

SUMMER 2024



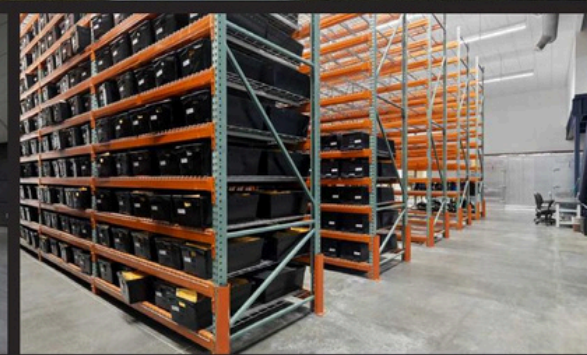
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Table of Contents



- 4 Message from the President
- 6 Legislative Committee Meeting
- 8 Keynote Speaker Attorney General Ashley Moody
- 9 New Member Orientation
- 9 Awards Committee Meeting
- 10 Foundation Board Meeting
- 11 Artificial Intelligence - What's Coming and How to Prepare
- 13 Honoring Hope: Florida Missing Children's Day Foundation
- 15 Law Enforcement Award Winners for 2023
- 24 Professional Standards Meeting
- 25 Protecting Education: Strategies and Challenges from University Police Chiefs
- 26 Public and Private Partnership Committee
- 27 Cold Case Discussion
- 28 Leadership Math: Four Plus One Equals One
- 29 Integrating Communication, Assessment, and Tactics
- 30 The Executive Guide for Law Enforcement Wellness Program Success
- 32 Building Future Leaders: The Impact of Florida Public Services Association
- 33 Inside the Rise of Organized Retail Theft: The Growing Threat to Businesses and Communities What Chiefs Need to Know
- 35 Daytona Officer Shooting - The Investigation and Prosecution of Officer Jason Raynor's Killer
- 37 Dealing with Disruptive Employees: Toxic Bosses, Micromanagers, Problem Employees, and Difficult People
- 42 Mid-Winter Training Conference

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Message from the President



Fellow Chiefs and FPCA Members,

It is a distinct honor to be the FPCA President. We had an amazing Summer Conference and I hope that this edition of the FPCA Magazine will be a way for those that were unable to attend to learn a bit about the training sessions, committee meetings and events. For those that attended, thank you again for your fellowship and support.

We are grateful for the partnership with the Florida Institute of Technology and the interns that have helped to supply articles capturing the theme and major takeaways from the 72nd Annual Conference. Thank you again to our small but mighty FPCA team and the assistance of Mr. William Stander, our Communications Consultant, for his assistance with this publication.

During the Installation Banquet, I had the opportunity to speak about my priorities for the coming year, which I wanted to share with our entire membership. I hope you will know where my heart is after reading through my remarks, summarized below.

.....

As I looked out from behind the podium at all of my colleagues and their family and friends gathered for the FPCA's 2024 Officer Installation and Awards Banquet, I felt an overwhelming sense of gratitude.

Grateful to be among the most professional law enforcement executives in the nation – the members of the Florida Police Chiefs Association. Grateful to have the privilege to uphold my oath to protect and defend the Constitution of the United States in a state in which the Governor, Attorney General, and yes, the Legislature fully supports law enforcement. Grateful to live in a nation where a child of immigrants can achieve success beyond his wildest dreams. Grateful to be joined by the best partner a police officer could ever want, my beautiful wife, Liz, and to have just celebrated our 36th anniversary.

As I recounted that evening in my remarks, in February, 2017, I met Marshal Bill Berger when we were both finalists for the Melbourne Police Chief job. A couple of months later I was appointed Chief of Police for the Tampa International Airport Police Department. I crossed paths again with Marshal Berger when I joined the Tampa Bay Area Chiefs of Police Association, and he suggested I run for Vice President of that organization. He then talked me into taking on the duties of FPCA District 15 Director. Looking back now, I should have seen his next suggestion coming, "Charlie, you have to run for 3rd Vice President!"

Thank you for your belief in me, Bill, and for your mentorship in the past, now, and into the future.

When I took the Oath of Office that evening, I wanted to make a point about my values and beliefs by who swore me in to office. Typically, a mentor, a senior executive or an elected official is requested to perform this solemn act. And there is

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nothing wrong with that; in fact, it is an honorable and respectful gesture to do so.

But instead, I chose the FPCA Officer and Detective of the Year to swear me in. I did not know them before that day, but it didn't matter. What mattered is what they represent – the nearly 20,000 Florida law enforcement officers who serve this state, day in and day out, 24/7.

The overwhelming majority of those officers serve honorably, nobly and ethically. Make no mistake, they are members of the greatest generation of law enforcement officers this nation has ever known. They are better trained, better equipped, better educated, more diverse, and, most importantly, held more accountable than ever before in our nation's history.

How many of us in leadership tell ourselves, "I am not sure I could be a police officer today." We as law enforcement executives owe them a debt of gratitude – we are here for them – and we should never lose sight of that. The FPCA has shown how it values our officers by lobbying for legislation that is in their best interest, like health and wellness. A great, recent example of that is lobbying to change when a first responder is eligible for PTSD compensation from 52 weeks from the time of a qualifying event to 52 weeks from the diagnosis of the disorder, whichever is later.

Looking forward on the Legislative front, the FPCA should stand firm with the Florida Sheriffs Association against Amendment 3, the marijuana legalization Initiative. Everywhere marijuana has been legalized, it has negatively impacted law enforcement and public safety. Marijuana related traffic deaths rose. Black markets increased. Youth use of marijuana increased. It is just not good for public safety.

The FPCA also needs to revisit Marsey's Law. Victims of crime, even police officers – or maybe especially police officers – deserve protection.

Finally, my fellow conference attendees heard Daytona Beach Police Chief Jokari Young detail the horrific murder of one of his officers, Jason Raynor, and the aftermath that shook his department and community for months. The biggest shock was when the murderer was only convicted of manslaughter and sentenced to 30 years, a travesty of the highest order.

This past legislative session, Sen. Jonathan Martin filed the "Officer Jason Raynor Act" to expand law enforcement officers' protection from citizens' use or threatened use of force during an arrest or detention and provide for enhanced punishment for manslaughter when committed against police officers. Rep. Jessica Baker filed similar legislation and neither bill passed. It is our goal to see provisions from these bills pass in the upcoming Session.

My personal appeal to you, the members of the Florida Police Chiefs Association is to immerse yourself in the legislative process. Understand what's at stake, build relationships with legislators, and let them know where you stand on important issues of public safety.

As I conclude this message, I want to reiterate that representing the finest law enforcement executive association in the nation, the FPCA, is my great honor. I will do my best to represent the best interests of the association and the officers we lead.

May God bless you. May God bless the great State of Florida. And most of all, God Bless America.

A handwritten signature in blue ink, appearing to read "Charlie Vazquez", with a stylized flourish underneath.

Incoming President Charlie Vazquez
President, FPCA

Legislative Committee Meeting

By Haley Watts

FPCA's Legislative Committee met to review the results of this year's legislative session and plan for the 2025 Legislative Session. The meeting began with exciting news of a \$120,000 appropriation in the budget for New Chiefs Training. This funding will be utilized in the coming fiscal year to deliver the 40-hour New Chiefs training course to any chief that was previously unable to attend due to funding constraints. The focus will be on getting as many chiefs as possible with 3 years or less on the job through the class BUT the class will be open to any chief to attend.

Committee members discussed several critical topics before asking members to make suggestions for FPCA priorities in the upcoming Session. The November ballot initiative, on Amendment 3 regarding adult use of recreational marijuana and the public safety challenges that would be presented if this Amendment passes were discussed. The FPCA stands opposed to its passage. FPCA General Counsel David Marsey provided an update on recent court ruling that holds law enforcement accountable for shooting domesticated animals, emphasizing that officers can face legal consequences under the Fourth Amendment.

As part of the roundtable discussion of priorities, members suggested a variety of proposals to create additional officer safety protections, especially in the wake of the Florida Supreme Court ruling on Marsy's Law. Chief Hudak again discussed a proposal creating an exception for officers and their families to obtain warrants for "one-time" incidents of stalking an officer's spouse or family member, and concerns

about the current discrepancy across judicial circuits in obtaining first degree misdemeanor warrants. The Baker Act also underwent scrutiny, highlighting concerns that the current 72-hour stabilization period for the mentally ill often leads to risky situations for officers. Chief Balkin discussed the concerns of ongoing threats posed by those that don't get the help they need and end up being the most difficult calls to resolve. There was a suggestion to flag repeated Baker Act incidents, yet the challenge persists regarding suitable placement for individuals with convictions. The Jason Raynor Act was discussed and all voiced dismay that it had not made it out of committee. The ongoing challenges presented by NamUS entries and the related concern that neither mental health nor domestic violence safehouse will promptly acknowledge missing persons in their care prompted some discussion on statute changes. Discussions also included the procedural complexities of managing derelict vessels.

The Legislative Committee thanks Chief Robert Hicks for his service as he has now moved on to become the Assistant City Manager in Leesburg. Incoming President, Chief Charlie Vazquez has named Chief Ed Hudak, Coral Gables PD and District 4 Director as Chair of the Legislative Committee; Chief Antoine Sheppard, High Springs PD and District 17 Director will serve as the Co-Chair. Additional virtual meetings will be held over the coming months and priorities will take shape by November.



L-R: Isobel Avento, Natalie Buczek, Emily Martin, Dr. Marshall Jones, Kaitlyn Bonner, Haley Watts

Thank you!

The FPCA would like to thank Dr. Marshall Jones and the Florida Institute of Technology for their partnership. Dr. Jones and his team of interns provided operational assistance during the Summer Conference and authored many of the articles in our magazine.



