Big Ideas
for Smaller Police Departments
A quarterly publication of The International Association of Chiefs of Police focusing on concerns of smaller agencies

Preparing to be a Chief of Police

By Chief Gary E. Brown, Ret. (Monterey, CA, Ashland, OR, Clemente, CA)

Leading a police department in any sized agency can be both rewarding and challenging. When preparing to become a chief, especially of a smaller department, the first question one must ask is, "do I really want to be a police chief?" Being the principle leader is challenging in any line of work, but leading a police department that is both visible and accountable to the entire community has unique challenges. When news of a police chief being relieved of duty due to political fallout beyond his or her control, commission of a tactical error, or over a question of ethics is in the news, one who is aspiring to that leadership role may think twice about the demands of the job. Prospective chiefs must truly weigh their inner most desires, assess their capabilities, decide if they want to be subjected to a fishbowl life style, and consider whether they are willing to choose a job that demands an inordinate amount of time away from their family. Knowing what the job of chief entails in any particular community will help determine whether or not the position of chief is what you really want to do.

Whether one wants to commit to leading a police department is a topic that should be considered mid-way through a career in law enforcement. In a way, this job is a calling and not everyone is called. It is valuable to begin contemplating the prospect of becoming a chief early in one's career so that there is ample time to prepare to be qualified for that position. Making deliberate career path choices, seeking out diverse career opportunities, and the mentoring guidance of other leaders will help build a skill set requisite for being a chief of police. If, after considering the ramifications of assuming the roles and responsibilities of chief of police, one still wants to pursue the path, it is important to keep in mind that there are many roads to the top of the mountain.

General Requirements for a Chief's Job

Education and Training

Most hiring agencies desire candidates with a minimum of a BA/BS Degree from an accredited university in a related field of study. However, in today's market, many candidates have Masters Degrees. Generally speaking, a degree in a discipline other than criminal justice or police science is still desired. The chief of police is the lead police executive. As such, a degree in business, public administration, psychology, sociology, anthropology, or communication, among others that are related to executive responsibilities, is advantageous.

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In addition to an advanced degree, many hiring agencies are looking for candidates who have completed a major law enforcement management training program. This could include the FBI National Academy, Northwestern Center for Public Safety's School of Police Management and Command, the Southern Police Institute's Administrative Officers Course, the Police Executive Research Forum's Senior Management Institute for Police, or the IACP's Leadership in Police Organizations course.

Professional Experience

Beyond specific educational requirements, municipalities often seek a candidate who has a broad background and considerable experience in at least three key areas: patrol, investigations, and administration. That experience should be supplemented with knowledge in a variety of operational facets including: records, training, animal control, code enforcement, personnel, technology acquisition, grants, school resource officer programs, and community affairs. Hiring authorities will not be eager to hire a 20-year detective who was promoted yet prefers to remain in plainclothes assignments without much experience supervising a line operation. It can be advantageous to have worked in more than one agency to demonstrate a broader perspective of police work.

Hiring authorities also often require applicants to hold a rank one level below that of the police chief, for that particular department. For example, if the second highest rank in the organization is a captain, then the requirement may read: "Two years experience at the rank of captain or higher in a similar sized agency." The term "higher" in the previous example would take into consideration a police chief in a smaller agency or an assistant chief in a larger agency. Typically, the higher rank one has in an organization, the more that role is focused on leadership, strategic planning, human resource management, decision making, budgeting, and group dynamics, all of which are areas of experience usually needed to be considered for a chief's position. However, rank should not be a discouraging factor; many sergeants have become successful chiefs of police in smaller agencies.

Department Size

The larger the department that is recruiting, the more likely it is that the city will want a candidate from a similar sized agency. If a police chief in a smaller city desires to compete for a similar position in a larger agency, there is no absolute rule, but degree of executive complexity and competency is a major factor. Likewise, those making a selection for a very diverse, suburban city in a metro area may be skeptical about selecting a chief who comes from a smaller, more homogeneous, rural community. This is not to say that a candidate from a smaller department is not capable of managing a much larger one; but it is a perception issue that the candidate would have to overcome to gain credibility with the governing body and police agency. The hiring agency is looking for competency and fit. Knowing and selling one's competencies is of major importance when applying for a chief's job.

Additional Qualifications

Some police organizations may have additional specific qualifications they are seeking based on their community needs at the time. Other desired requirements for a chief's job, written or implied, may include:

- A strong desire for a female or minority candidate
- Bilingual skills
- Experience with similar issues facing the hiring agency
- Experience dealing with gang issues and/or Community Oriented Policing and Problem Solving (COPPS).

