



THE

*Florida*

# POLICE CHIEF

Spring 2025

THE OFFICIAL PUBLICATION FOR THE FLORIDA POLICE CHIEFS ASSOCIATION



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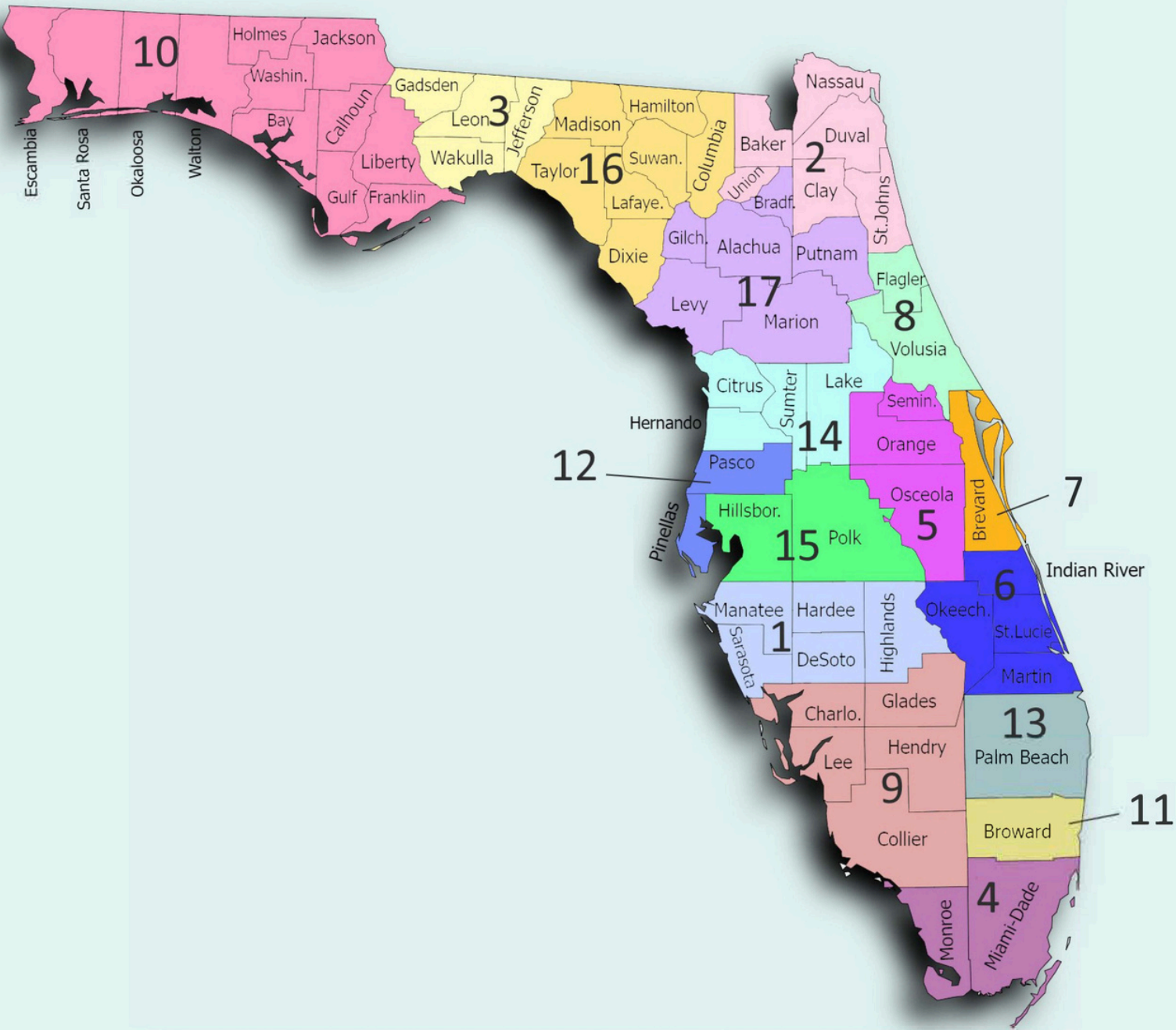
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# District Map





# 2025 Mid-Winter Training Conference

The Florida Police Chief's Association (FPCA) convened its Annual Mid-Winter Training Conference January 4th - 7th, 2025, at the Rosen Plaza Hotel in Orlando, Florida.

The conference welcomed over 250 FPCA members, featuring an array of esteemed speakers, engaging trainings, and 134 vendors enthusiastic to partner with law enforcement. The conference provided members with an exceptional opportunity to network with fellow law enforcement personnel and businesses. The exposition gives attendees an opportunity to see the most recent technology and advancements in products and services tailored to the law enforcement profession.

This year's speakers included Attorney General Ashley Moody who welcomed everyone during opening ceremonies, Retired Police Chief Ed Deveau from Watertown, Massachusetts discussed the Boston Bombing Investigation, Sheriff John Mina and Laura Cole provided an after action on the Uvalde incident and crisis communications, Ben Bawden gave a national perspective post election, and Stephanie Bergen discussed elder abuse and senior protection teams. There were also two panels - one discussing the Hurricane Helene and Milton After Action which featured speakers from impacted and response agencies and another panel which discussed campus protests after actions and lessons learned which featured speakers from various universities and the Florida Highway Patrol.

While this conference offered plenty of learning and technical opportunities, it was not short of fun. Attendees and guests were invited to attend a dinner and music event featuring Woody and the Longboards, sponsored by Skydio, Sharp Performance, and RedSpeed. This allowed attendees to let loose for a night and socialize with other members.

If you missed this year's Mid-Winter Training Conference, the 2025 Summer Conference will be held June 14 - 18, 2025 at the Loews Miami Beach Hotel in Miami Beach, Florida.







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# Hurricane Responders Reception

FPCA would like to thank the following police departments for responding during Florida's active 2024 Hurricane Season.

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- Clermont
- Coconut Creek
- Coral Gables
- Davie
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- Florida International University
- Fort Lauderdale
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- Miami Shores
- Miami Springs
- Miami-Dade
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- North Miami Beach
- North Miami
- North Palm Beach
- North Port
- Ocala
- Opa-Locka
- Palm Beach Gardens
- Panama City Beach
- Panama City
- Pembroke Pines
- Pensacola
- Pinecrest
- Plantation
- Port St. Joe
- South Miami
- St. Augustine
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- Tallahassee
- Tavares
- West Miami





# Hurricane Responders Reception





# Hurricane Responders Reception







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# Emerging Technologies in Law Enforcement: A New Era of Compliance and Innovation

In recent years, law enforcement agencies have increasingly turned to emerging technologies to enhance their capabilities and improve public safety. From digital forensic tools to virtual reality training, these innovations are transforming the way police work is conducted. However, with these advancements come new challenges, particularly in terms of compliance with updated standards set by the FBI's Criminal Justice Information Services (CJIS) division.

## Emerging Technologies in Law Enforcement

**Digital Forensic Software:** This technology is crucial for investigating electronic crimes such as credit card fraud and child exploitation. It helps law enforcement agencies recover and analyze digital evidence, including deleted files and encrypted data.

**Information Sharing Technology:** Effective communication between different law enforcement agencies is essential. Technologies like the Next-Generation Incident Command System and Wireless Emergency Alerts facilitate timely information sharing during emergencies.

**Virtual Reality (VR) Training:** VR provides immersive training experiences for officers, allowing them to practice responding to various scenarios, such as active shooter situations or mental health crises, in a safe environment.

**Artificial Intelligence (AI):** AI is being used to predict crime hotspots, analyze surveillance footage, and even assist in identifying suspects through facial recognition.

**Body-Worn Cameras:** These devices provide transparency and accountability, recording interactions between officers and the public. They also serve as valuable evidence in investigations.