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Keynote Speaker Attorney General Ashley Moody

By Emily Martin



Attorney General Ashley Moody with FPCA Board Members

Attorney General Ashley Moody delivered a powerful keynote speech, highlighting Florida's proactive approach to law enforcement and public safety. Moody, often referred to as the "top cop," humbly acknowledged that she doesn't wake up each day and put on a bulletproof vest, as the rest of law enforcement does.

One of the standout initiatives Moody discussed was the "Be a Florida Hero" recruitment campaign, which started two years ago. This initiative has successfully attracted 5,000 new officers, countering national trends. Remarkably, over a quarter of these recruits came from out of state, drawn by Florida's policies that starkly contrast with those in other states.

Moody stressed that supporting law enforcement should not be a partisan issue, instead it is rooted in common sense: "Without it, you will not be a free nation or a free state under a rule of law." Moody also underscored the importance of supporting law enforcement for maintaining security and order, stating, "If you want to live under a blanket of security, support law enforcement." She attributed Florida's attractiveness and status as the biggest migration state to its sensible policies. Florida looks at the issues that plague other parts of the nation and addresses those issues.

Addressing the contentious topic of defunding the police, Moody was unequivocal: "If you think defunding the police will lead to a decrease in crime, that is nonsense." She argued that the solution to a crime crisis lies in removing criminals from the community through arrest and

prosecution. Building trust within the community, she emphasized, comes from facts and truth, not from false narratives.

Florida stands firm against the trend of decriminalizing crimes, where other states might stop prosecuting or arresting offenders, effectively normalizing illegal activities like drug use. Laws must be enforced to maintain their significance, and Florida does not shy away from this responsibility. Moody highlighted that part of Florida's success stems from addressing issues head-on. Rather than allowing rogue prosecutors to drop cases or follow agendas other than prosecuting crime, Florida ensures that violent or repeat offenders cannot be released without seeing a judge, countering the "revolving jailhouse" effect seen elsewhere. Additionally, Florida has taken a proactive stance against human trafficking by establishing a state tip line, addressing government failures that have led the CEO of the national human trafficking tip line to stop providing tips to law enforcement.

Her address reaffirmed Florida's commitment to common-sense policies and robust support for law enforcement, positioning the state as a model for effective public safety and governance. Moody's speech was a call to action, urging Florida's law enforcement agencies to face challenges head-on, earn community trust through honesty, and reject false slogans and narratives. By integrating comprehensive strategies and maintaining stringent enforcement policies, Florida continues to set an example for other states to follow.

.....

Attorney General Ashley Moody – Elected statewide in 2018 as Florida's top law enforcement officer, General Moody has devoted her entire career to enforcing our laws and preserving the safety of our communities. From her work prosecuting drug offenses with the U.S. Attorney's office, to her tenure on the Thirteenth Circuit Court as the youngest judge in Florida, and now as Florida's Attorney General, she has proven herself as a dedicated public servant who cares about law enforcement officers and their families. A recipient of multiple FPCA recognitions, General Moody launched and continues to promote her "Be A Florida Hero" officer recruitment initiative and "#BackTheBlue" officer recognition program, among other shining examples of her leadership on behalf of law enforcement. **This year, she was awarded by FPCA - Lawyer of the Year.**

New Member Orientation

By Emily Martin

In keeping with tradition, the Florida Police Chiefs Association conference would not be complete without its annual New Member Orientation. The Association was proud to welcome 42 new members this year at Summer Conference. Joining FPCA means more than attending conferences; it means gaining a collective voice, both locally and statewide. Through FPCA, law enforcement members find it easier to advocate for change compared to individual efforts. In addition to maintaining a strong legislative presence in Tallahassee, the association provides essential resources to drive change. Access to networks like the legislative committee enables impactful state-level transformations.

Members benefit from direct involvement in local jurisdictions through the board of directors and regional associations. In times of crisis, FPCA serves as a vital resource, facilitating rapid coordination efforts within 24 hours through district directors and resource deployment. Examples of mutual aid support were discussed with these new members. Members also have access to legal counsel around the clock and can tap into a network of experienced police chiefs for guidance, mentoring, and support.

Incoming President Charlie Vazquez underscores the value of FPCA's networking, emphasizing the ability to reach out and collaborate with members. Beyond networking, FPCA offers extensive training opportunities, including programs for new and future chiefs and various mentoring programs. FPCA serves as a central hub for uniting law enforcement across Florida, building relationships with communities, businesses, legal aid, and more. This organization is committed to empowering its members and advancing legislative initiatives with the support of numerous departments.



Awards Committee Meeting

By Isobel Avento, M.S.

The FPCA's Awards Committee met on June 9, 2024, and discussed several proposed changes intended to attract more nominations, reduce workload, and further acknowledge award recipients. These included adjusting the nomination period to allow more processing time, preventing complications like duplicate submissions by using a Dropbox for materials, simplifying packets by excluding photos, and using an Excel spreadsheet for management.

The committee then received an update on current activities, with the installation banquet, now in its second year of revision, featuring nominating videos from various departments across the state of Florida. The tribute videos are the result of a partnership between FPCA and Florida State College. Additional funding and an increase in nominees spurred an expansion of certain civilian award categories to include agency size, so that awards could be given to small, medium, and large departments. Finally, the committee reported that State Law Enforcement Hall of Fame nominations for next year will be accepted from July 1 to August 31.

All agencies were encouraged to recognize those in their departments by submitting nominations for next year's conference. The nomination period will likely run from November 2024 through February 2025. If there are any questions regarding award categories please visit the FPCA website or contact the Awards Committee Chair, Chief Larry Krantz lkrantz@casselberry.org

Foundation Board Meeting

Officer Wellness Takes the Front Seat of Discussion at FPCA's Foundation Board Meeting

By Kaitlyn Bonner

On Sunday, June 9th, Chair Woody Spencer called a meeting of the Foundation's Board to order during the Florida Police Chief Association's Summer Conference. The meeting began with FPCA Executive Director Jennifer "Cookie" Pritt introducing Ms. Amanda Dobson as a new team member for the FPCA. Dobson took on the role of Administrative Operations Manager for the FPCA in late January and has prior experience working for a law enforcement agency. Amanda expressed her excitement about joining the team and her love for the dynamic environment. Pritt said she has done a fantastic job learning the business quickly with less than six months to prepare for this conference.

This led to reports and updates, starting with Pritt's update on the STARS and training programs. STARS, or Selection, Training, Assessment, Recruitment, and Support, supports local agencies in their search for the best police chiefs available. She highlighted successful job placements and ongoing searches, including most recently in Holly Hills, Quincy, Florida Gulf Coast University, and Florida Agricultural and Mechanical Universities. ED Pritt went on to discuss attendance at several recent training courses to include CORE (80), New Chiefs (16) and Future Chiefs (40). She announced upcoming R2LGut Leadership trainings are being offered in August. This training is for mid-level managers both in sworn and civilian positions. This course may become a staple for the Command Officer Development Initiative started by former FPCA President, Keith Touchberry.

The most vital focus of the Foundation meeting began with a shift toward the "Save a Hero's Life" Donation Campaign. The Florida Police Chiefs Education and Research Foundation maintains a fund that provides financial support for officer wellness and suicide prevention programs. ED Pritt reported that during the last fiscal quarter, FPCA raised more monetary donations than they had collected in the previous 18 months. Much of this gain was due to a donation secured through Greenberg Traurig. President Broadway discussed how vital the Foundation funding had been to the PCIS or Post-Critical Incident Seminar deliveries and provided some testimonials from some who had attended. Reviews from PCIS include, "This seminar truly saved my life," "I have tried everything the past seven years, but for the first time in 20 years, there is peace in my brain," and "My brain is still processing all of the re-wiring that took place. This seminar saved my life, my marriage and my job."

So far, two of these programs have been held this year, and each has reached maximum capacity. Future training is already filling up without additional announcements. The goal of FPCA is to host one of these per quarter and provide additional PCIS training solely for command staff.

Doug and Karen Monda, founders of Survive First, were present to speak on the program's impact. Doug, who spoke at both previous seminars, expressed that if this program had been available a decade ago, he would have a drastically different life.

Participants voiced their ideas for fundraising campaigns and opinions on monetary commitments to this officer wellness mission. The Foundation Board meeting concluded with an adjournment by Woody Spencer after a vote and agreement to aim high on fundraising. It is undeniable that the Florida Police Chiefs Association has a vested commitment to officer wellness programs.



President Chuck Broadway, Cookie Pritt, Woody Spencer



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Mental Health and Wellness Fund

Artificial Intelligence- What's Coming and How to Prepare

By Emily Martin

Artificial intelligence (AI) is evolving at an unprecedented rate. Rick Smith, Founder and CEO of AXON, held a training on the future of AI and how to prepare for its impact. To illustrate the rapid advancement of AI technology, he used an analogy: if you fold a piece of paper fifty times, it would be thick enough to cover the distance from the Earth to the Sun. This demonstrates the law of accelerated returns, where the rate of change in technology follows this doubling pattern. A related concept is Moore's Law, which states that the number of transistors on a computer chip doubles approximately every 18 to 24 months. With computer power increasing at this rate, we were able to predict when a computer would have the same computing power as the human brain.

One of the most significant advancements in AI is the development of ChatGPT, also known as Generative Pre-training Transformer. ChatGPT is a large language model designed to create an artificial mind by cracking the code of human language. While early AI models were unreliable, recent improvements have transformed it into a powerful system. In March 2023, studies comparing ChatGPT's capabilities with human intelligence revealed that AI outperformed humans in various areas, including SATs and IQ tests. Remarkably, ChatGPT reached one million users in just five days, a feat that took platforms such as Netflix and Twitter years to achieve.