How to be a Strong Candidate

Frequently, the same or similar terminology is used in the desired profile section of recruitment ads for police executive positions. Hiring bodies across the country are often looking for similar characteristics in a new police executive. The key to determining if a position is a good fit for a candidate is to consider the terms used in the recruitment listing and attempt to read between the lines to determine what they are really looking for. This may provide insight as to what some of the pending issues are in a hiring agency. Sometimes, a city manager or mayor will say or imply that they want someone who possesses traits that are completely opposite of the former chief, especially if the former chief did not leave on the best terms. Then again, they may want someone with many of the same characteristics as the former chief, if the former chief retired honorably or left under good terms. The hiring authority is attempting to identify the candidate with the right skill set and personality for the police department and the city.

The following is a typical list of desired dimensions in most police chief recruitments today. Prospective candidates can use this list to assess their own capabilities and/or leadership style to serve as a reference point for what areas they match up with and consider what areas they may want to improve upon; this self assessment or diagnostic review is beneficial when seriously considering a career as police chief.

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Typical Traits of the Desired Police Chief Candidate

How Do You Rate Yourself?
(1=needs improvement -- 4=strong)

Leadership				
* Strong leadership skills/leads by example	1	2	3	4
* Provides direction	1	2	3	4
* Is fair and consistent	1	2	3	4
* Gains respect of police personnel	1	2	3	4
* Treats employees with respect	1	2	3	4
* A mentor/supports succession planning	1	2	3	4
* Not a micromanager	1	2	3	4
* Supports civilian staff and volunteers	1	2	3	4
* Customer service oriented	1	2	3	4
* Visible in the community	1	2	3	4
* Follows chain of command	1	2	3	4
* Advocate for PD yet supports executive team	1	2	3	4
Communication & Coordination				
* Public speaking skills	1	2	3	4
* Seeks opinions of others/a good listener	1	2	3	4
* Keeps city manger informed	1	2	3	4
* Responsive/keeps commitments	1	2	3	4
* Works closely with the police union	1	2	3	4
* Works well with allied agencies	1	2	3	4
* Works closely with business community	1	2	3	4
Experience				
* Seasoned veteran with a proven track record	1	2	3	4
* Strong administrative skills	1	2	3	4
* “Cop’s cop” but understands management role	1	2	3	4
* Can make tough decisions	1	2	3	4
* Politically astute, yet not a politician	1	2	3	4
* Has realistic expectations of others	1	2	3	4
* Committed to Community Oriented Policing philosophy	1	2	3	4
* Technology oriented	1	2	3	4
Personal				
* Loyal and trustworthy	1	2	3	4
* Embraces diversity	1	2	3	4
* Visionary/forward thinker	1	2	3	4
* Projects professional image	1	2	3	4
* Creative/open to new ideas	1	2	3	4
* Sense of humor	1	2	3	4
* Holds self accountable as well as others	1	2	3	4
* Maintains composure in time of crisis	1	2	3	4
* High ethical standards	1	2	3	4
* Visible/approachable	1	2	3	4
* Involved in the community	1	2	3	4

This list may at first glance seem fairly generic however, under analysis, it can tell prospective chiefs a lot about themselves and how prepared they are to assume the role of chief. Requested traits that are outside of these standards may provide insight into the organization and what they are specifically looking for in a new executive.

For further clarification, prospective candidates can contact the executive recruiter or personnel officer who is handling the hiring to seek his or her opinion as to the most important and desired traits the department is seeking and to determine what the key issues are that the new executive may face. The first question a candidate should ask the recruiter is, "What happened to the former chief?" Another important question would be, "Is there a strong internal candidate?"

In addition to the typical traits listed above, it is important to keep supplementary criteria in mind that are less tangible than those outlined above. These criteria may include a candidate who will:

- Be respectful of the mayor/city manager in public
- Stand behind and support the mayor/city manager and city council
- Resolve problems before they surface
- Have enough perspective to see the big picture for the city
- Stand up for and justify their position on issues
- Serve successfully as a good will ambassador for the mayor/city manager and the city as a whole

These desired traits may appear to be common sense; however, those candidates who do not pick up on the subtle cues and adhere to them may not remain in the running for the position for long. The person(s) doing the hiring are not very likely to take much of a risk (perceived or real) in selecting the new chief because the chief of police is often the most visible, and potentially controversial, appointment among all other city department heads.