## New FBI CJIS Compliance Standards

The FBI's CJIS division has updated its security policy to address the evolving landscape of law enforcement technology. The CJIS Security Policy establishes minimum security requirements for organizations that handle Criminal Justice Information (CJI), including law enforcement agencies, non-criminal justice agencies, government contractors, and IT service providers.

## Key Requirements of the New CJIS Standards

**Data Encryption:** All CJI must be encrypted both in transit and at rest to protect it from unauthorized access. This includes using strong encryption protocols and ensuring that encryption keys are securely managed.

**Access Control:** Only authorized personnel should have access to CJI. This involves implementing robust authentication mechanisms, such as multi-factor authentication, and regularly reviewing access permissions.

**Audit and Accountability:** Agencies must maintain detailed logs of all access to CJI and regularly audit these logs to detect and respond to any unauthorized access or suspicious activity.

**Incident Response:** Agencies are required to have a formal incident response plan in place to address potential security breaches. This includes procedures for reporting, investigating, and mitigating incidents.

**Training and Awareness:** All personnel with access to CJI must undergo regular training on security policies and procedures to ensure they understand their responsibilities and the importance of protecting sensitive information.

## Conclusion

As law enforcement agencies continue to adopt new technologies, compliance with updated CJIS standards is crucial to ensure the security and integrity of criminal justice information. By embracing these emerging technologies and adhering to stringent security requirements, law enforcement can enhance their effectiveness while maintaining public trust and safety.

**If you would like to learn more about solutions to these issues or if you have questions, please reach out to Zack Dunlap with Inspired Technologies at [zdunlap@inspired-tech.net](mailto:zdunlap@inspired-tech.net).**



# inspired TECHNOLOGIES

## WHO WE ARE

Inspired Technologies has more than 20 years of experience as an organization with consistent ownership since its inception. Our lead staff have more than 135+ years of combined experience in providing technical support to law enforcement agencies. We prioritize fully understanding the unique operations and needs of each organization we serve. From there, we craft custom IT solutions that enable our clients to achieve optimal performance while remaining CJIS compliant.

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# Hurricane Helene/Milton After Action

## A CHIEFS PANEL

By: Lillianna Vitale B.A

The FPCA convened a panel of Florida law enforcement leaders to reflect on the recent law enforcement and mutual aid challenges posed by Hurricanes Helene and Milton. Each chief shared personal experiences and insights on preparation and recovery. The leaders emphasized Florida's strong emergency response, critical lessons learned, and the camaraderie that emerges during crises.

Chief Ed Hudak highlighted Florida's policing strength and emergency preparedness. Drawing from his experience as a survivor of Hurricane Andrew, he underscored the state's collaborative disaster response. Breaking down silos between agencies has enabled Florida to respond effectively to crises ranging from hurricanes to the pandemic

Chief Bill Tokajer described the challenges faced in Holmes Beach, where Helene's storm surge flooded the police department's garage with 26 inches of water, damaging seven vehicles. Just ten days later, Milton caused even greater destruction, tearing roofs off homes. With just 18 sworn officers, Holmes Beach received assistance from 32 agencies over the course of two months. Chief Tokajer reflected on the importance of collaboration, emphasizing how support from neighboring departments, FDLE, and other agencies was critical to his community's recover.

Chief John Barkley of Treasure Island detailed the devastation in his city, where Helene damaged 2,200 structures, destroyed 800 vehicles, and caused three fatalities. With a small team of 20 sworn officers, Chief Barkley requested outside help as the storm overwhelmed local resources. His experience supports FPCA's efforts to facilitate collaboration and interagency support and coordination.

Chief Melanie Bevan discussed the dual role of officers as responders and disaster survivors. With Bradenton severely impacted, her department faced fuel shortages, property damage, and logistical challenges. Chief Bevan stressed the importance of supporting officers and their families by ensuring housing, meals, and mental health resources. She also spoke of the camaraderie among agencies and community members, which played a crucial role in recovery efforts.

Chief Mark Smith reflected on lessons learned from Hurricane Michael in 2018, which devastated Panama City. Determined not to repeat past mistakes, Chief Smith developed a rapid-deployment team equipped to provide essential resources within hours of a disaster. His team trains rigorously to ensure readiness, and their efforts during Milton demonstrated the value of preparation and adaptability.

Florida Division of Emergency Management Executive Director Kevin Guthrie provided guidance on navigating FEMA reimbursement and emphasized the importance of accurate documentation for resource allocation. He praised Florida's emergency management training and encouraged agencies to participate in deployments to build experience. Guthrie stressed the need for communication, coordination, and collaboration, noting, 'The knowledge you gain from deployments is invaluable.' The more officers who participate in deployments, the more intelligence law enforcement can gather on effective recovery efforts and resource allocation.



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Panelists highlighted key takeaways, such as the need for clear communication, mental health support for personnel, and efficient resource allocation. Despite the challenges, they celebrated moments of unity, from officers helping each other clear debris to agencies sharing resources and expertise. Chief Charlie Vazquez shared Tampa International Airport’s efforts to serve as the staging location for first responders and non-profits providing assistance, while others recounted stories of resilience, generosity, and hope.

The panel concluded with calls to strengthen regional cooperation, improve resource allocation, and ensure all municipalities have access to emergency operations systems. They emphasized the importance of setting clear expectations for deployments and supporting officers in disaster zones. As Florida continues to face hurricanes and other emergencies, the FPCA remains committed to fostering collaboration and innovation. This after-action discussion not only celebrated the dedication of Florida’s law enforcement but also set the stage for continued improvements in disaster response and resilience.

As a reminder, all departments are encouraged to respond to the annual FPCA survey of deployment assets which is distributed right after the summer conference.



Pictured L-R: Chief Bill Tokajer, Chief John Barkley, President Charlie Vazquez, Chief Mark Smith, Inspector Luke Johnson, Chief Melanie Bevan, Executive Director Kevin Guthrie, Executive Director Jennifer Pritt, Commissioner Mark Glass, Chief Lee Bercaw

The FPCA presented Inspector Luke Johnson of the FDLE a challenge coin display, accompanied by challenge coins from agencies impacted by hurricanes and those who responded. This heartfelt gesture was a token of gratitude for his unwavering assistance and dedication to the state’s collective efforts in the face of challenges.





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# Uvalde After Action & Crisis Communication

By: Haley Watts

Sheriff John Mina and former journalist Laura Cole, now a communications consultant, led a critical discussion on the law enforcement response to the Uvalde school shooting, examining both tactical decision-making and crisis communication strategies. Their presentation highlighted the lessons learned from the tragic event and emphasized the importance of training, leadership, and effective media engagement in high-stakes situations.

The timeline of the incident revealed key failures in preparedness and command structure. The shooter entered the school at 11:33 AM, and officers arrived within minutes, but delays in confronting the threat prolonged the crisis. A lack of decisive leadership led to confusion, as no clear incident commander was identified. Officers hesitated, unsure of protocol, while parents outside were left without information and treated more like protestors than concerned family members. The response underscored the need for agencies to train regularly for active shooter scenarios, establish clear policies, and ensure that all personnel understand the chain of command.

One major takeaway was the failed distinction between the required process of an active shooter versus a barricaded subject. Officers must be trained to neutralize threats immediately rather than waiting for specialized units. The absence of consistent and interagency active shooter training, regional collaboration, and command oversight contributed to delays in Uvalde, reinforcing the necessity for standardized procedures across agencies.

Another critical component of the discussion was the role of communication in crisis management. Initial reports from law enforcement and the school district contained conflicting information, leading to widespread misinformation and public distrust. Social media messages were not coordinated, and with 81% of Uvalde's population being Latino, the lack of bilingual updates further alienated the community. Journalists filled the information void, often driving narratives that law enforcement failed to control. Ms. Cole emphasized that transparency and accuracy are essential in crisis communications. Agencies must establish a single source for information, train media representatives, and prepare spokespeople to convey messages with accountability and compassion. The discussion also addressed media handling strategies. Agencies should



*Laura Cole and Sheriff John Mina*

proactively prepare for press interactions, ensuring their statements reflect empathy and responsibility. Ms. Cole offered a strategy for officials to write down three words to define the tone of their response and consider the emotional impact of their statements. Avoiding robotic or defensive language is crucial, as public perception can be shaped by how information is delivered. Sheriff Mina reinforced the value of training in media relations should be as integral to law enforcement as tactical response training.