Human intelligence can be categorized into intelligence, consciousness, morals, and instincts. Machine intelligence relies on the intelligence and morals programmed by humans; however, it does not require instincts, and it remains unclear whether it can possess consciousness. In law enforcement, AI should be viewed as a tool. In 2017, AXON demonstrated the potential of AI with their body cameras, marking the first implementation of AI to automatically categorize and store footage, effectively acting as an artificial secretary.

AXON continues to explore AI integration in law enforcement technology. Their projects include integrating narrative links to source evidence, automated form filling, evidence auto-summaries, video analysis, and an automated system connecting Fūsus cameras with law enforcement. While AI is still relatively new and must be monitored, it holds promise as an invaluable advisor in law enforcement.



Rick Smith, Founder and CEO





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Honoring Hope: Florida Missing Children's Day Foundation

By Natalie Buczek

Every year, on the second Monday of September, Florida observes a solemn yet hopeful occasion: Florida Missing Children's Day. This annual event, dedicated to remembering and honoring missing children, serves as a heartfelt reminder of the efforts to safeguard our most vulnerable and precious. The Florida Missing Children's Day Foundation is a beacon of support for families and communities affected by the plight of missing children. Ken Tucker, retired FDLE Assistant Commissioner and current President of the Foundation, and Diena Thompson, foundation advocate and mother to Somer Thompson, spoke on behalf of the organization at this year's summer conference. On Florida Missing Children's Day, communities gather to recognize lost children and support grieving families. This annual event raises awareness and provides a platform for education and dialogue on child safety and abduction prevention. Fundraising remains an important aspect of the Foundation's operations. Despite financial constraints, the Foundation persists in its mission to provide crucial resources and support to families in need. Supporting the Florida Missing Children's Day Foundation is a commitment to safeguarding our children's future. Whether through financial contributions, spreading awareness, or volunteering your time, every effort ensures that no child is forgotten. Please visit the Foundation's website, <https://www.fmcd.org/about-4>, for more information or to make a gracious donation.



Retired FDLE Ast. Commissioner Ken Tucker & Ms. Diena Thompson



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Law Enforcement Award Winners for 2023

The Florida Police Chiefs Association (FPCA) announced the 2023 William B. Berger Outstanding Chief Executive of the Year and a series of additional awards and recognitions at the FPCA's 72nd Annual Summer Training Conference and Exposition held in Ponte Vedra Beach, FL.

Highlighting the evening was an address by keynote speaker State Attorney Susan "Suzy" Lopez. Attorney Lopez is responsible for all criminal prosecutions in the Thirteenth Judicial Circuit of Hillsborough County. She detailed efforts by her office to better bridge the understanding gap between officers and prosecutors, including "Bridging the Badge" where new police recruits come and spend the day in the State Attorney's office, and similarly requiring every attorney in her office to participate in a ride-along with an officer. Attorney Lopez also stressed her office's efforts prosecuting retail theft.

After making the awards as his last acts as FPCA president, Clermont Police Department Chief Charles "Chuck" Broadway said, "The accomplishments of each of the individuals and agencies recognized this year embody the highest ideals of our noble and honorable profession. On behalf of the FPCA, we recognize their exceptional contributions and thank them for leading the way on public safety in Florida."



State Attorney Susan Lopez



L-R: Chief David Currey, Chief Robert Bage, Incoming President Charlie Vazquez, President Chuck Broadway, Executive Director Cookie Pritt

The FPCA held its third annual art contest with the theme of "Being a Cop is Cool." The winning submissions were submitted by Laila (15) and Sasha (16). Laila's submission was used as the front cover and Sasha's submission was used as the back cover for our Conference Program Guide. Laila and Sasha, we thank you for supporting law enforcement and taking the time to capture it so beautifully in your art.



L-R: President Broadway, Investigator Joe Alexander, Laila Alexander, Sasha Alexander, Kala Alexander, Chief Lawrence Revell

The William B. Berger Outstanding Chief Executive of the Year and the Outstanding Command Officer of the Year awards recognize individuals for exceptional performance and support and advancement of the law enforcement profession. The recipients were:



Chief Executive of the Year – Chief Todd Garrison, North Port Police Department



Command Officer of the Year- Deputy Chief Michael Suleski, Tallahassee Police Department

The Lee McGehee Police Officer of the Year Awards recognize individual officers for outstanding police work, also according to agency size. The recipients were:



Police Officer of the Year – Sergeant Kendall Reyes, Palm Beach Police Department



Police Officer of the Year - Detective Matthew Aiken, Miami Beach Police Department

Sponsoring the Lee McGehee Police Officer of the Year Awards was Publix Super Markets, Inc.

FPCA recognizes that law enforcement is a team effort, including non-sworn personnel serving in many and sometimes multiple roles. Nominations for these recently created awards surged this year, and the recipients of these awards based on agency size were:



Civilian Employee of the Year - Ashley Smith, Clewiston Police Department



Civilian Employee of the Year - Katherine Hofmeister, Marco Island Police Department



Civilian Employee of the Year - Melissa Clanton, Palm Beach Gardens Police Department



Dispatcher of the Year - Mandy Lorenz, North Port Police Department

Sponsoring the Civilian Employee of the Year Awards was the West Central Florida Regional Police Chiefs Association.



Administrative Assistant of the Year - Stefani Kuhn, Orange Park Police Department



Administrative Assistant of the Year - Lisa Scott, Stuart Police Department



Administrative Assistant of the Year - Kelly Adkisson, Clearwater Police Department

Sponsoring the Administrative Assistant of the Year Awards was the Miami-Dade County Association of Chiefs of Police



The Public Private Partnership Committee's (PPPC) Operation Cooperation Award recognizes excellence in private sector partnerships with law enforcement agencies working together to address community needs and enhance public safety. The recipients were: **Elks Lodge #2159 and the Largo Police Department.**



The PPPC Glen Mowrey Pillars of Success Award recognizes individuals who previously served as law enforcement officers and who have successfully transitioned to the private sector. The recipient was **Retired City of Miami Chief Jorge Colina, Jorge Colina Group, LLC.**



The PPPC Fallen Hero Award recognizes the contributions of private sector security officers to public safety, specifically those who die in the line of duty, while performing authorized security functions. This is the first such award in nine years. The recipient was **Ed Mead, High Point Homeowners Association Security.** The FPCA was honored to have Mr. Mead's family in attendance to accept this award.

Sponsoring the PPPC Awards were the Integration Association of Florida and the Security Industry Alarm Coalition.



The recipient of the FPCA's President's Award for exceptional service to FPCA was **Karen and Doug Monda**.

The Rocky Pomerance Excellence in Policing Awards recognize member agencies that develop and implement innovative approaches to policing. The recipients were:



Clermont Police Department



Marco Island Police Department

Sponsoring the Rocky Pomerance Excellence in Policing Awards was **United Badges Insurance Services**.

“The Florida Police Chiefs Association is honored to recognize those public servants who have proven themselves to be dedicated, battle-tested supporters of law and order and the law enforcement profession,” said FPCA 1st Vice President and Tampa International Airport Police Department Incoming President Charles Vazquez. **“This year, we’re pleased to recognize both longtime supporters and emerging champions of law enforcement.”** **“With the leadership of these legislators, our collaborative efforts in the halls of the Capitol have enhanced officer wellness, funded professional training, and promoted public safety,”** said President Clermont Police Department Chief Charles "Chuck" Broadway.

2024 Legislators of the Year

Representative Danny Alvarez – Since his election, he has filed bills to encourage the reemployment of retired law enforcement officers by allowing them to receive both compensation and retirement benefits, thereby helping fill the recruiting and retention gap.

Representative Chuck Brannan – Rep. Brannan has previously sponsored FPCA policy priorities, including the Anti-Swatting legislation, and this year was instrumental in securing funding for professional executive training for new chiefs.



President Chuck Broadway, ED Cookie Pritt, Representative Danny Alvarez



President Chuck Broadway, Representative Chuck Brannan, ED Cookie Pritt

Senator Jay Collins - Senator Collins has sponsored numerous, unique pieces of legislation with a focus on law enforcement and public safety, on topics like first responder exposure to fentanyl, cybersecurity, officer training on autism, and peer support for correctional officers. He has also secured substantial funding to improve the lives of not only the citizens in his district, but those of first responders and veterans across Florida.



2024 Law Enforcement & Public Safety Champions

Representative Keith L. Truenow – A staunch public safety advocate, he has repeatedly sponsored important legislation including protecting law enforcement databases from unauthorized access and use, addressing first responder exposure to fentanyl and retail theft, and imposing penalties for “street shutdown” racing.

Representative Taylor Yarkosky – Rep. Yarkosky has quickly established himself as a public safety leader, supporting and sponsoring bills on child trafficking, firearms training facilities, and law enforcement operations



President Chuck Broadway, Representative Keith Truenow, ED Jennifer Pritt



President Chuck Broadway, Representative Taylor Yarkosky, ED Jennifer Pritt

Guardian and Warrior Executive Director Awards

The Guardian and Warrior Executive Director Awards were established for FPCA to recognize those public servants who have made special contributions and shown a steadfast commitment to protecting law and order and upholding our constitutional liberties, or an emerging leader who has shown dedication to the values the FPCA holds dear – commitment to service, professionalism, integrity, and accountability.



Senate President Pro Tempore Dennis Baxley (pictured left)– Sen. Baxley has long championed FPCA’s priorities, and he will be a dearly missed friend at the Capitol as he finishes his term of service.

Deputy House Majority Leader John Snyder (pictured right)– As a member of the House leadership team, he has worked to keep public safety legislation on track through the lawmaking process and sponsored bills as well, including most recently on probation and community control.





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Professional Standards Meeting

By Haley Watts

FPCA's Professional Standards Committee met to discuss and plan the association's future training offerings, with an emphasis on real-world case studies and emerging issues. The committee spent time discussing both conference training sessions as well as New and Future Chiefs training agendas.