The Next Step

Many police chief hopefuls believe that once they have decided they want to become a chief, they must reach that goal as quickly as possible. However, rather than viewing this process as a race to the finish line, it is advantageous to consider it as the culmination of experience, education, and training. It will take years to reach the goal of becoming a chief of police, but once appointed, you will have a career's worth of experiences to help guide you. Enjoy the time preparing for this ultimate career step, rather than rushing in headfirst. If candidates establish themselves within a department, regardless of whether it is the one they hope to one day lead or not, they will become more viable candidates and will have developed a support system that will serve them well in their future appointments.

Once you have answered the questions, "Do you really want to be a chief?" and, "What are they really looking for?" then you must do a self assessment as to how you compare to the desired criterion and seek to understand what the city manager or mayor may want in a candidate. Then, if possible, determine what the real issues are awaiting the new police chief. If the criterion and possible expectations of the city seem like a match, update your resume, look for the right fit for possible career opportunities, and throw your hat in the ring. The position of police chief can be among the most rewarding of any profession. Both the challenges and the rewards of service are great.

Once you determine the job of police chief is your goal, gather as much information as possible about the job expectations, the former chief, the agency, the city, and finally, assess your readiness. Keep in mind that the varied experience of a command officer in a smaller agency is excellent training to be a police chief. This summary of leadership preparation can serve as a helpful guide for smaller department chief hopefuls, but it can also be useful to those interested in becoming a law enforcement leader in another capacity such as sheriff or state police director. Good luck as you consider your future as a law enforcement executive.

This article was written by Chief Gary Brown (Ret.). He has more than 40 years experience in municipal government and retired in 2001 as police chief of the City of Monterey, CA. Prior to his retirement, Chief Brown served as police chief in Ashland, OR, and the California cities of Chowchilla, South Pasadena, and San Clemente. Chief Brown's educational background includes an AA degree from Mt. San Antonio College, a BA in Government from Sacramento State, and an MPA from the University of Southern California. Chief Brown currently serves an executive recruiter with William Avery & Associates. Chief Brown can be reached at garyb@averyassoc.net.

The IACP's 2007 ***Criminal Intelligence Sharing Summit: Implications for Smaller Law Enforcement Agencies, Part II*** will be available in a future issue of *Big Ideas for Smaller Police Departments.*

Spotlight

Celebrate Safe Communities!

By Terri Kelly (National Crime Prevention Council)

Overall, the rate of crime has dropped nationally in recent years. Despite this decline, cities and communities face localized increases in violence and some property crimes. According to recent national surveys, the public continues to view crime as a serious problem. Fear of crime affects decisions residents make about where to go and what to do in their communities and may affect their comfort about working with law enforcement on community safety initiatives. Some studies suggest that high numbers of mortgage foreclosures and recent downturns in the economy will affect increases in crime rates. Local law enforcement needs assistance to confront these crime challenges effectively.

Prevention-focused community-law enforcement partnerships are the most effective tool we have to prevent crime and address the fear of crime. A new Bureau of Justice Assistance-supported initiative of the National Sheriffs' Association and the National Crime Prevention Council, Celebrate Safe Communities (CSC) is designed to help local communities highlight the importance of residents and law enforcement working together to keep our communities safe places to live, learn, work, and play. CSC will launch nationally and with local celebrations October 2-4, 2008 as part of the kick-off to recognition of October as Crime Prevention Month.

To support local communities planning CSC activities, the national partners have established an online registration and resource center at www.celebratesafecommunities.org. At this site, local law enforcement agencies and their community partners can register their activities, check out what other communities are planning, get linked to a collection of crime prevention tools and resources tailored to help address their priority concerns, and learn about awards to recognize extraordinary CSC sites' accomplishments. A Frequently Asked Questions (FAQ) sheet on CSC is also posted to the site.

Beginning in June, the national partners will be offering additional support and tools including

- **Webinars –** 60-minute information sessions to help your local initiative succeed
  - *June 11 @2:00 p.m. EDT* – **CSC 101: Get Involved Now!**
  - *June 25 @2:00 p.m. EDT* – **Nuts and Bolts of Physical Security: What Residents Need to Know**
  - *July 16 @2:00 p.m. EDT* – **The Media Can Be Your Partner! How to Make it Happen With CSC**
  - *July 30 @2:00 p.m. EDT* – **Watch Out and Help Out: Neighborhood Watch and More**
- **Media outreach kit** – available in July, the kit will include downloadable
  - Multi-media news release you can tailor for local use
  - Sample press release, editorial
  - Video clips highlighting effective crime prevention activities
  - CSC fact sheet
- **Tip sheets** – on recruiting resident volunteers, support from local businesses, and visibility before local policy makers

For more information and updates on these and other resources from the CSC partners, visit www.celebratesafecommunities.org or contact the National Crime Prevention Council at 202-261-4125 or Kelly@ncpc.org. Remember, less crime is no accident; it takes you watching out and helping out to keep your community safe!

