

Appropriation Project: New Chiefs Training, Sponsors Baxley1377 & Snyder 1420

This request is on behalf of the Florida Police Chiefs Education and Research Foundation (Foundation), to conduct and facilitate “New Chiefs” training to all Police Chiefs in the state of Florida. Chiefs are not currently required to attend any training that would provide them with an overview of the requirements of being a chief in Florida. In comparison, all new Sheriffs attend a 40-hour course provided by the Florida Sheriffs Association. Requiring this class for all new chiefs in Florida and providing appropriate funding to the Foundation to facilitate and support this training will help to ensure that we have the most professional and accountable law enforcement leadership in Florida.



The Florida Police Chiefs Association is seeking \$120,000 in recurring funding to the Florida Police Chiefs Education and Research Foundation, a 501(c3) charitable organization, on an annual basis to support this training for all new chiefs of police in Florida. The funding will support the overall delivery of the program to include speakers, course materials, travel/hotel, per diem, and personnel/administrative costs.

I. STATEMENT OF NEED

Because of the nature of their new job, recently appointed chiefs of police often find themselves confronting issues with which they have had little or no experience, nor training during their professional career. Chiefs may be selected from outside Florida, or they may come as a commander from a large agency, as a Chief of a smaller one, or they may move from a state agency to a municipality. . “Consequently, in many cases these newly appointed chief executives simply do not know what they do not know. This course focuses on providing new police chiefs with an understanding of many of those critical issues through instruction by other police chiefs and city officials from whose experience they may learn. Having a well-prepared chief lends itself to continuity of services and often times public trust. Inexperienced chiefs, those without training or without a background in Florida law enforcement often have their tenure cut short, which leads to a vicious cycle of community concerns with the department and can exacerbate police recruitment and retention issues.

There are a considerable number of chiefs that have not yet received the New Chiefs course. In a survey of FPCA members, many indicated that course cost, location, and having the time to attend were significant variables in their inability to attend the New Chiefs training. With this appropriation the FPCA, on behalf of the Foundation will be able to deliver this course to those recently appointed chiefs, who are still in need and may also be able to deliver this training more than once a year.

II. PROGRAM DESCRIPTION

The Florida Police Chiefs Association has delivered a version of this program in some form for over a decade. It was completely revamped 9 years ago. Since then, there have been **150 graduates**, a majority of whom are still serving in police chief positions today. **In fact, 80% are still chiefs** and a majority of those who are not retired are in good standing. Many attendees credit the New Chiefs training course as having provided crucial information, skillsets and contacts that have made them successful. A few quotes from graduates:

“Unlike the executive leadership trainings, I have attended, including the FBINA, SPI AOC, PERF’s Senior Management Institute for Police and several other, the New Chiefs Seminar provided me with specific and real time knowledge directly applicable to my job. Leadership concepts are very important but understanding the nuances of working for a City Manager and/or elected officials is invaluable. Without embellishment, I can honestly say the New Chiefs Seminar could be the difference between a successful career and not making it past the first year. The second biggest impact was the ability to interact with other new and seasoned Chiefs throughout the State and finding a mentor who I still communicate with often 9 years later.”

“To sit in a room for several days with the cream of the crop in your peer group is invaluable. They have been there and done that, and the anxiety that comes with being a new police chief requires settling down and gaining confidence. FPCA gave me that.”

“The New Chief’s course provided valuable insight on the daily operations and overall health of a police organization. From legal requirements, organization culture, media relations, and health and welfare consideration. Networking with other professionals in the same positions is invaluable.”

"It really gave me insight to some of the potential pitfalls facing a new Chief. Additionally, it was nice to have the opportunity to meet Chiefs with similar tenures, so you could build a network to lean on when needed, as we progress in our positions."

"Course content was relevant and touched on topics I had experienced, and several I had not."

"It was able to provide insight on what the position required as a whole. The information provided and the discussion from other Chiefs helped with the knowledge needed going forward."

"Helped make connections and gave insight to the many benefits of FPCA and issues specific to law enforcement in Florida as I was from out of state. I also learned important info on Internal Affairs and navigating the political climate."

"Many aspects of the course have been impactful. The information concerning officers discipline (CJSTC), City Manager/Chief relationship, leadership in an executive role has benefited me the most."

"Information on how to network and how not to end up in a negative position with leaders."

"Coming from out of state, learning about Florida rules and making connections with other agencies."

"Interacting and developing relationships with chiefs who are new to their job as you are. Some of the pitfalls to be on the lookout for. examples are public records requests on your email and cell phone, forfeiture funds, union demands."

Course Overview

This course focuses on providing new police chiefs with an understanding of many of those critical issues, and interaction with other police chiefs and city officials from whose experience they may learn. As is the case with other courses supported by the Foundation and delivered by the Florida Police Chiefs Association, this course will complement classroom lectures with practical exercises, role-play, extensive class interaction, and panel discussions. Surveys and evaluations of all components of the course are completed and reviewed by FPCA Professional Development staff as well as the FPCA Professional Standards Committee. The current program is as follows:

- Disciplinary Process through Florida's Criminal Justice Standards and Training Commission
- Risk Mitigation: Comprehensive and Defensible Internal Affairs Investigations
- Ethics, Accountability, and the Chief of Police - Chapter 112 Obligations & Expectations, Ethics: Studies & Theories Versus Real Life; Leadership Impact, Practical Realities, Best Practices
- Media Relations – How to Navigate During Calm and Crisis
- Budgeting – 101, Working With other Divisions, City Management
- Managing Generational Differences, Challenging the Police Culture, Leading in Today's Unique Climate
- Crisis Management for the Chief Executive – panels of chiefs discussion on events to include hurricane responses, school/mass shootings, officer involved shootings and other events.
- Dealing with the Common Pitfalls of Being a Chief – Panel Discussion/Open Forum with seasoned Police Chiefs and City Managers
- Understanding Municipal Governance & Interacting with Elected Officials
- Evidence Rooms & Other Critical Audits; Required Reporting State of Florida and Federal
- Community Involvement and Best Practices
- Utilizing FPCA Resources to Assist You