Led by Committee Chair Chief Tracy Frazzano, Marco Island P.D., the committee first reviewed recent survey results from the Midwinter conference, highlighting several key points and suggestions for future improvements. Orlando P.D. Chief Eric Smith's compelling account of a critical incident in his jurisdiction generated the most positive feedback. Attendees expressed a desire for more speakers like him, particularly those who can provide practical insights. The mental health panel also received high marks, indicating a strong interest in this topic.

For future training, committee members once again pointed to Chief Smith's presentation due to its relevance to nationally recognized situations and also insights from chiefs outside of Florida who have handled major incidents.

The topic of speakers addressing mental health and wellness was discussed with commentary on providing positive role models and not those that had engaged in destructive behaviors. Potential speakers include psychologists, psychiatrists, and experts in mind-body-spirit integration from a training standpoint.

The committee also discussed new topics and other meeting ideas. One chief suggested having university police chiefs discuss handling campus protests and tying in current events from their areas. Another chief suggested a segment on dealing with toxic employees, with chiefs who have managed such situations sharing their experiences. Panels or training sessions on management-labor relations and dealing with unions were also recommended.

Continuing their review, the committee also proposed moving the chiefs interactive panel earlier in the New Chiefs' training schedule to enhance networking opportunities and allow participants to get to know each other better and offering a question-and-answer session exclusively for chiefs while their second-in-command attends a different track.

Regarding the New and Future Chiefs training sessions, committee members acknowledged some overlap between the two, particularly in crisis management and budget, and highlighted important topics like officer discipline, union negotiations, and navigating the "politics" of the job as areas of interest. FPCA ED Pritt provided a brief update on proposed multiple New Chiefs training sessions to be offered in the coming fiscal year based on legislative appropriation.

With increased funding for the new chiefs' conference budget, committee members suggested working towards offering multiple sessions in different regions of the state. They also floated the concept of a resource guide that would include contact information for the Florida Department of Law Enforcement and other important agencies and a calendar reference guide, all to help new chiefs navigate the first sixty days of their tenure.

Moving on to the Midwinter Conference, members discussed pushing committee meetings to Saturday and not holding the professional standards committee meeting to maximize time and space and make room for other sessions.

Finally, looking further ahead, committee members brought up the U.S. Department of Justice's deregulation of marijuana and its implications for officers who test positive in the course of their employment. Members identified the need for legal guidance as these issues and the potential ramifications continue to develop.

★ COMING SOON ★

FPCA is excited to announce that New Chiefs training will be offered multiple times in the coming fiscal year at no cost to new chiefs, as well as to chiefs that previously were unable to attend due to fiscal constraints. There will also be a drop-in option for previous attendees interested in refresher sessions.

Topics covered throughout the 5-day course include: legal updates impacting chiefs today, ethics, budgeting, officer discipline process, crisis communications, panel discussions with veteran chiefs, and other sessions to help build the foundation of successful leadership.

This training is a fantastic opportunity to network with other chiefs throughout the state.

More information will be announced soon.

**Please contact Executive Director Pritt if you are interested in hosting a New Chiefs session
jpritt@fpca.com**

Protecting Education: Strategies and Challenges from University Police Chiefs

By Haley Watts

The FPCA's University / Education Chiefs Committee met during the summer conference to discuss current issues. Committee Chair Chris Daniel, Chief of the University of South Florida Police Department, relayed his experiences actively leading campus protest management, especially during the recent Middle East crisis, prompting discussions on preparing for large-scale demonstrations.

Several University Chiefs provided details on the issues they encountered during commencements and protests over the past 6-10 months.

UCF encountered multiple organized protests and proactively met with organizers to anticipate challenges. Palestine groups cooperated for peaceful demonstrations, but external, non-university-affiliated groups posed communication challenges. The Emergency Response Team (ERT), equipped with bikes and regional assets, effectively maintained peace despite being outnumbered by protesters.

At USF, two weekly protests centered on the Israel-Palestine issue. Officers maintained discretion, supported by community service officers, to prevent agitation. On April 29th, protests persisted despite tent restrictions. Officers carefully managed crowds with local support, shields, and umbrellas. On April 30th, warnings were issued, followed by deploying 200 deputies and using gas to disperse non-compliant individuals.

No significant issues were reported in Sarasota K-12 or the two tech colleges. At UCF, adjustments included revising policies for evening protest events. Meanwhile, USF designated specific protest areas, updated guidelines for exam period chanting, and clarified event definitions.

In Sarasota, mental health issues in K-12 schools became a priority, with new policies starting January 1st, including mandatory threat assessment reporting. There was discussion on the new social media bill which aims to regulate usage of social media during school hours.

Additional legislation on school security measures were discussed which included enhanced gated entry management, manned single points, and locked exterior doors. These are continued additions to Florida law added as a result of the ongoing efforts by the Marjory Stoneman Douglas (MSD) Commission.

Potential ideas for additional information sharing about threat assessments conducted at K-12 level being shared with the State University and Colleges were discussed as some of these subjects later become threats in these environments as well.



During the President's Reception, President Chuck Broadway presented FPCA Executive Director Cookie Pritt with a plaque in recognition and appreciation of her exceptional service and dedication to the Florida Police Chiefs Association.

Public and Private Partnership Committee

By Natalie Buczek

In a recent Public and Private Partnership Committee meeting held on June 9th, 2024, significant strides were reported in the Organized Retail Crime (ORC) program within the Florida Department of Law Enforcement (FDLE). The program highlights the collaboration between law enforcement and the private sector. Special Agent Supervisor Danielle Wiles heads the initiative, emphasizing streamlined communication and resource allocation between agencies and the private sector, assigning one agent to handle ORC cases in each office.

Another focal point was the development of training programs. Scheduled for release by October 1st, there will be new programs to address merchandise retail crime and explore financial retail crime, including complexities like human trafficking. The future plans include training and transitioning law enforcement personnel to the private sector.

The meeting also highlighted the Awards Program, honoring exemplary individuals who have made exceptional contributions or sacrifices in the service of public-private cooperation. Jorge Colina, former Police Chief of Miami, received accolades for transitioning from law enforcement to the private sector. He was awarded the “Pillars of Success” during this year’s ceremony.

Honors were also awarded to Edward Mead, a security guard in Hernando County, FL, who tragically lost his life in the line of duty. His family accepted the award on his behalf, underscoring private security personnel's profound impact in safeguarding communities.

Joe Estey’s efforts in the Alarm Management Committee were recognized, particularly his development of the Dual Call Verification Program and the Alarm Verification Scoring (AVS) initiative. These innovations aim to optimize emergency responses by categorizing alarms based on threat levels, ranging from minimal data dispatch to confirmed threats to property and life.

The Retail Committee provided updates on combating transnational theft groups operating across Florida. These criminal networks, originating from regions as diverse as South America, Romania, and China, are noted to engage in the cross-pollination of criminality. As cells originally working in human trafficking are now identified to be involved in ORC in areas such as gift card tampering. Recent legal successes, such as severe sentences for tampering with gift cards and House of Representative Bill 549, underscore law enforcement's commitment to dismantling these operations.

Need assistance in managing and reducing your agency’s alarm calls and dispatches?

FPCA’s Public-Private-Partnership Committee’s Alarm Management Subcommittee is available to help. The subcommittee is comprised of police chiefs, and representatives of the Integration Association of Florida and the national Security Industry Alarm Coalition. The subcommittee is charged with working with departments to reduce unnecessary alarm dispatches by employing FPCA’s Model Alarm Ordinance along with proven best practices. The assistance provided is on a no cost” basis and agencies can realize a 50% reduction of alarm calls within the first 12-months. The model alarm ordinance policy is located on the FPCA Members Only Website under Resources.

Contact the FPCA for additional information.

Cold Case Discussion by Commissioner Rodney Harrison: A Legacy of Service and Dedication

By Isobel Avento, M.S.

Rodney Harrison, a former Suffolk County Commissioner and former NYPD for over 30 years, recently graced the Florida Police Chief's Association summer conference as the keynote speaker. With a career steeped in service and dedication, Harrison shared his journey and insights, captivating the audience with his stories and experiences.

Commissioner Harrison began his law enforcement career in 1982, inspired by his hardworking parents. His father encouraged him to join the law enforcement ranks, leading Harrison to an illustrious career that saw him rise through the ranks to become Suffolk County's first black top cop. A newspaper clipping from his swearing-in ceremony marked this historic achievement.

Harrison relayed that his career was marked by numerous challenges and significant triumphs. One of the most difficult tasks he faced was notifying families when a loved one had made the ultimate sacrifice. Despite the emotional toll, he found immense pride in solving cases and bringing closure to grieving families. During his tenure, Harrison served in various capacities, including Precinct Commander in Harlem and as an undercover officer in Brooklyn. One notable incident involved the shooting of Captain Michael Stone during an undercover operation. Miraculously, he survived, reinforcing Harrison's commitment to his duty.

One case that particularly intrigued Harrison during his time as Suffolk County Commissioner was the Gilgo Beach investigation, where 11 bodies were discovered along a five-mile span on Ocean Parkway in Babylon, New York. Despite the lack of initial leads and the victims' identities, Harrison was determined to find answers. His dedication led to the discovery of crucial evidence, including a belt with embossed letters and cell site data that helped track the perpetrator.

Harrison's leadership extended beyond traditional law enforcement roles, though. He served in Internal Affairs, where he learned invaluable lessons from his colleagues and his Chief. His work on the Baby Hope cold case showcased his ability to solve complex cases through community tips and meticulous investigation. Harrison then discussed how his experiences following the Eric Gardner incident highlighted the importance of community and law enforcement relations during tumultuous times. He detailed lessons learned while working tirelessly to heal divisions and restore trust between law enforcement and the community.