CELEBRATE SAFE COMMUNITIES

No-Cost Training Available on Gangs, Counter-Terrorism, and the Franklin Covey Seven Habits for Law Enforcement

The Bureau of Justice Assistance (BJA) and the Regional Centers for Public-Safety Innovation (RCPI) National Training Network are partnering to provide no-cost training opportunities available to all local law enforcement. A description of the various training opportunities available, as well as locations and dates for the trainings, is featured below.

Gangs 101

This course is designed to serve as a starting point for law enforcement officers or agencies interested in learning more about gang issues present in today's communities. The course is presented in a three-day format and includes the following topics:

- National Gang Overview
- Conducting a Comprehensive Community Gangs Assessment
- Gang Prevention and Intervention
- Gang Suppression Strategies and Tactics
- Gangs and Schools
- Parents and Gangs
- Leaving the Gang
- Working with Gang Members

Upcoming dates: July 17-19 Conshohocken, PA
July 23-25 Boston, MA

This training is offered at no cost to participants. To register for a training or to request training please contact:
Laura Heisler
Training Manager
FL Regional Community Policing Institute
St. Petersburg College
Phone: (727) 341-4437
E-mail: heisler.laura@spcollege.edu

Counter-Terrorism Training

This one-day training provides specialized training for law enforcement personnel in combating terrorism and extremist criminal activity. This training ensures the delivery of the most up-to-date information regarding pre-incident preparation, investigation, prevention, and interdiction training.

This training focuses on the prevention of terrorism in the United States by providing the tools necessary for state, local, and tribal law enforcement officers to understand, detect, deter, and investigate acts of terrorism in the United States by both international and domestic, or homegrown, terrorists.

This training is offered at no cost to participants. To register for a training or to request training please contact:
Sandy Sayre, Director
Colorado Regional Community Policing Institute
Division of Criminal Justice
Colorado Department of Public Safety
Phone: (303) 239-4405
E-mail: Sandy.Sayre@cdps.state.co.us

The Franklin Covey Seven Habits for Law Enforcement

Effective people are an agency's most important asset. The Franklin Covey Seven Habits for Law Enforcement workshop is an inspiring three-day experience where you interact with other law enforcement professionals seeking to improve their personal lives and job performance by applying The Seven Habits. The knowledge and skills learned in this workshop are immediately applicable for line personnel, supervisors, and executives.

The Carolinas Institute for Community Policing (CICP) is partnering with regional community policing institutes across the nation to offer these trainings.

Upcoming classes include:	June 16 – 18	Northwestern State University	Natchitoches, LA
	June 16 – 18	Wake Technical College	Raleigh, NC
	July 14 – 16	Oxford Police Department	Oxford, MS
	July 29 – 31	Arapahoe County Sheriff's Office	Centennial, CO

For a complete list of upcoming classes please visit: www.cicp.org/CourseSchedule-FranklinCovey.html. This training is offered at no cost to participants. To register for a training or to request training please contact:
Lynda Leventis Wells
Carolinas Institute for Community Policing
Greenville Technical College
Phone: (864) 250-8149
E-mail: lwells@cicp.org

Mentoring

A Mentor's Perspective on Choosing to be a Police Chief

By Chief Paul Schultz (Lafayette, CO)

While it may seem like a logical step to aspire to be the chief of police one day, there are many aspects of the job that are not as glamorous as they may seem at first glance. If you are at a point in your career where you are contemplating applying for your first position as chief, there are some things you should consider before taking that next step.

There is nothing quite like the thrill and joy of first being appointed as a police chief. The appointment to chief is often the culmination of years of professional experience, dedication to duty and community, and academic achievement, often measured in degrees. However, with all of the preparing for this position that an individual can do, there are several realities about being a chief of police that nothing can prepare you for until you arrive in the top seat.