The importance of releasing critical incident videos (CIVs) was also discussed. Properly prepared and released video footage can provide necessary context, countering misinformation, and build public trust. Case examples were shared illustrating how strategic video releases can shape public perception. While full transparency is essential, raw footage without context can be misinterpreted, leading to further controversy. Agencies must strike a balance between transparency and clarity, ensuring that what is shared tells the full story.

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The session concluded with a strong message: preparedness saves lives, and communication shapes public trust. Law enforcement agencies must prioritize both tactical training and crisis communication strategies to prevent the mistakes that occurred in Uvalde from happening again. By analyzing past failures and proactively improving their responses, agencies can better serve and protect their communities in times of crisis.



**KEY TAKEAWAYS**

- Treat every officer-involved shooting the same
- Bring in an expert
- Provide context, not conclusions



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# Elder Abuse: Senior Protection Teams

By: Lillianna Vitale B.A



*Assistant Statewide Prosecutor John Paul and Statewide Coordinator Stephanie Bergen*

In May 2024, under the direction of Florida Attorney General Ashley Moody, a Senior Protection Team was formed to combat the growing issue of crimes against seniors. Stephanie Bergen, the statewide coordinator, emphasized the team's mission to educate the public and prosecute those who target Florida's 4.6 million senior population. Operating across eight bureaus within the Attorney General's Office, the team collaborates to reach communities statewide, prosecuting crimes such as exploitation, racketeering, organized fraud, aggravated white-collar crime, grand theft over \$65,000, and criminal use of personal identification.

A recent legislative change lowered the age threshold for fraud and scam charges from 65 to 60, reinforcing the state's commitment to protecting vulnerable seniors. Scams such as the 'grandparent scam' have become increasingly sophisticated, with perpetrators using AI to mimic the voices of loved ones, coercing seniors into revealing personal information such as Social Security Numbers or bank account details. These crimes are often linked to transnational organized crime networks, including overseas call centers like those operated by KK Park, where human trafficking victims are exploited to carry out fraudulent schemes. The Senior Protection Team has established policies and procedures aimed at disrupting these networks and bringing offenders to justice.

Ms. Bergen emphasized the importance of partnerships with local law enforcement, offering resources such as subpoena drafting and case support. She highlighted that what may initially appear to be a civil matter can often escalate into a significant criminal case.

Additionally, the team prioritizes victim support, ensuring seniors remain informed and engaged throughout the legal process.

John Paul, a cyber-crime prosecutor with 15 years of experience, discussed emerging financial crimes against seniors, particularly those involving cryptocurrency. Scammers exploit the elderly population's lack of knowledge about cryptocurrency and technology to deceive them. Investigations into these crimes often involve tracing financial records, as scammers frequently convince victims to deposit money into cryptocurrency accounts or use Bitcoin ATMs. The Attorney General's Cyber Fraud Enforcement Unit, in collaboration with FDLE investigators, helps uncover evidence and identify patterns of criminal activity across jurisdictions. This statewide authority allows them to link related cases and prosecute offenders involved in large-scale schemes under 'scheme to defraud' statutes, which can be classified as first-degree felonies.

To combat these crimes, Paul and Bergen discussed different ways in which law enforcement officers could conduct more thorough investigations and to learn to recognize the trauma experienced by senior victims that may enable them to provide more information to law enforcement. Training on cyber fraud and cryptocurrency is available through FDLE, though the Senior Protection Team does not oversee or endorse specific programs. Bergen underscored the need for active engagement with seniors, listening to their concerns, and ensuring they feel valued while navigating the criminal justice system.

If you have any questions regarding the AG Senior Protections Unit, please contact Stephanie Bergen at [Stephanie.Bergen@myfloridalegal.com](mailto:Stephanie.Bergen@myfloridalegal.com) or her office at 813-287-7960. If you have any questions regarding the Cyber Fraud Enforcement Unit, please contact John Paul at [John.Paul@myfloridalegal.com](mailto:John.Paul@myfloridalegal.com) or his office at 407-241-5350.



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# PUBLIC PRIVATE PARTNERSHIPS COMMITTEE MEETING

By: Sydney Minor B.A

The recent meeting of the Public Private Partnership Committee during the FPCA Midwinter conference underscored the critical role of partnerships in combating crime, highlighting the power of collaboration between law enforcement and the private sector. As retired Chief Muldoon of Palm Bay PD emphasized, “The foundation for effective response is having partnerships in place before something happens.”

The Public-Private Partnerships Committee provided updates on organized retail crime (ORC), a multibillion-dollar issue affecting communities across the nation. Experts Bill Corfield and Carlos Gonzalez revealed that ORC causes over \$100 billion in losses annually, with criminal activity often intersecting with sex trafficking, narcotics, and trade-based money laundering. Notably, Florida has implemented successful retail blitz operations targeting these crimes.

Key innovations in fighting ORC were also showcased:

- **CLEAR Coalition:** Bringing law enforcement agencies together to tackle retail crime.
- **Loss Prevention Research Council (LPRC):** Funded by the University of Florida, LPRC integrates science and technology into investigations. Dr. Hayes and Dr. Low presented a cutting-edge simulated retail space designed to study criminal patterns and trends.

Carlos Gonzalez highlighted that law enforcement training on ORC has been widely distributed, while research shows that many offenders operate far from their local areas.

## Recognizing Excellence

U.S. Marshal Bill Berger spoke about awards honoring outstanding contributions, including the Fallen Hero Award, Operation Cooperation Public/Private Partnerships of Services, and The Glen Mowrey “Pillars of Success.” He noted that the Fallen Hero Award, given for private sector security guards that lose their life while in service to others while not given every year, it is a reminder that both officers and private sector security personnel continue to make the ultimate sacrifice officers make to protect their communities.

## Innovations in Alarm Management

Retired Major Allan Rutledge with the Security Industry Alarm Coalition shared updates from the Alarm Management Subcommittee, addressing the issue of false alarms. New systems and a model ordinance – allowing jurisdictions to fine repeat offenders – are helping officers prioritize calls efficiently. These tools aim to improve responses and reduce complacency caused by frequent false alarms. It was also discussed that more members are needed on this sub-committee so FPCA members are encouraged to sign up to participate. The committee form can be found on the FPCA website under the About - Committees tab at [www.fpca.com/committees/](http://www.fpca.com/committees/).

## Engaging Crime Trends

New criminal tactics, including jewelry-smashing incidents and the use of fire extinguishers and construction vests during break-ins, were also discussed. These trends highlight the importance of staying ahead of evolving threats.

## Looking Ahead

The summer conference in Miami promises to continue the momentum of partnerships and building bridges. As partnerships strengthen and innovations evolve, law enforcement remains at the forefront of ensuring community safety.

The conference served as a vital reminder: in today’s interconnected world, collaboration is the key to tackling complex challenges.

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# The Boston Bombing Investigation

## A POLICE CHIEF'S ACCOUNT OF THE 24-HOUR MANHUNT AND STANDOFF

By: Ali Popsuj

The Boston Marathon is one of the most famous races in the world, drawing hundreds of thousands of spectators and participants to the streets of Boston. On Monday, April 15, 2013, this tradition was shattered when, nearly three hours after the first runners crossed the finish line, two explosions rocked the area. The attack wounded 264 people and claimed the lives of three.

Retired Chief Ed Deveau of Watertown, Massachusetts, recounted his experience leading the Boston Marathon bombing case during the final training session of conference. He highlighted the immense challenges law enforcement faces during terrorist attacks and the critical decisions that must be made in moments of crisis.