As the first black Chief of Detectives, Harrison introduced several initiatives to reduce crime and build community trust. He utilized COMPSTAT to ensure the department's strategies were effective and fostered transparency and accountability within the force. His tenure as Commissioner of Suffolk County saw the formation of a multi-agency task force dedicated to solving the Gilgo Beach case. Weekly meetings and collaborations with federal, state, and local agencies led to significant breakthroughs. Finally, the arrest of a suspect in Midtown Manhattan, linked to three of the victims, was a testament to the task force's dedication and Harrison's leadership.

Harrison's reflections on his career also emphasized the importance of family. A father to three daughters, he stressed that while law enforcement is a noble profession, it should



Rodney Harrison

never come before family. His legacy is not just one of professional achievements but also of prioritizing personal values and relationships.

In conclusion, Rodney Harrison's keynote speech at the Summer 2024 Florida Police Chiefs Association conference highlighted a career marked by dedication, innovation, and a deep commitment to serving the community. His legacy continues to inspire future generations of law enforcement officers, reminding them of the importance of integrity, perseverance, and the human side of policing.

Leadership Math: Four Plus One Equals One

A Lesson in True Leadership

By Isobel Avento, M.S.

On June 12th, 2024, at the Florida Police Chiefs Conference, a room full of law enforcement leaders gathered for a compelling session titled "Leadership Math: Four Plus One = One," presented by the charismatic Dr. Dale Henry. The session was an eye-opening journey into the essence of leadership and the transformative power of serving others.

Dr. Henry, with his rich background and humorous anecdotes, began by sharing his personal story from growing up in a small town where community and sharing were vital. He emphasized that leadership is not just about taking charge, but about fostering an environment where everyone feels valued. The unusual equation "Four Plus One = One" symbolizes the idea that a leader, by adding value to their team (the 'Four'), ultimately creates a unified and cohesive unit (the 'One').

One of the core leadership messages Dr. Henry conveyed was the concept of serving without expecting anything in return. He illustrated this with a simple yet powerful example: "Why does everyone want to go to Chick-fil-A? It's their pleasure to serve you." He believes that this culture of service, where employees genuinely find pleasure in serving others, should be emulated in police leadership. According to Dr. Henry, "Value isn't what something costs; it's what it's worth to you." This mindset shift from transactional to relational is crucial for effective leadership.

Dr. Henry also stressed the importance of aligning words with actions. He pointed out that while many people aspire to be "happy, optimistic problem solvers," human nature often inclines us towards complaining and negativity. To counter this, he urged leaders to be mindful of their words and actions, advocating for a consistent and positive demeanor.

Leadership, as Dr. Henry continued, is also about awareness and listening. He recounted his routine of traveling and engaging with diverse audiences, highlighting that what may seem mundane to him could be stressful for others. This awareness allows leaders to empathize and connect more deeply with their teams. "How do you learn about your people?" he asked. The answer: "I listen."

Underlying a significant portion of Dr. Henry's presentation was the idea of personal change. He shared a reflective journey, explaining how his youthful ambition to change the world gradually narrowed down to changing himself. This introspective approach underscores the belief that true leadership starts from within. By changing oneself, a leader can inspire and effect change in others.



Dr. Dale Henry

Finally, Dr. Henry's approach to leadership is grounded in humility. He recounted the wisdom of never saying, "That's not my job," or "I wish I had." Such statements, he argued, diminish one's sense of responsibility and value. Instead, embracing every task as an opportunity to serve and lead fosters a culture of inclusivity and respect.

Overall, the training session was really a call to action for leaders to rethink their roles. By serving selflessly, listening intently, and embracing personal change, leaders can create a unified and motivated team. As Dr. Henry eloquently put it, "If we just change ourselves, then we can change the world." This profound insight leaves a lasting impact, urging all leaders to embody the true spirit of leadership.



Integrating Communication, Assessment, and Tactics

New Training Methods for New Challenges

By Haley Watts

Integrating Communications, Assessment, and Tactics (ICAT) is a groundbreaking training program designed to equip police officers with the tools needed to defuse critical incidents, particularly those not involving firearms. Tom Wilson, Director of the Center for Management and Technical Assistance at the Police Executive Research Forum (PERF), presented this initiative and then led a panel discussion featuring Chief Robert Bage and Lieutenant Jamieson Ross, Ft. Walton Beach P.D., Chief Pam Smith, Punta Gorda P.D., and Volusia County Sheriff Michael Chitwood.

ICAT consists of seven modules that cover critical decision-making, crisis recognition, tactical communications, and more. The training emphasizes giving officers more options, not fewer, to handle incidents safely. It focuses on incidents where the subject is unarmed or armed with a non-firearm weapon, aiming to reduce the use of force and injuries. Many of these calls involve those suffering mental health issues.

Chief Smith shared her experience implementing ICAT in Baltimore City amidst a consent decree addressing unconstitutional policing. She emphasized the importance of integrating communication and tactics training, starting with Field Training Officers (FTOs) to gain buy-in and feedback. The training included classroom sessions and scenarios, which officers found valuable and enjoyable. Sheriff Chitwood discussed the cultural shift required to implement ICAT, noting a significant reduction in use-of-force incidents and injuries after adopting the training. He highlighted the importance of scenario-based training and continuous updates to maintain effectiveness.

Chief Bage and Lieutenant Ross emphasized the need for leadership at all levels to support ICAT. They noted that societal expectations have changed, and police training must evolve accordingly. Chief Bage mentioned the importance of role-playing in training and the positive impact on report writing and officer behavior.

Implementing ICAT requires careful planning and selection of trainers. The training helps officers make better decisions, manage their reactions, and improve their communication skills. It also assists in writing better reports and protecting officers in court. ICAT is not about limiting options but enhancing them to ensure safety for both officers and the public.

Overall, panel members agreed that ICAT represents a significant step forward in police training, providing officers with the necessary tools to handle critical incidents more effectively. By focusing on non-firearm situations and improving decision-making and communication, ICAT aims to create safer outcomes for everyone involved.



Tom Wilson, Director PERF



L-R: Sheriff Michael Chitwood, Chief Pam Smith, Lt. Jamieson Ross, Chief Robert Bage

The Executive Guide For Law Enforcement Wellness Program Success

5 Clear, Evidence-Proven Steps to Make a Meaningful and Measurable Positive Impact at Your Agency

By Natalie Buczek

Law enforcement agencies endure unique challenges that often take a toll on the physical and mental well-being of their officers. Mandy Nice, Strategic Wellness Director for the International Association of Chiefs of Police (IACP), recognized the critical importance of officer wellness and outlined a comprehensive guide to effective wellness programs during her training segment.

Ms. Nice detailed the following evidence-based steps to initiate a meaningful and measurable wellness program.

Step 1: Commit to Your “Why”

Agencies must clearly define their motivations and goals. Key stakeholders should collaborate to set SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals that align with agency priorities and demonstrate tangible and measurable benefits.

Step 2: Identify and Unite Key Stakeholders

Identify internal and external key stakeholders then identify shared priorities and SMART goals. Clearly define wellness, key stakeholder roles, goals, and rewards. Establish a routine meeting cadence and support internal and external key stakeholders to stay united by showing them how each goal advances the overall mission and benefits each person and/or group.

Step 3: Establish a Data Dashboard

Track and measure the success of wellness programs. A dashboard should outline metrics such as program participation rates, budget allocations, and measurable success goals. By establishing a baseline and monitoring progress over time, agencies can effectively gauge the impact of their wellness programs and make data-driven decisions for any necessary updates.

Step 4: Efficient Implementation of Wellness Programs

Implement wellness programs using best practices that are practical, positive, respectful, available, and realistic. Clear communication of program goals and benefits is essential for fostering participation and engagement among officers.

Step 5: Analyze and Report Results

Utilize both quantitative and qualitative data to evaluate the effectiveness of wellness initiatives. Conduct SWOT (Strengths, Weaknesses, Opportunities, Threats) analyses to identify factors influencing performance. Following best practices in handling Protected Health Information, agencies can ensure compliance while maximizing the benefits of their wellness programs.



Mandy Nice, Strategic Wellness Director

Looking Ahead: First Responder Wellness Week 2025

In March 2025, agencies nationwide will observe First Responder Wellness Week, emphasizing the importance of ongoing support for officer wellness. This annual event serves as a catalyst for raising awareness, promoting best practices, and fostering a culture of well-being within law enforcement communities.



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Building Future Leaders: The Impact of Florida Public Services Association

By Kaitlyn Bonner

On Monday, June 10th, Harold Rutledge addressed the Florida Police Chief Association Summer Conference on behalf of the Florida Public Services Association (FPSA). Rutledge, the State Director of FPSA, explained how this program can transform high school-age students' readiness for public service careers. This career technical student organization prepares students for entering occupations in criminal justice, law, firefighting, public administration, and teaching.

Established in 1990 and recognized by the Florida Department of Education for its exceptional career and technical education, FPSA offers high school students comprehensive four-year programs that prepare them for public safety and public service careers. These programs emphasize technical skills and essential academic and soft skills crucial for real-world applications.

FPSA's approach is unique in integrating academic subjects with technical training. Rutledge highlighted how students apply basic classes like English, math, and science to real-life scenarios. For instance, students learn how to read rulers, perform complex measurements, and apply these skills to technical projects. "We teach them why these subjects are important and how they can be used in their future careers," Rutledge explained.

History lessons also play a vital role in FPSA's curriculum. Understanding past events allows students to make better decisions and avoid repeating mistakes. This holistic approach ensures that students are well-rounded and prepared for the challenges of public service.

In addition to technical knowledge, FPSA strongly emphasizes soft skills. Students learn etiquette, teamwork, and effective communication. Rutledge believes in mutual respect and models this behavior by addressing his students as "sir" and "ma'am." This respectful interaction fosters a professional environment and prepares students for the respectful interactions required in public service.