It is often observed that it can be much less stressful to be second in command in an agency than to be the one in command. The chief personifies the agency and with that responsibility comes a variety of consequences: some pleasant and some not so pleasant. Regardless of how one analyzes these issues, it is critical that an individual considering pursuing a position as the chief of police know what he or she can expect. Knowing what to expect beforehand can mentally prepare prospective chiefs for things that they have never experienced before in their careers.

Having mentored many newer chiefs, several of whom have confided in me after several months on the job that "this is not what I expected," I will share some perspectives that anyone considering becoming a chief of police should reflect on.

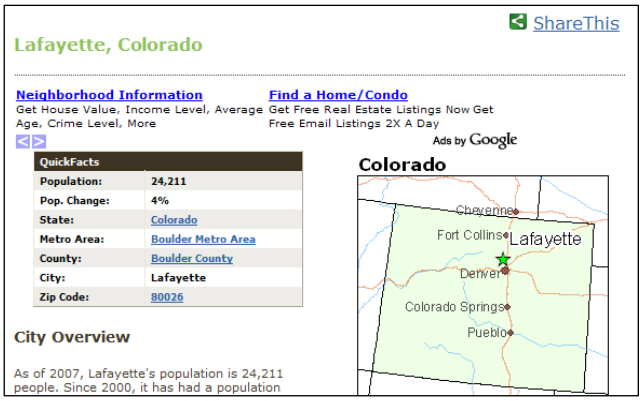
Family Considerations

When deciding if pursuing a position as the chief of police is the right course for an individual, one of the considerations that is most underestimated is the impact that job will have on the family. Often, being appointed the chief of police means a move to another part of the country. You must factor into your decision how this move will impact your family. Starting as a new chief in a new town is an intense experience; if the move causes trouble in your family life, this will only compound the challenges you face during this transition.

Beyond determining if the community is a good fit for you, you and your family should consider whether the new community is the right fit for your spouse and your children. This decision should include a thorough review of the potential job market in the new community for your spouse and a review of the school district for the children. There are challenges to beginning an intense job in a location where you and your family do not have an existing social or support network.

Cultural issues are another aspect of this move that the entire family needs to consider. What are the cultural, economic, and recreational opportunities of the new community and how might those be different from what you perceive are available in your current hometown? If all family members are avid skiers and you are moving to the Midwest, will this present a major challenge for the family?

"Local" moves of a few hundred miles are often discounted as not needing such a thorough review of the local culture. However, even these smaller scale moves should be carefully considered as there may be unanticipated cultural differences. One tool that can help with researching a prospective new community is www.bestplaces.net.



Sample information provided from www.bestplaces.net.

Realistic Job Expectations

There is no greater feeling than being the chief of police when the department performs well and there is no worse feeling than when the department performs poorly. The chief of police will receive praise when things go well and criticism when things go wrong, regardless of whether or not it is the chief's fault. Some newer chiefs have difficulty accepting this type of criticism because in their former command position, criticism dealt only with areas under their command, not the entire department. I remember the first time I was criticized publicly as chief of police for the actions of my officers; it was a completely new experience and not one I much cared for. The chief of police is responsible for and represents the entire department and therefore must be prepared to accept the criticism along with the praise.

The chief of police is a public figure; the chief must understand that role and the unique stressors that are implicit with it. The chief must be very comfortable with public speaking and with being in the spotlight, for better or for worse. The chief of police is always on display and

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is always being judged by the department and the community. The chief's actions are evaluated not only on duty but off duty as well. Are you and your family ready to live in the public eye, at times under a microscope? Chiefs of police are never really off duty and their lives are an open book, a book that the media is apt to explore and write about. A chief's actions are scrutinized 24 hours a day, as are those of the chief's family. I remember when my daughter was in the sixth grade a teacher told her: "What would your dad, the police chief, say about your behavior?" This was a consequence of my position that my children and I had not anticipated.

New chiefs must also be prepared to work longer hours than ever before with tasks such as attending evening community meetings, city council meetings, management retreats, as well as attending community events on behalf of the department such as parades, fairs, and fundraisers. This can be a challenge even for the best of time managers and for those who are up to the challenge, keep in mind what impact these hours will have on the family.

Job Security

Prior to accepting a police chief's position, it is very important to survey the political environment. You will not be serving yourself or your family if you take a chief's position just for the sake of being a chief. Obviously, professional fit is critical with the city manager, city council, the community, and the department. However, some equally important aspects are often overlooked. Do not forget to ask:

- How long was the prior chief in office? Why did he/she leave?
- What about the chief before him/her? How long was that chief in office before the prior chief? Why did he/she leave?