Chief Deveau became involved in the investigation soon after the attack, sending several officers to Boston to aid. However, by Thursday, the bombers had made their way into his hometown. After murdering Massachusetts Institute of Technology police officer Sean Collier in an unsuccessful attempt to steal his gun, the suspects carjacked a student and drove the stolen vehicle to Watertown.

Shortly after midnight on Friday, Watertown police located the vehicle suspected to be involved in the carjacking. As officers approached, the occupants exited and began shooting, while also hurling incendiary devices down the street. Despite the chaos - explosions detonating just feet away and thick smoke reducing visibility - Officer Joey Reynolds, Sergeant John MacLellan, and Sergeant Jeff Pugliese managed to tackle and apprehend one of the suspects, later identified as Tamerlan Tsarnaev. In a desperate attempt to escape, the second suspect, Dzhokhar Tsarnaev, attempted to flee in the stolen vehicle, but instead ran over his own brother, resulting in Tamerlan's death. Throughout his talk, Chief Deveau praised the bravery and quick thinking of these officers, emphasizing how they remained calm and professional in the face of danger, setting a standard for law enforcement response during a crisis.

With one suspect dead and the other on the run, Deveau found himself leading a massive investigative effort. As officers from multiple agencies arrived to assist, the challenge of coordinating operations and maintaining clear communication became paramount.



*Chief Ed Deveau*

"In a time of crisis," Deveau stated, "it's lead, follow, or get out of the way." He stressed the importance of a clear command structure and efficient communication in crisis situations, which are essential for maintaining order and ensuring public safety.

Chief Deveau also underscored the significance of strong relationships between law enforcement and the community. In times of fear, he noted, the public looks to officers for reassurance and protection. Though uncertainty loomed, Deveau made every effort to project calm and confidence when addressing the media, helping to ease public anxiety. He believes that Boston's trust in law enforcement, along with the sheer fear of the unknown, played a crucial role in keeping the city nearly deserted until Dzhokhar Tsarnaev was eventually found hiding in a resident's backyard and apprehended.

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Despite the horrific tragedy, Chief Deveau spoke with pride about how Boston and the surrounding communities united in unwavering support for law enforcement. In the immediate aftermath, police officers stood watch over victims' bodies to ensure that family members receiving medical care knew their loved ones were not alone. As investigators worked around the clock, local hotels and restaurants provided free meals. The One Fund Boston charity was established, ultimately raising, and distributing nearly \$80 million to support the victims of the bombing.

The Boston Marathon bombing was a dark chapter in the city's history, but the resilience, courage, and unity displayed in its wake remain a testament to the strength of the community and the dedication of law enforcement officers who risk their lives to protect others.



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 Mid-Winter Conference and authored many of the articles in our magazine.







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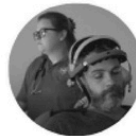


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# INVESTING IN RELATIONSHIPS: LEADER-MEMBER EXCHANGE (LMX) AS A FORCE MULTIPLIER MODEL FOR LAW ENFORCEMENT

By: Dr. Marshall Jones

## Introduction

In the **2024 Mid-Winter** edition of *The Florida Police Chief*, we explored the importance of investing in sergeants and supervisors (Jones, April 2024). Leadership skill and ability, much like sports, fishing, or cooking, varies among individuals. Some have a natural ability that makes it seem effortless, while others refine their skills through practice and experience. Others, despite their best efforts, struggle to develop the necessary competencies for success.

This article aims to provide evidence-based tools to enhance both **leadership and followership** within law enforcement agencies through the **Leader-Member Exchange (LMX) theory**. Policing is a dynamic and demanding profession, requiring leaders at every level, from sergeants to the chief, to recognize that effective leadership is **not just about giving orders but about building relationships**.

LMX provides a powerful framework for understanding and strengthening these critical relationships across all ranks (Jones & Blackledge, 2021). This article explores how LMX can enhance leadership and followership, incorporating key concepts such as **Perceived Organizational Support (POS), Leadership Pathfinding, and practical applications of servant leadership and followership**.

## The Essence of LMX: Relationships as Resources

At its core, LMX theory recognizes that leaders develop unique, **dyadic relationships with each of their subordinates** (Grean & Scandura, 1987). These relationships are not uniform; they exist on a spectrum from high-quality "in-groups" characterized by mutual trust, respect, and support, to lower-quality "out-groups" defined by more transactional interactions. The quality of these relationships directly impacts crucial organizational outcomes, including job satisfaction, commitment, performance, and retention.

Exceptional policing is built on consistent, developmental leadership influence. Conversely, poor supervision, lacking positive engagement and mentorship, can diminish performance, morale, and even the culture of an entire agency (Jones & Blackledge, 2021).

## Beyond Supervision: LMX and Followership

Followership is often overlooked when discussing leadership, yet it is integral to the LMX model. LMX recognizes that subordinates are not merely order-followers but active participants in a dynamic leader-follower relationship. The most effective followers engage with their leaders - offering insights, feedback, and support - while remaining aligned with the organization's goals.

Great leaders are also great followers, possessing overlapping skills, behaviors, and attitudes. Developing strong followership naturally enhances leadership influence.

## The LMX Advantage: Key Benefits for Law Enforcement

Positive LMX relationships offer **significant benefits** across **professions, industries, and cultures** (Dulebohn et al., 2013). Within law enforcement, these benefits include:

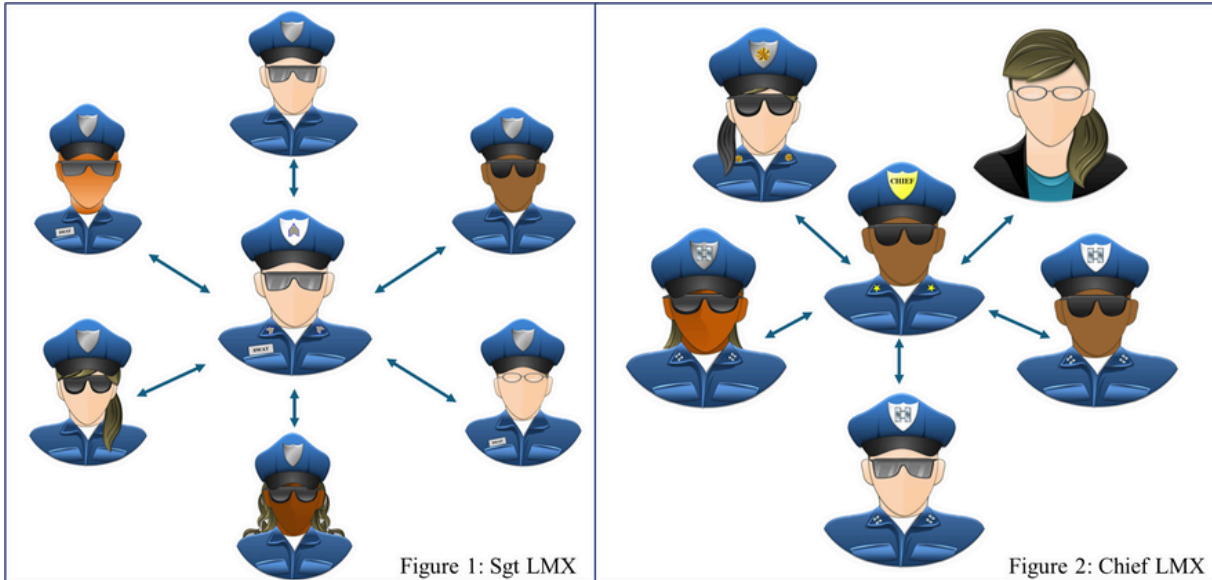
- **Enhanced Job Satisfaction** – Officers who feel valued and supported experience greater job satisfaction, leading to **higher morale and reduced burnout**.
- **Increased Organizational Commitment** – Strong LMX relationships foster a **sense of dedication** to the agency's mission and values.
- **Improved Individual and Team Performance** – High-quality LMX relationships **boost motivation, access to resources, and initiative-taking**.
- **Reduced Turnover** – Strong relationships **increase retention**, reducing **recruitment and training costs**.
- **Stronger Perceived Organizational Support (POS)** – Officers with positive LMX relationships **feel more valued by the agency**.
- **More Effective Teams** – Quality LMX **enhances trust, respect, and followership development**, resulting in **stronger, more cohesive teams**.