The technical training provided by FPSA is comprehensive and hands-on. Students gain experience in report writing, defensive tactics, traffic stops, and use-of-force decision-making, among other skills. "We cover everything but the dispatch driving," Rutledge noted, emphasizing the program's thoroughness. Leadership development is also a cornerstone of FPSA's training. Students participate in chapter, regional, and state leadership roles, which help them develop the confidence and skills needed to lead in their future careers.

Beside Director Rutledge stood senior Carly Anderson of West Florida High School of Advanced Technology in Pensacola. Anderson was also recently elected state president of FPSA for the 2024-2025 school year. Thankfully,

she discovered FPSA through her school's criminal justice club, leading her to where she currently stands on stage. She shared that her interest in public service, sparked by shows like "Criminal Minds," found a real-world outlet in FPSA.

As a member of FPSA, Anderson participates in regional and state competitions, including traffic stop competitions, that provide her with practical law enforcement knowledge. She also engages in community service projects, reinforcing the importance of giving back to the community. "These experiences have given me real-life knowledge and prepared me for a career in law enforcement," Anderson said.

Through FPSA, high school graduates like Anderson can enter the workforce as officially trained 911 dispatchers, code enforcement officers, and public service aides at just 18 years old. By fostering an early understanding and trust of the communities they will serve, FPSA ensures that the future of public service in Florida is in capable hands.

With over 30,000 students participating in FPSA programs, the organization's motto, "Teaching today's youth to serve tomorrow's communities," resonates strongly. As he spoke, Rutledge called on local law enforcement and public service agencies to become judges, mentors, guest speakers, and sponsors. "Every dollar spent on these programs is raised by the students themselves," Rutledge emphasized. "We need your help to sponsor competitions, support student participation, and provide the resources necessary for our programs to thrive."

The Florida Public Services Association is not just an educational program; it's a vital pipeline for the next generation of public service professionals. This provides members of the Florida Police Chiefs Association the unique opportunity to spread the word about this club. Local police agencies can impact FPSA chapters by volunteering time, inspiration, or even judging expertise in these programs. By fostering an early understanding and trust of the communities they will serve, a partnership between FPSA and FPCA can ensure that the future of public service in Florida is in capable hands.

As Director Harold Rutledge concluded his presentation, he left the audience with a powerful reminder not to write off today's youth: "It's the 6% of kids causing problems, but the 94% go unnoticed and are doing great things." With continued support and investment, FPSA is committed to shining a light on that 94% and ensuring they are ready to serve and protect their communities excellently.

To learn more about FPSA you may contact Director Rutledge at 904-704-4222 or by email at director@myfpsa.us or visit the FPSA website at www.myfpsa.us.

Inside the Rise of Organized Retail Theft: The Growing Threat to Businesses and Communities What Chiefs Need To Know

By Haley Watts

Law enforcement is intensifying efforts against Organized Retail Crime beyond store walls according to Carlos Gonzalez, Major Crimes Investigations Manager for Walgreens and Trent Peebles, Senior Manager for Walmart Global Investigations, who discussed the issue in their training segment. Attorney General Moody also described this modern-day mafia in her lunchtime remarks, stressing its impacts on community safety, employees, law enforcement, and the broader retail sector.

Organized Retail Crime entails stealing merchandise from shelves, depriving those in need. Major retailers like Target, CVS, Walgreens, and Walmart are frequent targets, actively partnering with law enforcement and prosecutors to combat these organized groups.

Organized Retail Crime represents a networked crime associated with various offenses, leading to substantial losses. These networks often intersect with the Department of Homeland Security and are intertwined with activities such as drug trafficking, human trafficking and fraud. Approximately 40,000 jobs in Florida are affected annually due to its ranking second nationwide in retail theft.

The increase in Organized Retail Crime heightens demands on law enforcement and detectives. Collaboration and prompt evidence collection are essential. Tools like TREUTH/LPRC's T-Force dashboard monitor theft patterns and track the movements of organized groups throughout Florida. The state grapples with diverse trends in Organized Retail Crime, encompassing physical and online fencing operations, transnational crime networks, money laundering, card-skimming schemes, refund fraud, and counterfeit product returns, as well as social engineering and phone scams.

Collaboration remains critical in combating Organized Retail Crime. Internal and external partnerships, retail days at the capital, and industry associations like FLEPRU play significant roles. Retail investigators build cases before involving detectives, bridging gaps, and supporting surveillance and search warrants.

Education plays a crucial role in breaking down barriers. Training troopers, deputies, and officers to identify Organized Retail Crime activities is essential. Analysts play a pivotal role in connecting information across states. Quarterly intelligence-sharing meetings, like those led the Florida Department of Law Enforcement, are instrumental in addressing these challenges effectively.

Florida's response includes dedicated Organized Retail Crime agents from the Florida Department of Law Enforcement, legislative victories, and initiatives such as the Fleetwood conference and HSI. Agencies offer various resources, ensuring collaborative efforts against Organized Retail Crime across the state.



Trent Peebles, Walmart Global Investigations and Carlos Gonzales, Walgreens



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Daytona Officer Shooting - The Investigation and Prosecution of Officer Jason Raynor's Killer

By Kaitlyn Bonner



Chief Jakari Young

On Tuesday, July 11th, 2024 Chief Jakari E. Young addressed the Florida Police Chiefs Association to provide critical response training in regards to a Daytona Beach Police officer tragically killed in the line of duty. The first year of newly sworn Chief Jakari E. Young's career as Daytona Beach Police Chief was arduous beyond what any young career official could have imagined. In the same month he was sworn in, Daytona Beach had a 76% uptick in violent crime, as four homicides occurred within ten days.

Throughout this first year, unprecedented issues were common for Chief Young to face. From the mess of arresting the "Naked Cowboy" during Bike Week to having an officer arrested for attempted murder, Chief Young had his work cut out for him. Nonetheless, he remained committed to reducing violence and improving community relations.

Unfortunately, this hardship would culminate on June 23, 2021, when Officer Jason Raynor was shot and left for dead while carrying out a nightly patrol at an apartment complex. The incident and the subsequent manhunt left a lasting impact on the department and the community.

The night of June 23 started uneventfully for Chief Young, who had just returned from dinner with his wife. Then, he received a phone call at 9:26 PM from the Chief Deputy of Volusia County. Chief Young answered what he initially thought was a friendly call, but reality dawned when they began to offer assistance to his department. Then, the Chief Deputy informed Chief Young that one of his officers was shot and severely injured.

Chief Young describes the moment he found this out as, "The first time in my life I wish I could split myself into three different people." He had to decide whether to go to Halifax Hospital, the crime scene, or the department headquarters, where a debrief was being held. His instincts told him to rush to Officer Raynor at Halifax Hospital.

At Halifax, Chief Young met Officer Raynor in the trauma bay as a team of staff rolled him upstairs to surgery. He recalled the overwhelming emotions as he saw a severely injured Officer Raynor fighting to stay alive. As he watched him go, someone handed him handcuffs. Chief Young looked at them, confused, to which someone replied, "Those are Jason's handcuffs. When we catch this guy, that is what he will be wearing."

Headquarters was next, where the department was investigating and awaiting a debrief. After hugging every officer in the room, Chief Young admitted he was speechless but assured everyone that he would use every last resource to bring the suspect to justice. Chief Young immediately had the bodycam footage pushed out to media outlets, a controversial move that aided in quickly identifying the suspect.

The shooting occurred at an apartment complex off Kingston Avenue, an area Officer Raynor had been patrolling regularly. As Raynor approached a man to ask if he lived there, the suspect, Othal Wallace, shoved him to the ground and shot him before fleeing the scene. Othal Wallace later posted a video on social media, expressing his defiance and support for Black Militia groups. The State Attorney's Office immediately took this video down and later introduced it as evidence.

The Daytona Beach Police Department, with assistance from multiple law enforcement agencies, launched a massive manhunt for Wallace. Chief Young emphasized the importance of community support and cooperation during this period. He also noted the role of social media in both aiding and complicating the search, as the suspect's followers posted threats and spread misinformation.

After 56 hours, Wallace was found hiding in Decatur, Georgia, and was arrested with the help of the Georgia Bureau of Investigation, U.S. Marshals, ATF, and Daytona Beach's Crime Suppression Team. There, Othal Wallace was taken into custody using Officer Raynor's handcuffs, a symbolic gesture of justice.

Throughout the ordeal, Chief Young stressed the importance of mental health and support for his officers. Grief counselors were available to provide resources for those struggling with the trauma of Raynor's shooting. However, Chief Young acknowledged future changes he would make to support his team better. More specifically, he emphasized that providing off-site rather than departmental counseling for officers would have ensured better privacy and comfort, encouraging more utilization of this resource.

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The spread of information over social media was a common struggle in this investigation. After a representative shared a premature update, Chief Young learned he had to be careful with whom he shared details. Additionally, the suspect's online presence and position within Black Militia groups ignited social movements. One way they prevented the flow of conspiracies was by making it unavailable to comment on any of their posts.

The aftermath of the shooting revealed profound challenges within the department. As some officers struggled with grief and stress, incidents occurred that led to internal turnover. Chief Young faced criticism from both within and outside the department but remained focused on his duty to lead and support his officers.

Officer Raynor succumbed to his injuries on August 17, 2021, after a 55-day battle. His death left a profound impact on the Daytona Beach Police Department and the community. The trial of Othal Wallace, which concluded in September 2023, resulted in a manslaughter conviction and a 30-year sentence, a verdict that left many feeling justice was not fully served.

In the wake of these events, Chief Young reflected on the lessons learned and the importance of community engagement, mental health support, and unwavering dedication to duty. He revealed how difficult it was to handle things in a way that everyone involved would be satisfied, "As a Chief, when you walk into a room, the temperature changes." As he recalled the incident he views it as if he was damned if he did anything, but damned if he did not.