If you do not feel comfortable with the tenure of the two previous chiefs, perhaps consider passing on this opportunity. The past often has a way of repeating itself. If you are stepping into an environment where historically the chief is replaced every three years, it is probably a good assumption that if you take that position, in three years you may be on the job market again. Job security is very important and sometimes it is better to wait for a more stable chief's position.

Salary Considerations

It is always nice to move into a new job with a higher ranking title and receive a pay raise. However, if you are moving from a lower position in a larger agency to take your first chief's position in a smaller agency, the result is actually often a reduction in pay. Are you and your family prepared for this? Some important questions to consider include:

- Have you conducted a thorough review of your finances to ensure that you can live on your new salary?
- What type of pension plan does your new department offer and how does it work if you leave this job in a few years?
- Have you researched the new job market to determine what salary your spouse can expect?
- Have you factored in the new community's property tax rate (property tax rates vary dramatically across the country and can add hundreds to your new house payment)? What about the general cost of living in the new community?

Other things to consider include your new community's health plan costs. If you have an elderly parent(s) who is moving with you, consider what impacts they can expect with their healthcare costs, overall cost of living, and recreational opportunities for their well being.

Conflict

Every new police chief will have to deal with conflict. If you are conflict avoidant, or have difficulty managing conflict, this may not be the right job for you. If you are an internal appointment you may have to handle conflict that is quite different from the conflict that may manifest itself if you are an external appointment.

Internal appointment chiefs will have to address questions and possibly anger from other internal candidates who were not selected. "Why did you get it and not me?" is a natural question or feeling for an unselected internal candidate to have. Consider what new alliances can be expected and whether there may be retribution for past issues. The good news is that in smaller law enforcement agencies internal appointment also means numerous new promotions.

One advantage is that internally appointed chiefs know their departments very well and can often hit the ground running. Community contacts are in place and the culture and political landscape are already established. The rank and file may or may not be supportive of internal candidates; they may think that more of the same is ahead, which may or may not have been good in the past.

Your officers may compare your personality and performance to your predecessor's. Addressing this early on is critical for success. Using established department contacts and working on the greatest good for the largest number of employees are excellent strategies for dealing with this type of conflict.

External appointment chiefs often will face more challenges than an internal appointment. Some important questions to contemplate when considering an external appointment include:

- How do I establish myself with the formal and informal leaders of the department?

Continued…

- How strong is the police union and what are its goals for the department compared to mine?

Externally appointed chiefs will have to spend extensive time establishing their credibility with department members and learning about department policies, the staff, department traditions, the community, the local political environment, the school district, and the business community. Several externally appointed chiefs have confided that it is a blessing in disguise that their families did not join them right away at their new department; that way they could devote sufficient time to learn about these critical issues. This can be an exhausting process. Twelve hour days, six days a week are not uncommon for the first few months as a new externally appointed chief.

Externally appointed chiefs can also expect conflict in the form of resistance to change. "That is not the way we used to do it" and "Why is there so much change?" are questions an externally appointed chief may hear. Using employee committees and pacing the rate of change are excellent strategies for dealing with this type of conflict.

The ability to manage (not eliminate) conflict is directly tied to length of tenure. Too much conflict will result in a shortened chief's tenure. Conflict is inevitable, but your success will depend on how you manage the conflict and the results of those efforts. Successful 21st century leaders realize that conflict can be healthy for an organization if handled properly and when successes are shared. New police chiefs must understand that the reality is that they work for the department employees, not the other way around. The safety, health, and happiness of their employees should be of primary concern. Keep in mind that respect must be earned. It is not automatically bestowed as part of a job title, regardless if you are appointed from within the ranks or if you are an externally appointed chief.

Understanding Your Role in the City Organization

Some newer chiefs are surprised by their own misconception about who they work with and who they work for. As a professional, often with better credentials than other department heads, the chief of police is expected to be a valuable contributing member of the senior management team for the city. This can be challenging and requires strategic thinking on the chief's part. Some of the challenges a chief of police might face in working with the senior management team include:

- Contending with the reality that there are only a finite amount of dollars that need to support all departments, not just the police department.
- Working on a city wide problem that requires the chief to step out of his/her comfort zone.
- Assisting the city manager on important projects and sharing the accolades.

This additional role means being a team player, getting along professionally with fellow department heads, flexibility, and negotiation skills. This can be challenging and never should be taken for granted. This is hard work, but is often tied to your tenure.