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### Practical Application: Building Positive LMX Relationships at Every Level

The power of LMX as a developmental model and tool lies in its practicality. Here are actionable steps that law enforcement leaders, from sergeants (figure 1) to chiefs (figure 2), can take to cultivate stronger relationships with their followers.



### The Foundation of LMX: From Line Supervisors to the Chief

**Lead by Example:** Model the behavior you expect to see in your officers. Modeling behavior, good or bad, is the most powerful method of shaping behavior. **Are you modeling the behavior you want to see in others?**

**Initial Assessment:** Begin by honestly evaluating your current relationships with your officers. **Are you giving credit where it is due? Do you publicly recognize and reward good work? Are you holding poor performance or bad behaviors to account?**

**Invest in Rapport:** Make a conscious effort to connect with each officer on a personal level. Learn about their interests, their families, and their career aspirations. **Do you know what skill or ability each of your followers, or subordinates, possess that makes them unique among your team and agency?**

**Pay Attention to Your Time and Attention:** Your time and attention is a commodity your followers seek. You must be mindful to share that commodity across your LMX relationships. It is not your intention that matters, it is the perceptions of your followers. **Do you share meal-breaks with the same people regularly or do you make sure you spend time equally with your members?**

**Communicate Openly and Honestly:** Encourage open communication, creating comfort and trust for officers to voice concerns and share ideas. Be an active listener, demonstrating empathy and understanding. Active listening is a skill that must be practiced, developed, and maintained. **Do you listen intently, or do you wait for the person to take a breath so you can say what you have formulated while they spoke?**

**Provide Support and Resources:** Ensure that officers have the tools, training, and equipment they need to do their jobs effectively. Advocate for their needs within the agency. **Do you ask about your followers' goals and aspirations?**

**Offer Growth Opportunities:** Provide opportunities for professional development and advancement. Delegate challenging assignments that allow officers to develop new skills and demonstrate their capabilities. **Do you look for opportunities to "stretch" the skills of those in your care?**

**Recognize and Reward:** Acknowledge and reward officers for their achievements, both publicly and privately. Provide constructive feedback to help them improve. Do not burn out your best people. **Do you depend on the same good followers to get things done?**

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**Embrace Fairness, Equity, and Transparency:** Treat all officers fairly and equitably, avoiding favoritism or bias. Ensure that decisions are made transparently and based on objective criteria. ***Do you discuss decisions with your people, especially when it has impact on their lives?***

**Build Trust:** Show confidence in your officers' abilities, empowering them to take ownership of their work. Delegate tasks and responsibilities that demonstrate your trust in their capabilities. Remember, there is a difference between developmental delegation and dumping work on your people. ***Do you micromanage your team or do you look for developmental opportunities?***

**Practice Ethical Conduct:** Maintain the mission and agency values as guideposts for decisions. ***Are you operating with a “we” mentality over a self-centered “me” focus?***

**Address Conflict Head-On:** Conflict can be functional, when it is a conflict on ideas toward best meeting the mission. Leaders must make sure conflict is not avoided but is functional. ***Do you facilitate “good” disagreements within your squad or team?***

**Take Responsibility:** Address issues promptly and directly, turning them into learning situations rather than letting them fester. It is critical to address poor performance or behavior and hold people accountable. ***Do you have difficult conversations with followers, or subordinates, or do you put them off and hope they solve themselves?***

### Middle Managers: Facilitating LMX at Scale

Lieutenants and other mid-level managers play a crucial role in supporting and promoting LMX throughout the agency. Their responsibilities include:

**Mentoring and Training Supervisors:** Invest time in mentoring sergeants and providing them with the skills and knowledge they need to build strong relationships with their officers. One of the most critical roles of a lieutenant in serving the organization is to model, train, coach, and mentor sergeants while avoiding intrusion into sergeants' routine situations.

**Communicating the "Big Picture":** Help sergeants and officers understand how their work contributes to the agency's overall mission.

**Advocating for Resources:** Work to ensure that supervisors have the resources they need to support their officers effectively.

**Leading by Example:** Demonstrate LMX principles in your own interactions with supervisors and officers. Always address your direct report sergeants with respect and courtesy. Model for them what you expect them to do with their followers.

**Monitoring and Feedback:** Observe sergeant-officer interactions and provide constructive feedback to sergeants on their LMX-building efforts. Be a resource for your sergeants that may value bouncing around ideas, especially related to aspects they have yet to encounter or experience.

**Promoting a Supportive Culture:** Create a culture that values trust, respect, and open communication. Assist fellow mid-managers and be prepared to coach and mentor.

### The Chief's LMX Role: Modeling Behavior and Setting the Tone

The Chief sets the tone for the entire organization, and their commitment to LMX is essential for its success. Key actions include:

**Articulating the Vision:** Clearly communicate the importance of relationships to the agency's mission and values.

**Allocating Resources:** Invest in training and development programs that support LMX principles.

**Rewarding LMX Behaviors:** Recognize and reward supervisors and managers who demonstrate a commitment to building strong relationships with their subordinates.

**Walking the Walk:** Model LMX behaviors in your own interactions towards building rapport with their direct reports as well as employees at all levels of the organization.

**Ensuring Accountability:** Hold supervisors and managers accountable for fostering positive LMX relationships within their units. Ensure supervisors are held accountable for performing each of these duties.

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**Leadership Pathfinding: Preparing Leaders for Positive LMX**

