

FLORIDA POLICE CHIEFS ASSOCIATION 2011-2020 STRATEGIC PLAN



TABLE OF CONTENTS

Foreword	2
FPCA Overview	3
Executive Summary	6
Goal 1: Professional Development	7
Goal 2: Communication	8
Goal 3: Legislative	9
Goal 4: Manage Resources	10
Goal 5: Private Sector Partnerships	12
Goal 6: Law Enforcement Recognition	13

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, 1st Vice President
Director Stephan Dembinsky, 2nd Vice President
Chief Michael Kessie, 3rd 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
[Jennifer Anderson, Executive Assistant](#)
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

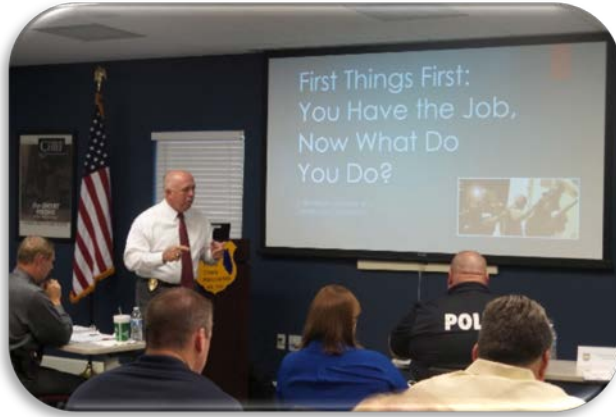
GOAL 5: To develop programs and partnerships with the private sector

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 <u>the</u> 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 an Executive/Administrative Assistant "CORE III" Training~~
- 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 2nd 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 create a video that can be used by the FPCA and its members that highlights the role of the Police Chief in their communities~~
- 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

Intermediate Implementation

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

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

~~**Strategy:** Establish a Law Enforcement Memorial to honor fallen Police Officers at the FPCA Headquarters~~

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

~~Objective: Reconvene the FPCA Ad Hoc Committee that previously researched the feasibility of a memorial. This committee will provide recommendations to the FPCA board regarding actual guidelines for establishing a memorial and anticipated financial needs~~

~~*Intermediate Implementation*~~

- ~~Objective: To develop a fund raising campaign for the purchase and ongoing maintenance and upkeep of the memorial.~~