Despite the immense challenges faced, Chief Young's commitment to his role and the memory of Officer Raynor remains steadfast. Chief Young concluded his recount with a call to action, urging his officers and the community to continue working together to create a safer and more united city. The memory of Officer Jason Raynor continues to inspire efforts to improve law enforcement practices and strengthen community ties in Daytona Beach.



Dealing with Disruptive Employees: Toxic Bosses, Micromanagers, Problem Employees, and Difficult People

By Dr. Marshall Jones

Ask agency personnel, sworn and professional staff, who do you dread interacting with at work and they will immediately have a name, whether they share the name with you or not. That person may be a miserable coworker, a self-serving supervisor, a well-intended micromanager, or a toxic boss. It is unlikely to be you, because if you were a toxic boss, you would not have the awareness to even ask the question.

A common stressor among chiefs and senior law enforcement executives is how to deal with people who exhibit behaviors, attitudes, and performance that disrupt your workforce. Paul Butler (2021) coins this collection of disruptive employees as “trouble.” It may be a well-intended person that has not been trained or had positive modeling or mentoring. Sometimes it is the person promoted as “best of a bad bunch” with a hope they will grow into the position. Which did not happen. Within teams, there is the person who does their job, and cares for the team and organization, but just rubs people wrong, are grouchy, or unpleasant. These all fit into what Jack Enter (2022) refers to as “we” people.

On the other hand, there are the self-centered “me” people. These can be workplace chameleons who appear to be part of the team effort until it is no longer self-serving. This category also includes the egomaniacs who must be right, the saboteur who makes work-life hard for those around them, and most disruptive of all, the toxic bosses that possess the rank and power that allows them to leach the energy and motivation from all they encounter.

These folks are the reason there is a saying, “power corrupts.” “Me” people also tend to hold onto, real or perceived, slights that evolve into long-standing unresolved grievances that fuel their toxicity.

Ask any group of cops, from Chief down to a new rookie, and they can point to any one of the Disruptive Employees in their midst. When asked how they address or confront these disrupters, Chiefs say it is hard to document and hold public employees accountable, middle managers say it is not their responsibility, and officers point to the poor supervisor or toxic boss above them. The problem becomes critical when these Disruptive Employees, of any type, negatively impact retention. Research has shown that cops leave bad bosses, not bad agencies (Wilson et al, 2023). Compounding the retention issue are the workplace values and preferences of Generation Z members entering the profession. They demand to be shown how to do the job, understand why it matters, and their purpose toward to the overall mission (Jones, 2023). Disruptive Employees are poison to retaining GenZ members.

Breaking Down the Behaviors

Many Chiefs, command members, managers, and supervisors seek help in addressing Disruptive Employees. We often find resources labeled as “difficult people” but that is a blanket definition for a common workforce challenge that needs precise operational definitions to best understand, assess, and respond as steward of your agency.

The Jones Disruptive Employees Matrix offers operational definitions based on an axis of the individual’s primary focus concern of “me” versus “we” and another axis based on the level of organization contamination as “low” or “high”, as reflected in figure 1. The goal is to create a framework to help identify the matrix type to better address potential solutions. Each Disruptive Employee type will require assessing and addressing differently.

This model frames four main types of Disruptive Employees, allowing for better assessment, understanding, and resolution strategies. It becomes evident to those working with these individuals if they are “me” center or “we” driven. This can inform strategies related to ego, self-awareness, and motivation. The level of organizational contamination refers to how far the potential contamination can negatively impact others in the organization. Low levels impact squads, teams, or small groups, while “high” contamination can impact the entire organization, especially if the toxic boss or micromanager has high rank and power in the agency.



Figure 1

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Toxic Boss: These are the most contagious and dangerous to agency culture. The higher the rank and power in the agency, the faster the contagious impact to the culture. Agencies lose their best talent when toxic bosses are left unchecked. The toxic boss is the most difficult to address but if you can overcome the hesitation among subordinates in fear of retaliation, the evidence of mistreatment, harassment, and hostility mounts quickly. This type of Difficult Employee often has rank, so the level of investigation and documentation may be lengthy and deep. On the other hand, these can also be appointed or at-will employees that can be excised from your agency if there is enough will to do it.

Micromanager: These “we” centered people do mean well, but they insist on everyone doing things their way. This can be a result of being promoted too quickly, a lack of trust, and a fear of failure. Be careful not to confuse micromanagement attributes of toxic bosses, as the micromanager can benefit from coaching, mentoring, and training, especially in how to delegate. The Practical Servant Leadership Model (Jones and Blackledge, 2021) offers some behaviors strategies for leaders attempting to lead, coach, and mentor micromanagers (See figure 2).

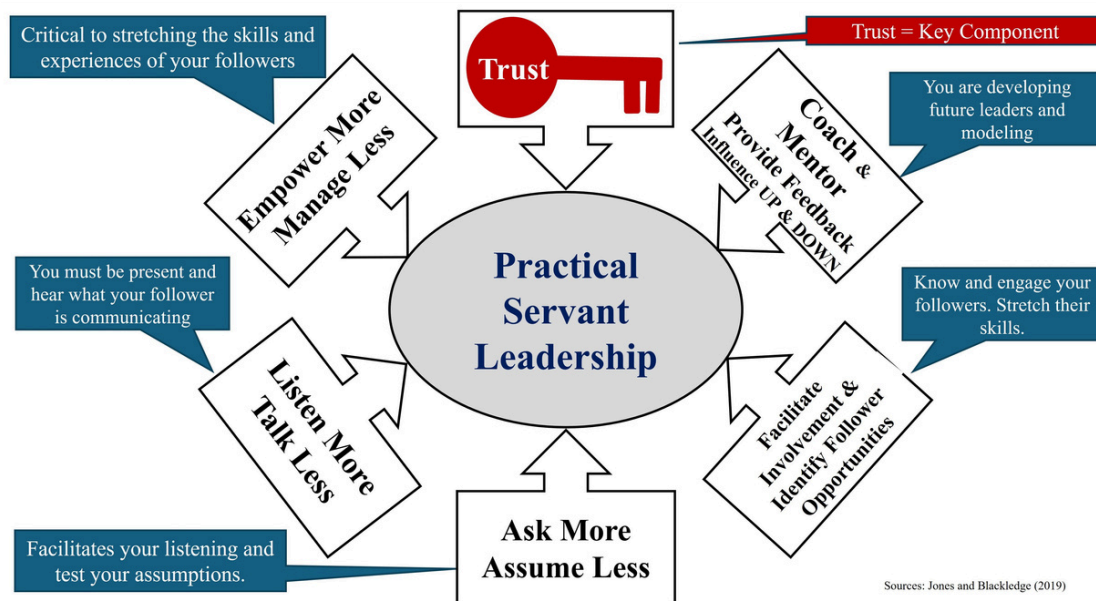


Figure 2

Problem Employee: These self-serving employees negatively impact the rest of their team or unit. Many times, their performance is stellar, and a key reason agency administration overlooks problem behaviors. They may also be talented enough to do good work, but slack and do only what is required. They spread rumors, create discontent, and work to erode trust within the team. Research also has identified that as many as 4% of employees engage in intentional disruptive behavior because they find it fun and know they can get away with it (Porath & Pearson, 2009). Among the ranks of problem employees are the Arsonists in the Office that often find safe harbor with supervisors or managers they possess harmful information and effectively compromise the effectiveness of leaders (Havel., 2019). Addressing these employees is taxing, as the decision makers must weigh the performance value versus the various negative costs, especially retention, of retaining them. This category of Difficult Employee is also likely to keep a journal of the misdeeds or inconsistent supervisor and management of others, as well as any ethical lapses or misdeeds of power players in the agency.

Difficult Person: While grandma may say, “bless their hearts”, the impact these well-meaning people have on team productivity and morale can be significant. These are the folks that supervisors and managers often comment, “they just don’t get it” when trying to help them improve. Failure to “get it” can come from a lack of social capital, deficits in emotional and/or social intelligence, or simply being awkward without developing a sense of camaraderie and acceptance within their team or unit. Others are just brash, grouchy, or off putting. These difficult folks are productive and seek to contribute to the mission and agency, so their performance is not an issue. These folks benefit from honest feedback from supervisor and managers that take the time to build rapport and trust as well as leverage the individual strength of these employees. The Practical Servant Leadership Model (Jones and Blackledge, 2021) is a great framework for leader behaviors that can be beneficial to helping difficult followers (See figure 2).

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Emotional and Social Intelligence: A Missing or Corrupted Skillset

Emotional and Social Intelligence are critical competencies in any workplace today. Successful professionals possess self-awareness, self-management, social awareness, and relationship management (figure 3) that have been demonstrated as core competencies for good leadership. These disruptive employees either lack one or more of these competencies, or possess the competencies, but use them for self-promotion, deception, or other behaviors the result in negative coworker, subordinate, and agency outcomes.