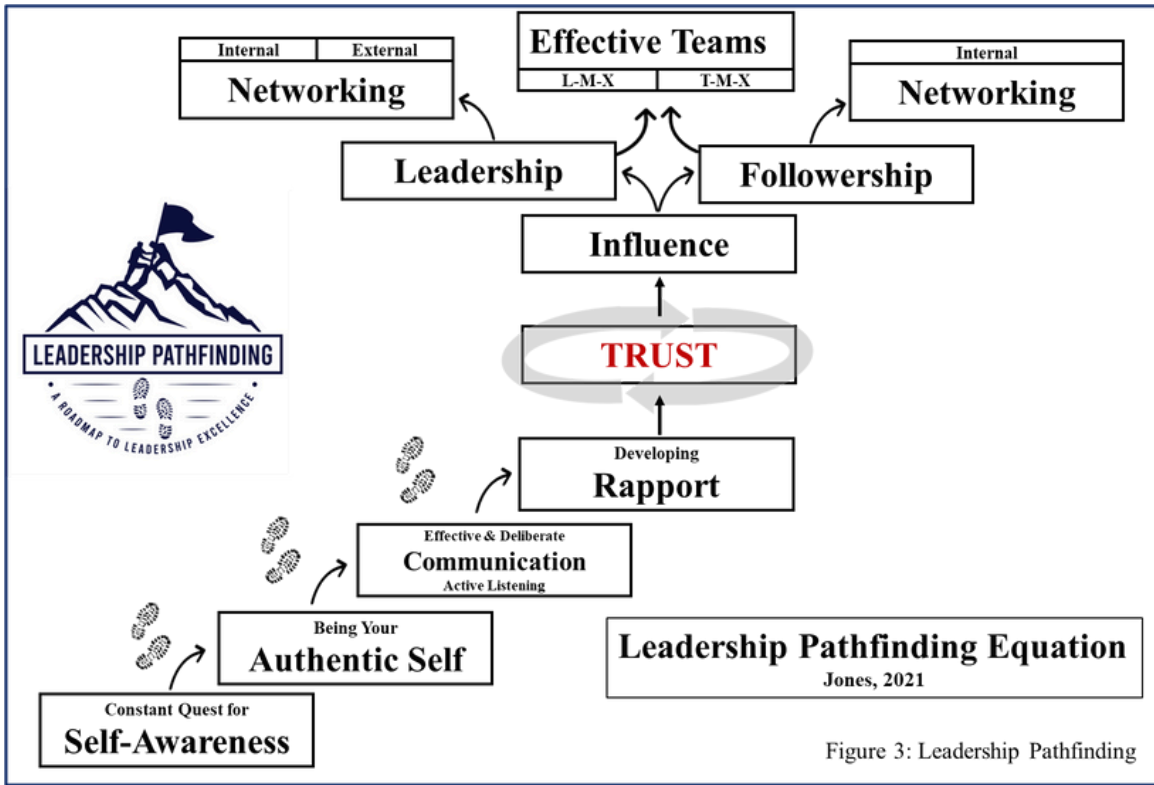


Figure 3: Leadership Pathfinding

Everyone has unique talents, skills, and experiences. Leadership emerges when the right person, the right environment, and the right situation emerges. The Leadership Pathfinding Model emphasizes the ongoing journey of self-awareness, authentic leadership, and effective communication necessary to build the rapport leading to the key ingredient of positive LMX: Trust.

Leadership Pathfinding is a framework that leads leaders, and followers, toward the necessary positive influence relationship. This model can be leveraged by FTOs with their new officers in field training, supervisors, both sworn and non-sworn, and every rank thereafter, to build a foundation of understanding oneself and others. Assist each member in their unique leadership pathfinding.

**Practical Servant Leadership and Followership**

Practical Servant Leadership, with its focus on serving the needs of others, complements LMX by emphasizing the leader's role in supporting and empowering their subordinates. Similarly, Practical Servant Followership (figure 4) encourages subordinates to actively contribute to the team's success through the influence of trust. Leaders need to ensure followers know you appreciate their work and efforts, encourage them to speak up and share ideas, give them credit where credit is due, and find opportunities for schools and special projects and delegate responsibilities.

**Qualities of a Servant Leader:** Empower & delegate, actively listen, seek clarity, and test assumptions, facilitate involvement, identify follower opportunity, provide coaching, encourage mentoring, and quality feedback.

**Qualities of a Servant Follower:** Take the initiative, actively listen, seek clarity, and test assumptions, seek feedback, accept coaching, seek mentoring, and embrace involvement opportunities.

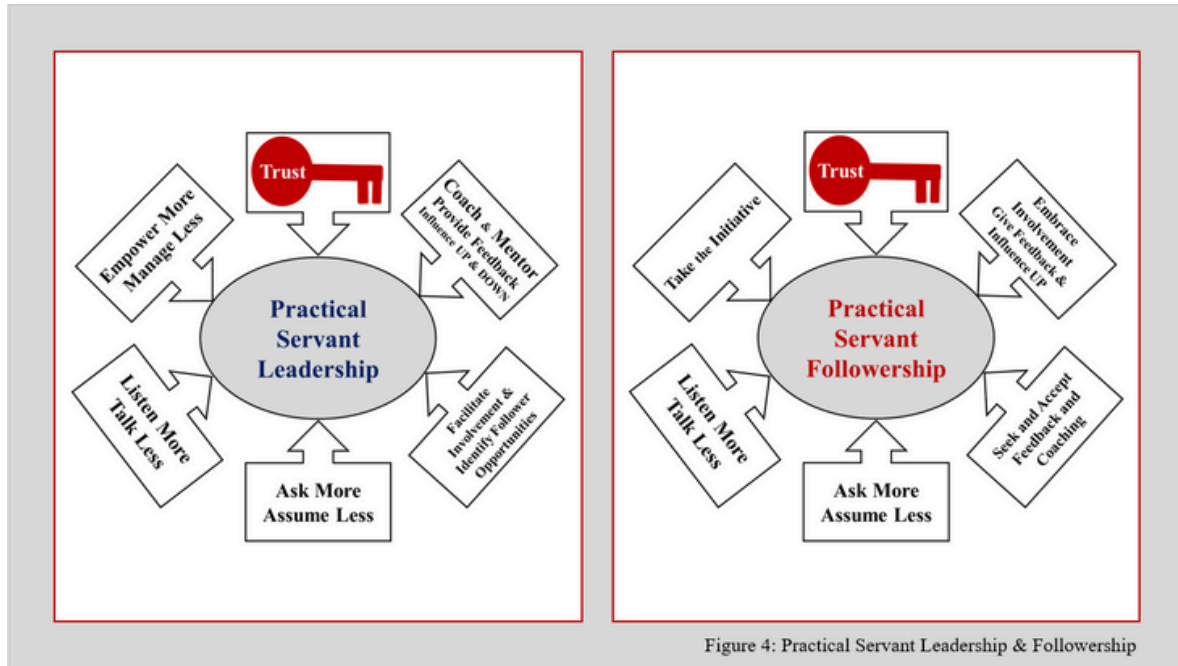


Figure 4: Practical Servant Leadership & Followership

**Avoiding the Pitfalls: Common Mistakes to Avoid**

While LMX offers significant benefits, it is important to be aware of potential pitfalls that can undermine its effectiveness:

**Creating "In-Groups" and "Out-Groups":** Be mindful of creating distinct in-groups and out-groups, as this can lead to perceptions of unfairness and resentment among those in the out-group. For example, spending meal-breaks or time developing officers you are familiar or share history (i.e., SWAT or attending the academy together) seems innocent. However, perceptions can easily create unintended in-group and out-group dynamics. Think of your team as a family where each one keeps score on gets your time and attention.

**Lack of Authenticity:** LMX-building efforts must be genuine and sincere. Officers can quickly detect insincerity, which can damage trust and credibility. Through self-awareness and be authentic to who you are, you can build strong relationships. Do not attempt to be “someone you are not.”

**Communication Breakdowns:** Avoid relying solely on email or text for important communication. Face-to-face is always the most robust form of communication and avoid pitfalls of interpreting the tone or intent of other modes.

**The Autocratic Demand for Respect:** Be humble and extend grace. Leaders motivate others through influence. Supervisors rely on authority. Always ask questions and challenge your assumptions, a habit that will pay huge dividends and build and maintain relationships.

**The Power of Communication: The LMX Lifeline**

Effective communication is the lifeblood of positive LMX relationships. Leaders should prioritize:

**Active Listening:** Truly listen to what officers are saying, both verbally and nonverbally. Be present and avoid looking at your phone, the clock, and other distractions.

**Clarity:** Communicate clearly and concisely, avoiding ambiguity. Clear expectations avoid conflicts and confusion.

**Transparency:** Be transparent about decisions and policies, explaining the rationale behind them. This expresses your recognition on the impact of your decisions and models behavior your followers can emulate when they become supervisors.

**Intentional Messaging:** State the intent of messages to ensure clarity of tone and purpose.

**Open Dialogue:** Encourage open dialogue and feedback, creating a culture of continuous improvement.

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### **Perceived Organizational Support (POS): The Organizational Ecosystem for LMX**

POS refers to employees' perceptions of the extent to which the organization values their contributions and cares about their well-being. Positive LMX relationships contribute significantly to POS, as officers who feel supported by their supervisors are more likely to believe that the agency cares about them. Supervisors are critical top retention as they “embody” the agency in a concept of “supervisor organizational embodiment” with strong impacts on perceptions of officers (Eisenberger et al., 2014.) Research on retention reinforces the adage, people do not leave bad jobs, they leave bad bosses (Wilson et al., 2024.)

### **LMX Neutralizer: Forced Subordination**

From Chiefs down to new supervisors, a common request in leadership workshops is for tools, best practices, and strategies for having conversations and dealing with disruptive employees. While positive LMX serves as the foundation for a healthy leader and follower relationship driven approach, sometimes there is no follower.

