordinate the FPCA legislative agenda with groups with similar public safety objectives, including the Florida Department of Law Enforcement, the Florida League of Cities, the Florida Prosecuting

Attorneys Association, the Florida Sheriffs Association, the Florida Association of Counties, and other state agencies

- Objective: To ensure the publication of the FPCA legislative agenda, with appropriate explanation of each item, on the FPCA website and in other FPCA publications
- Objective: To continue to involve FPCA Members as subject matter experts on legislative issues
- Objective: To promulgate an annual legislative wrap-up at the conclusion of each legislative session
- Objective: To create a list of members who have developed professional working relationships with their local senator and representative in order to assist the FPCA in addressing legislative issues

**Strategy:** Enhance the education of police chiefs about the legislative process and the FPCA's legislative agenda

*On-going/Short-term Implementation*

- Objective: To provide each member with the FPCA's legislative agenda for use in their interaction with their city administration, legislative delegations and legislative staff

*Intermediate Implementation*

- Objective: To offer training on the legislative process for members

*Long Term Implementation*

- Objective: To continue to expand the FPCA lobbying efforts and effectiveness

## GOAL 4: MANAGE RESOURCES

To effectively manage resources of the FPCA

**Strategy:** Ensure long-term fiscal stability

*On-going/Short-term Implementation*

- Objective: To continue enhancing the FPCA STARS Program
- Objective: To continue expanding corporate sponsorships for the Association and the FPCA Foundation
- Objective: To continue our legacy program for the law enforcement community, including legacy plaques, legacy benches, and parking space signs.



**Strategy:** Maximize current operating resources and revenues

*On-going/Short-term Implementation*

- Objective: To regularly review methods by which administrative costs and functions can be streamlined
- Objective: To continually assess the revenues, costs, and activities associated with FPCA conferences

*Intermediate Implementation*

- Objective: To regularly review the current dues structure
- Objective: To regularly review the conference registration fees

**Strategy:** Provide for the fiscal integrity of the organization

*On-going/Short-term Implementation*

- Objective: To submit and maintain an annual balanced budget
- Objective: To maintain an effective annual internal audit program

**Strategy:** Effectively manage FPCA staff, contractors, facilities, equipment, and information technology

*On-going/Short-term Implementation*

- Objective: To continue to enhance the use of information technology in the management of the Florida Police Chiefs Association
- Objective: To regularly review and approve internal FPCA operating policies, procedures, and practices based on staff recommendations
- Objective: To conduct an annual fixed asset inventory
- Objective: To supplement full-time staff with university/college interns from a variety of disciplines and academic backgrounds

- Objective: To regularly review outside contractors, i.e., lobbyists, attorneys, CPAs and public relations' performance, fees, and contract terms if applicable

**Strategy:** Effectively manage resources of the Florida Police Chiefs Association

*Intermediate Implementation*

- Objective: To identify liability and other insurance services that can be offered through the FPCA to its member police chiefs

**Strategy:** Provide for effective governance of the Florida Police Chiefs Association Bylaws

*On-going/Short-term Implementation*

- Objective: To review on an annual basis the implementation of the objectives enumerated in the Strategic Plan
- Objective: To provide an annual report to the FPCA membership on implementation of the objectives enumerated in the Strategic Plan
- To review the Florida Police Chiefs Association Bylaws on a biannual basis
- To provide guidelines for the District Directors who serve on the FPCA's Board of Directors

*Intermediate Implementation*

- Objective: To review the Florida Police Chiefs Association committee structure on an annual basis
- Objective: To develop guidelines for the chairs of the FPCA committees established by the FPCA Board of Directors.
- Objective: To develop guidelines for the Trustees of the Florida Police Chiefs Education and Research Foundation.

## GOAL 5: PRIVATE SECTOR PARTNERSHIPS

To develop programs and partnerships with the private sector

**Strategy:** Develop programs directly related to the private sector

*On-going/Short-term Implementation*

- Objective: To continue our awards program for the private sector
- Objective: To develop a sponsor program to solicit financial support from the private sector for the FPCA awards program

*Intermediate Implementation*

- Objective: To offer various resources for members who wish to transition from the public sector to the private sector



## GOAL 6: LAW ENFORCEMENT RECOGNITION

To develop programs to recognize exceptional law enforcement officers and agencies.

**Strategy:** Establish awards to recognize law enforcement professionals and law enforcement agencies who have distinguished themselves in service to their communities

*On-going/Short-term Implementation*

- Objective: To provide an on-going program of recognition:
  - President's Award
  - Lee McGehee Police Officer of the Year Award
  - Rocky Pomerance Law Enforcement Excellence Awards
  - Wall of Honor Awards
  - Public Private Partnership Awards
  - Lifesaving Award
  - Chief Executive Officer of the Year
  - Command Officer of the Year
- Objective: To actively participate in nominating FPCA members for statewide awards.
  - Florida Law Enforcement Officers' Hall of Fame
  - Office of the Attorney General's Law Enforcement Officer of the Year