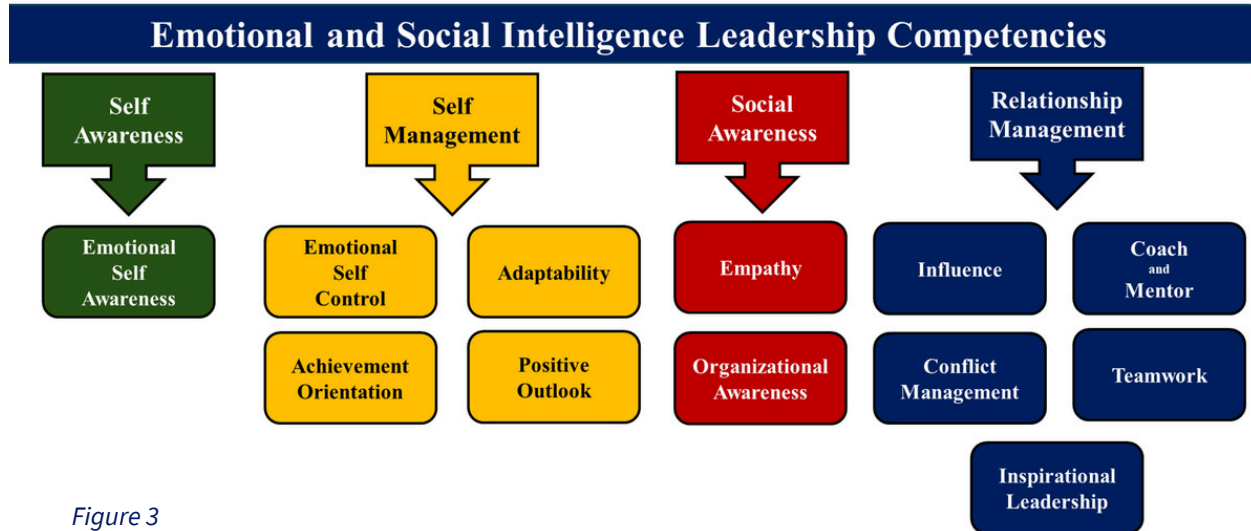


Figure 3

Impacts

Porath and Pearson (2009) have researched workplace incivility and find that Disruptive Employees kills job satisfaction, retention, and performance. Some employees may leave if these agency members are not managed, but those that stay can also harm the organization by becoming angry, frustrated, vengeful, and “act their wage” by simply doing as little as possible that allows them to keep their jobs. Porath and Pearson (2009) polled thousands of managers and employees, across various professions and organizations resulting in a clear appreciation of the results of unchecked rudeness at work (figure 4).

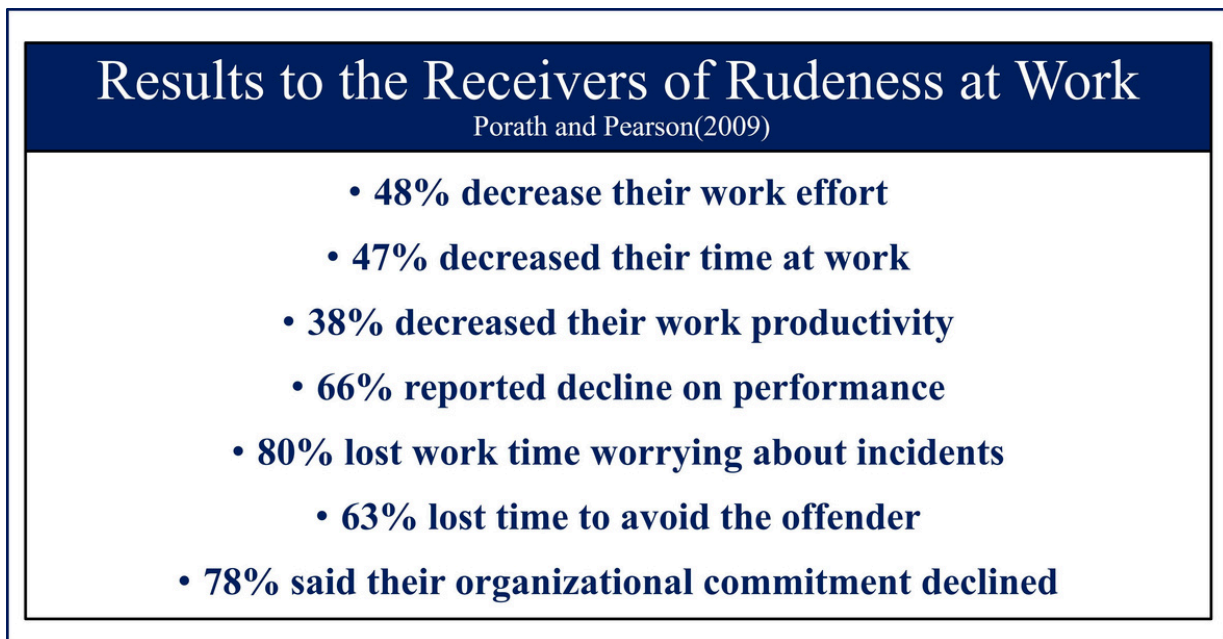


Figure 4

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The Real Challenge

Having the pulse on police personnel is akin to owning an old truck with a rumbling engine. As the owner, you are familiar with the sound of it running “fine”, but an outsider may think it is about to break down. One of the certainties of law enforcement is cops hating the status quo of things, while also despising change. This leads to the constant ‘grumble-grumble-grumble’ that we can tune out, as it is running “fine.” But add a Disruptor to the mix of a squad, the nuance noise is different and recognizable, and the unit, or division then performance suffers. Ignoring the sign that things are not running fine is a common reason disruptive people are allowed to continue to damage the agency and culture.

It is common to ignore the sounds of potential trouble and hope they go away. Sometimes they do, but too often they do not. At the end of the day, someone has to be the chief mechanic and agency steward and deal with the issue. Many personnel performance and behavior issues are easily resolved when rapport and trust exist allowing for the mutual influence of leadership and followership. That trust can lead to conversations where attitudes and behaviors can be aired and “tuned-up.” A solid culture that intentionally focuses on developing leadership and followership skills, behaviors, and expectations can prevent and mitigate these conflicts.

The problem occurs when supervisors, managers, and upper administration members’ natural leadership tendencies and skillsets meet a Workforce Disrupter not willing to follow. The result is a supervisor – subordinate transactional relationship that neutralizes a leader’s toolbox and forces a human resource management situation. This can often create very unpleasant conditions for the leader, and exemplifies the root of the adage “20% of employees demand 80% of attention.” While a toxic boss may not mind herding others, the most effective supervisors and managers rely on the leader-follower relationship to remedy problems. Being forced to manage personnel is timing consuming, emotionally and cognitively taxing, and rich in employment law landmines.

The best prevention in dealing with Disruptive Employees rests with solid hiring processes and selection decisions. Recognizing that agencies have struggled filling vacant positions, we must ask ourselves whether hiring someone who may become a Workforce Disrupter is better than working short-staffed. When asked that exact question, line level and first line supervisors always respond with, “We would rather work short than with someone that we cannot trust to do things right. They can create more work than the extra work resulting from being short personnel.”

Take Action

We must address issues with employees that negatively impact our agency’s ability to meet our mission and retain a stable and professional workforce. As a Chief, you have that responsibility to our community, agency, and action steps.

Then, you can work through a process that includes steps to confront and address the behavior or performance, identify the potential employee need for helping (i.e. EAP), coaching, training, or mentoring, and communicate clear expectations and accountability during the phases of dealing with and finding a remedy to the issues. Finally, the three most important and often incomplete steps to deal with disruptive people is

1. Document.
2. Document.
3. Document.

Document the issue. Document the solution steps. Document the behavioral and performance outcomes. In the best case, the problem is resolved, and you have documentation for potential best practices. In the worst case, you have all the documentation needed should you need to separate the employee from the agency.

Conclusion

The nature of policing forces very close camaraderie among agency members, both sworn and professional staff. Policing is not a job; it is a calling and a passion that is embodied in a kinship among members and across agencies. Being forced to address disruptive behavior is most unwelcome and not usually aligned with the skillsets that make more supervisors, managers, commanders, and chiefs successful. If attempts to lead the disruptive comrade toward proper performance and conduct are unsuccessful, then the arduous task of managing the issue must begin. Where private sector organizations have robust human resource solutions and strong performance indicators, the public sector must navigate disruptive employees while, at the same time, address the never ending 24-7 nature and consequences of policing. If we don’t neutralize disruptive behaviors and protect our agencies, we will suffer the exodus of our best and brightest people and watch our cultures sink into unhealthy waters.

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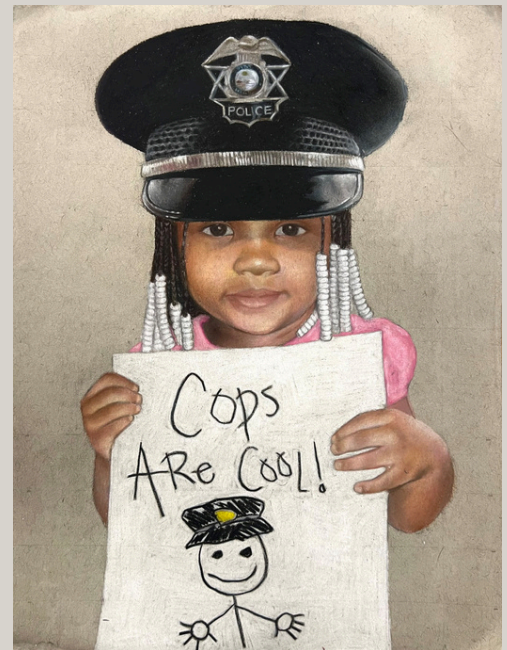
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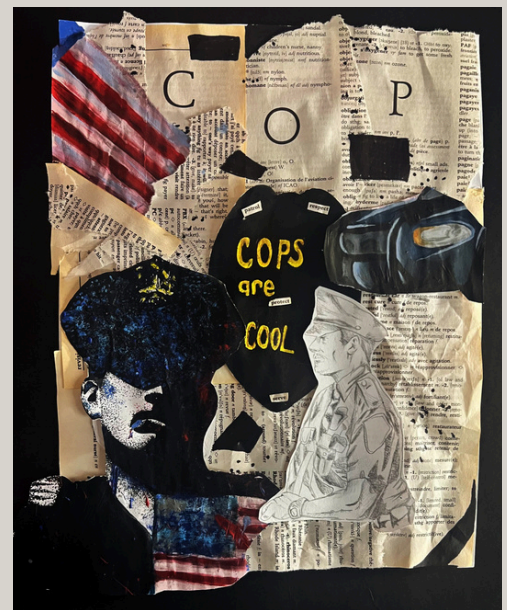
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