Positive LMX does not occur when either the leader or team member fail to practice leadership and followership. For leaders with a power preference for genuine influence over authority of rank, this can be challenging and stressful. Disruptive people, as discussed in the summer article of The Florida Police Chief (Jones, August 2024) can be cognitively and emotionally draining for supervisors with a strong preference and talent towards leadership versus managership. This creates a “forced supervision” from a subordinate that chooses not to follow and negates leadership. In these situations, behavior and performance require management and documentation.

### **Conclusion: LMX is a Force Multiplier for Law Enforcement**

In today's challenging environment, law enforcement agencies need every advantage they can get. **Investing in relationships through LMX is not a soft skill; it is a strategic imperative.** By taking the time to foster genuine rapport, we build critical trust, promoting open communication, and empowering officers at all levels, agencies can unlock the full potential of their workforce, develop followership, leadership, and managership, leading to more adaptable and resilient cultures and organizations. From the line-supervisor building rapport with their team to the chief investing just as intentionally with their command staff, LMX offers a practical and powerful framework for creating a developmental culture of excellence in law enforcement.

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# LEGISLATIVE BRIEFING

## A NATIONAL PERSPECTIVE POST ELECTION

By: Sydney Minor B.A



*Ben Bawden*

The Legislative Briefing at this year's Police Chiefs Conference, led by Ben Bawden of Brooks Bawden Moore LLC, provided an in-depth overview of the federal policy landscape. With a new administration and Congress in session, the coming months promise significant challenges and opportunities for law enforcement.

### **The 118th Congress**

The 118th Congress saw a significant 56% reduction in the number of bills passed, even as 1,500 more bills were introduced compared to previous sessions. This legislative bottleneck reflects the philosophy that success is not necessarily measured by the volume of passed bills. Among the notable developments were the FY25 appropriations process, which is currently operating under a continuing resolution until March 14. Discussions surrounding funding have been contentious, with mixed recommendations for DOJ and DHS grant programs, including proposed cuts to ATF and FBI budgets, and an increase for the DEA. The Social Security Fairness Act also emerged as a rare bipartisan effort to eliminate the government pension offset and windfall elimination provision, carrying an estimated cost of \$200 billion over the next decade.

Issues such as border security and deportation enforcement have also taken center stage. Policymakers are exploring ways to incentivize local and state agencies to participate in immigration enforcement, leveraging programs like the State Criminal Alien Assistance Program (SCAAP) and considering penalties for sanctuary jurisdictions. Meanwhile, government restructuring is on the horizon, with an aggressive agenda to reduce waste, reform regulations, and overhaul federal agencies. This effort is being spearheaded by a newly proposed Department of Government Efficiency, with Elon Musk and Vivek Ramaswamy tapped to lead the initiative.

### **Looking Ahead to the 119th Congress**

As the 119th Congress begins, several legislative priorities loom large for law enforcement. Data privacy bills, including the Fourth Amendment Is Not for Sale Act (FRANFSA) and the American Privacy Rights Act (APRA), propose significant limitations on law enforcement's access to critical data. While exceptions for tools such as automated license plate readers have been included, these proposals could hinder investigative capabilities. At the same time, artificial intelligence is becoming a focal point. Recent executive orders and congressional hearings have emphasized its potential role in criminal investigations, prompting law enforcement to engage actively with policymakers to ensure AI tools enhance mission success and officer safety.

Policing and justice reforms remain a priority as well. The reintroduced George Floyd Justice in Policing Act and forthcoming reforms addressing over-criminalization and corrections are poised to shape accountability and corrections systems for years to come. The fentanyl crisis also demands urgent attention, with temporary Schedule I classifications for synthetic opioids extended through March. Multiple bills aim to address the epidemic, offering a possible path forward in the 119th Congress. Additionally, drone technology continues to gain bipartisan support, with efforts underway to expand counter-drone authorities and launch state pilot programs to explore drones' potential for public safety applications.

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These legislative developments raise critical questions for law enforcement, including the operational impact of marijuana legalization, which is expected to increase laboratory workloads, and the effects of a federal definition for artificial intelligence on policing practices. Agencies are encouraged to prepare concrete examples of how legislation such as APRA and FRANFSA could hinder investigations, as well as to engage actively with Congress to shape policies that protect investigative capabilities.

### **Opportunities for Law Enforcement**

Despite the challenges, numerous opportunities exist for law enforcement to shape federal policy. Initiatives such as the National Integrated Ballistic Information Network (NIBIN), regular forensics briefings, and pilot programs for drone

technology provide platforms for advocacy and collaboration. As these legislative priorities evolve, the importance of staying informed, sharing feedback, and engaging proactively with policymakers cannot be overstated.

With evolving priorities and a focus on efficiency, this legislative session promises to redefine the federal landscape for law enforcement. The conference emphasized that by remaining active participants in the policy-making process, law enforcement agencies can help ensure that the changes ahead support public safety and enhance operational effectiveness.

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# CAMPUS PROTESTS: AFTER ACTION AND LESSONS LEARNED

## A CHIEFS PANEL

By: Sydney Minor B.A

The 2025 Florida Police Chiefs Mid-Winter Conference offered a rare glimpse into the challenges and successes of campus law enforcement leaders from Florida's major universities. Chief Carl Metzger (UCF), Chief Chris Daniel (USF), Chief Bart Knowles (UF), and Colonel Gary Howze (FHP) joined a panel to discuss their approaches to managing protests, balancing free speech with law and order, and fostering partnerships across agencies. The conversation, moderated during a time of heightened campus activism, was both timely and insightful.

### Navigating Complex Campus Dynamics

Each campus leader painted a unique picture of their university's law enforcement landscape. Chief Carl Metzger oversees security at the University of Central Florida (UCF), the second-largest university in the United States. UCF, known as "Space U," is a hub for aerospace innovation, boasting strong ties to NASA and Lockheed Martin. With a population comparable to a medium-sized city, managing security on a sprawling campus is a significant challenge, particularly during periods of protest.

Chief Chris Daniel leads law enforcement at the University of South Florida (USF), which spans multiple campuses in Tampa and Sarasota. Serving a commuter-heavy population of 50,000 students, USF's campuses see up to 75,000 people daily, including students, faculty, and visitors. This density, combined with proximity to other law enforcement jurisdictions, underscores the importance of interagency collaboration.

At the University of Florida (UF), Chief Bart Knowles returned to his hometown of Gainesville to lead a police force responsible for securing one of the largest universities in the state. With UF Health's Level 1 trauma center, a nuclear reactor, and properties in all 67 Florida counties, Chief Knowles emphasized the complexities of overseeing a campus that functions like a city within a city.

Colonel Gary Howze, Florida Highway Patrol (FHP), provided a statewide perspective. FHP supports universities during emergencies and large-scale protests, deploying its Quick Response Force of 330 troopers as needed. With



*Chief Carl Metzger, Chief Christopher Daniel, Chief Sean Brammer*  
partnerships as a cornerstone of their strategy, FHP helps maintain cohesiveness across Florida's campuses.

### Protests on Campus: Managing Free Speech and Security

The past year and a half saw an uptick in campus protests, spurred by national and international events. While the nature of these demonstrations varied by campus, the chiefs shared strategies for balancing constitutional rights with public safety.

At UCF, Chief Metzger highlighted the challenges of managing 42 protests in 42 days, ranging from small gatherings to larger demonstrations with over 200 participants. The police department's approach included proactive outreach to protest organizers, psychological deterrence tactics like hourly rule reminders via loudspeakers, and the strategic use of drones and bicycles for crowd monitoring.

USF faced similar challenges, particularly with protests that drew both students and professional activists from downtown Tampa. Chief Daniel recounted an April protest in Martin Luther King, Jr. Plaza where demonstrators erected tents, shields, and barricades. Officers relied on clear communication, collaboration with local agencies, and

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strategic positioning to de-escalate tensions, ultimately deploying gas to disperse crowds without injuries.