The role of chief of police is one of the most rewarding but also one of the toughest jobs of all. The chief has to keep many balls in the air at the same time, both professionally and personally, and if one (only one) is dropped, it could mean disaster. Every day is a challenge, and the chief will have to make tough decisions and be responsible for the consequences of those decisions. When deciding if a chief's position is right for you, be certain to consider your family, the real expectations of the job, security of the position, salary adjustments, conflicts you will face and how you will manage them, and the greater role in the community that the chief plays. If after all of these considerations you feel you are ready to take on the challenge of becoming a chief of police, remember that the professional and personal rewards, the ability to make a positive difference, and the high level of personal satisfaction are very strong incentives to aspire to become a chief of police.

I could not have been a successful chief for the past 13 years without the support and guidance of the mentors in my life. All new chiefs, no matter what path they took to get there, will benefit from seeking out and working with an experienced mentor chief. For more information on mentoring resources available for newer police chiefs, visit www.iacpmentoring.org.

This article was written by Chief Paul D. Schultz of the Lafayette (CO) Police Department. Prior to his appointment as Chief of Police of Lafayette he was Chief of Police of the La Vista (NE) Police Department. He has been a chief of police for the past 13 years and a career law enforcement officer for the past 33 years. He holds a Masters Degree in Administration of Justice from the University of Colorado at Denver, is a graduate of the FBI LEEDS Program, and has been an adjunct college professor for the past 20 years. Chief Schultz can be reached at 303-665-5506 ext. 4120 or at pauls@cityoflafayette.com.

Innovations from the Field

Anti-Meth Collaboration Program

The Little River Band of Ottawa Indians Tribal Police Department in Manistee, Michigan, has recently featured a new Web site, www.notnow-notever.org, and a comprehensive anti-meth program sponsored by a grant from the COPS Office. This program is a successful collaboration with the surrounding counties, non-tribal police departments, county prosecutors, and the local school system.

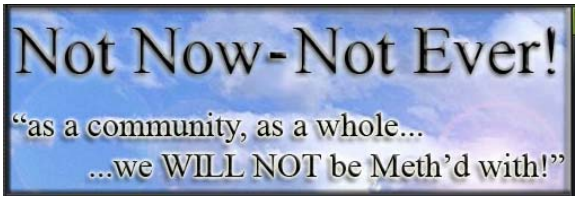
Joseph LaPorte, Director of Public Safety for the tribe, who currently serves as Chair of the IACP Indian Country Law Enforcement Section, and is an advisory group member of the Smaller Police Department Technical Assistance Program, is very enthusiastic about the community response to this anti-meth initiative. Director LaPorte has already received positive feedback from the community about this new initiative. One concerned citizen commented to Director LaPorte that, "it is about time somebody said something about this and started doing something about meth in our community, and I'm glad it is the police department that is taking the lead."

The program consists of the following:

- Prosecutor training for one tribal prosecutor and three county prosecutors from Mason, Manistee, and Oceana Counties on best practices to prosecute meth cases.
- Launching a web site that provides tabs of information to the schools, parents, community members, and law enforcement that helps to link the entire community in this effort.
- Law enforcement collaboration between the Little River Band of Ottawa Indians Tribal Police, Manistee City Police Department, Manistee County Sheriff, Mason County Sheriff, Scottville Police Department, Ludington Police Department, Pentwater Police Department, Hart Police Department, and the Oceana Sheriff's Office that further enhances tribal and non-tribal police cooperation.
- Police officer training on how to talk to students in school about the consequences of meth use and addiction.
- Several public service advertisements (PSAs) about meth are reaching the greater portion of the Lower Peninsula of Michigan. They have been well received by the community.
- Billboards around the city of Manistee and the county that both educate on the consequences of and encourage avoidance of meth.
- Informational brochures for citizens and law enforcement will be published in the near future.
- Officers are receiving free training from the Federal Law Enforcement Training Center (FLETC) on meth and the cost of addiction.

This program exemplifies the success of community initiatives that receive broad support of the police, the community, and the schools. Congratulations to Director LaPorte and to the Little River Band of Ottawa Indians Tribal Police Department and Tribal Leadership for this community service program serving all the residents of Michigan's Lower Peninsula.