At UF, Chief Knowles noted that protests often coincided with other criminal activity, such as thefts, straining resources. Clear communication and predefined rules for protest behavior—such as bans on camp chairs, tarps, and overnight encampments—helped manage demonstrations while ensuring campus operations continued uninterrupted. Colonel Howze emphasized FHP’s behind-the-scenes role, including intelligence gathering and crowd movement analysis. By supporting local campus police, FHP ensured that university law enforcement could focus on building relationships with students while maintaining order.

### **Balancing Free Speech and Law and Order**

The chiefs unanimously agreed on the importance of respecting free speech while maintaining public safety. This delicate balance was tested during politically charged events, such as the October 2025 Israel-Palestine conflict, which sparked protests on many campuses. Chief Metzger explained how UCF navigated protests involving diverse groups, some cooperative and others unwilling to engage with law enforcement. Chief Knowles at UF stressed the importance of dialogue, even when viewpoints clashed, while Chief Daniel at USF highlighted the role of social media in shaping protest narratives and complicating law enforcement’s response.

Colonel Howze reminded attendees that FHP’s role is to support campus police while respecting the leadership of local chiefs. By establishing clear rules of engagement and focusing on deterrence, FHP helps maintain a law-and-order atmosphere without overshadowing the constitutional rights of protesters.

### **Lessons Learned and Future Impacts**

The chiefs reflected on the lessons learned from managing campus protests. Chief Metzger emphasized the importance of patience, training, and strong relationships with student organizations. At USF, Chief Daniel underscored the need for adequate resources, including less-lethal tools, and collaboration with local agencies. Chief Knowles at UF highlighted the value of clear communication and partnerships with organizations like the Florida Police Chiefs Association.



*Chief Sean Brammer, Chief Bart Knowles, Colonel Gary Howze*

Looking ahead, the chiefs acknowledged that campus law enforcement must remain adaptable. Policy changes, such as bans on masks and restrictions on protest locations, are already shaping how universities handle future demonstrations. Despite these challenges, the chiefs expressed optimism about the strength of their teams and the resilience of their campuses.

As Florida’s campuses continue to grow and evolve, the insights shared during the Florida Police Chiefs Association Conference serve as a roadmap for navigating the complex intersection of free speech, public safety, and law enforcement. By fostering collaboration, maintaining transparency, and staying committed to their communities, campus police leaders are ensuring that their universities remain safe and vibrant spaces for learning and dialogue.



# OVERVIEW

IACI leads a global community of Cybersecurity and IT Defenders working with critical infrastructure organizations. A member-driven, private sector-operated ISAO providing opportunities for cross-sector collaboration, and the utilization of timely and actionable intelligence through online tools and monitoring services.

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IACI enhances our members' ability to detect, mitigate and respond to threats by providing the following:

- Community building through private chat, emails, working groups, events, webinars, etc.
  - IACI monitors various criminal communication channels and offers automated alerting on multiple IOCs and breach artifacts including:
    - Breach Artifacts/Keywords: Victim Domains/URLs/IPs, Compromised Credential Pairs, Stolen Credit Cards, etc.
    - IOCs: Known malicious domains/IP addresses, email addresses.
  - In addition to the automation features IACI provides Analyst Tools for investigating and mapping Indicators to known shared intelligence both within and across Critical Security Sectors and Federal and State Intelligence Sources such as CVE, CWE, DHS Malware Analysis Reports and Indicator Bulletins.
  - Daily situational awareness news, intelligence reports and alerts.
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IACI Membership unlocks access to the Artificial Intelligence ISAO, Supply Chain ISAO, Smart Cities and Communities ISAO, along with partnerships including Industrial Control Systems, and Geospatial Intelligence and others.

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**Private** - Tiers based on Annual Revenue

**Non-Profit** - Tiers based on Annual Revenue

**Public Sector** (State Local Tribal, Territorial) - Tiers based on Population

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To Join IACI, And For Questions Please Contact Us At

**Join IACI** or email [join@certifiedisao.org](mailto:join@certifiedisao.org)



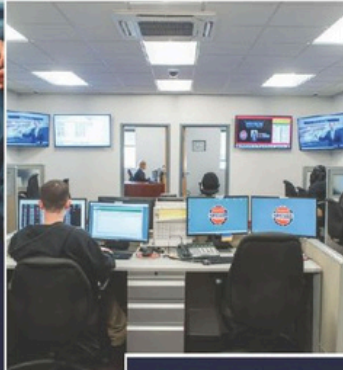


Security Industry Alarm Coalition

One Voice for the Security Industry on Alarm Management Issues



WWW.SIACINC.ORG



### Our Mission:

Our work directly impacts public safety as we promote the deterrent effect of alarm systems for community safety, while working closely with our public and private partners.

### Staff of Experts...

SIAC's retired executive law enforcement staff is available to assist local governments and law enforcement agencies in developing and/or modifying an existing alarm ordinance while establishing an effective alarm management program.

The SIAC staff is available to law enforcement and local governments in reviewing, developing and implementing alarm management programs, including an alarm ordinance with tracking and billing components.

SIAC is a 501(c)(6) non-profit organization representing one voice for the professional electronic security industry on alarm management issues. SIAC has the support of the national alarm companies in North America, which makes it an effective, responsible and proactive coalition for the professional security industry



A recent academic study, *Assessing the Effectiveness of the Model Alarm Ordinance; A Study of Three Cities and One County*, showed significant sustained results in alarm call reductions (over a ten year period). Some Study Findings:

- Vast majority of alarm users do not consume significant law enforcement resources
- Only a very small percentage of users are responsible for utilizing law enforcement resources
- The majority of alarm owners (often more than 90%) do not require a law enforcement response annually
- Zero responses to 92% of its registered alarm sites over a 10-year period
- Even with increases in alarm permits with new installations, agencies continue to see annual reductions in alarm calls dispatched
- For the Study's Full Report, Video and Power Point visit, <https://siacinc.org>

### Model Ordinance Supported by IACP/SACOP & NSA by resolution includes these "Best Practices":

- Alarm Registration/Permitting
- Limiting Free Responses to one or two
- Enhanced Call Confirmation (Requiring 2 calls prior to dispatch)
- Accepting Cancellations
- Suspending Response to Chronic Abusers
- Appeal Process
- Strict Enforcement
- Alarm Management Class (optional)

Complete Model Ordinance download is available from <https://siacinc.org>.

### Training and Education

SIAC staff delivers training and informational programs throughout North America

### Alarm Management Committees

SIAC works closely with the IACP and its State Association of Chiefs of Police (SACOP) in establishing Alarm Management Committees. The committees consist of police chiefs and alarm industry leaders who develop strategies and policies to address alarm issues and provide solutions based on best practices.

### Helping you to reduce alarm calls!

SIAC is a non-profit association providing no cost alarm management consulting to local government and its law enforcement agency.

- Customizing the Model Ordinance to local conditions
- Reducing Alarm Dispatches
- Recovering Costs
- Establish an Alarm School
- Assist with billing & tracking components

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### Support Partnerships

SIAC works closely with leadership of the following national law enforcement associations to enhance the benefit of alarm systems as part of the overall crime prevention and public safety programs:



Division of State Associations of Chiefs of Police

# Upcoming Training and Events

New Chiefs Training  
April 28 - May 2  
Lake Mary

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73rd Annual Summer Conference  
June 14 - 18  
Miami Beach

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Future Chiefs Training  
August - Tentative

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CORE  
Communication, Organization, Roles/Responsibilities, and Expectations of an Executive or  
Administrative Assistant in Law Enforcement  
August - Tentative

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2026 Mid-Winter Conference  
January 10 - 13, 2026  
Orlando



# FLORIDA POLICE CHIEFS ASSOCIATION

## 73RD ANNUAL SUMMER CONFERENCE



**Loews Miami Beach Hotel**  
**June 14-18, 2025**



**REGISTER BY MAY 13TH**  
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