For more information, Director LaPorte can be reached at 231-398-3413 or jlaporte@lrboi.com, or visit www.notnow-notever.org.



www.notnow-notever.org

Resources

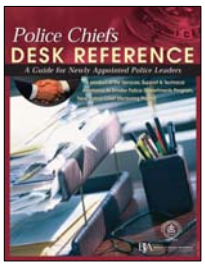
2007-2008 Public Safety Officer Medal of Valor

The Department of Justice's Office of Justice Programs is accepting nominations beginning May 30, 2008, for the Public Safety Officer Medal of Valor, the highest national award for valor by a public safety officer. The medal is awarded by the President to public safety officers cited by the Attorney General who have exhibited exceptional courage in protecting or saving lives.

Acts of valor performed from June 1, 2007 to May 31, 2008 by public safety officers can be nominated by the chief executive of their employing agencies. The 2007-2008 Public Safety Officer Medal of Valor Nomination form can be found online at www.ojp.usdoj.gov/medalofvalor. Nominations will be accepted beginning Friday, May 30 and must be submitted no later than Thursday, July 31, 2008 at 8:00 P.M. EDT.

Additional information about the Medal of Valor and those honored for their acts of courage is available on the Medal of Valor website at: www.ojp.usdoj.gov/medalofvalor.

1st Edition Police Chief's Desk Reference (PCDR)



The Smaller Police Department Technical Assistance Program and New Police Chief Mentoring Project are currently distributing the last few **complimentary** copies of the First Edition of the Police Chief's Desk Reference (PCDR). The PCDR Second Edition will be available this summer for a small fee.

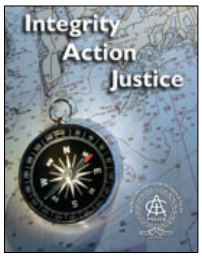
The First Edition PCDR was designed with the newer chief of a smaller or tribal police department in mind. It contains a wealth of resources to assist chiefs in their new role as a police executive. Police chiefs from around the country who share a desire to pass along their knowledge and experience with their peers contributed many of the writings. First Edition supplies are limited. To request a free hard copy or CD-ROM, visit www.policechiefsdeskreference.org.

New Resource for the Police Chiefs Desk Reference

The Kentucky Association of Chiefs of Police has just completed and posted its state resource chapter for the Police Chiefs Desk Reference (PCDR). This chapter includes an overview of the Kentucky Association of Chiefs of Police, training opportunities, and the Kentucky State Law Enforcement Accreditation Program. To download this new resource chapter or to see if your state has completed their PCDR chapter, visit www.policechiefsdeskreference.org. For more information on how your state association can work with the IACP to complete a state specific chapter for the PCDR, call 1-800-THE-IACP ext 844.

National Law Enforcement Leadership Institute on Violence Against Women

The ***National Law Enforcement Leadership Institute on Violence Against Women*****,** an initiative of the International Association of Chiefs of Police, offers sworn law enforcement executives a unique opportunity to enhance agency response to the complex realities of violence against women crimes. The three-day Leadership Institute provides:



• an opportunity to assess current agency efforts to hold perpetrators accountable
• a chance to examine innovative investigative strategies
• support from experts to design practical action plans specific to agency needs and resources
• time for networking with colleagues to discuss challenges and solutions

For those selected to attend, expenses related to participation (travel, lodging, food) are covered.

Be a leader. Apply today. www.theiacp.org/research/VAWLawEnforceInit.htm

IACP Training and Education

The IACP offers training programs all year throughout the United States. Covering a wide range of crucial issues in leadership, management, community involvement, crisis management, force management, staffing, patrol operations, investigations and more, the IACP's training programs provide in-depth instruction by some of today's leading experts. Below is the training schedule for the month of July.

7-Jul-08	8-Jul-08	Administering a Small LE Agency	Hillsboro, MO
9-Jul-08	10-Jul-08	Managing the Training Unit	East Brunswick, NJ
9-Jul-08	11-Jul-08	Advanced Supervision Skills	New Brunswick, NJ
14-Jul-08	17-Jul-08	SWAT Supervision and Management	Kiefer, OK
14-Jul-08	16-Jul-08	Effective Recruitment Techniques	Lynn, MA
28-Jul-08	30-Jul-08	Criminal Investigative Techniques I	Savage, MN
29-Jul-08	30-Jul-08	Advanced School Safety for Law Enforcement	Plano, TX

Contract Training

The IACP can hold any of our regularly offered programs, or design a program to explicitly address your unique training needs, all within local cost constraints. By contracting the IACP for training, the same expert instructors that teach the IACP's tuition-based courses will deliver their expertise to your agency.

To learn more about IACP's training program, visit www.theiacp.org/training or contact Shirley Mackey at 800-THE-IACP ext. 221 or Mackey@theiacp.org.