

Florida Resources for Law Enforcement Professionals

Florida Police Chiefs Association

Training

State Accreditation Program

Other Resources





Florida Police Chiefs Association

in partnership with

International Association of Chiefs of Police New Police Chief Mentoring Project



Federal partner:  **BJA** Bureau of Justice Assistance

Dear Florida Law Enforcement Professional:

Since 1997, the International Association of Chiefs of Police (IACP) has been actively supporting smaller and tribal agencies through the Smaller Agency Technical Assistance Program funded by the Bureau of Justice Assistance (BJA). In 2003, the program was expanded to include a New Police Chief Mentoring initiative. The focus of the project has been to provide newer police chiefs from smaller and tribal agencies with access to seasoned chiefs from similar sized agencies to learn how they achieved success and resolved similar problems. The project is designed to give leadership development and policy guidance to new chiefs as they begin their tenure through mentoring assistance and through the dissemination of the [Police Chiefs Desk Reference \(PCDR\)](#). The Florida Police Chiefs Association is partnering with the IACP to provide these services to chiefs in the state of Florida.

The PCDR, a major component of the mentoring project, contains a wealth of resources to assist chiefs in their new role and has had an overwhelming response since its release in November 2004. All sizes and types of agencies and levels of staff request this product. It contains information on leadership, ethics, policies and procedures, accreditation, funding, sample internal and community surveys, as well as best practices guides written specifically for smaller agencies on a wide range of topics. Many other resource listings, summaries, and Web site referrals, are also incorporated into the reference. A copy of this guide can be requested online at www.policechiefdeskreference.org.

To complement this resource and provide further support to Florida's law enforcement professionals, the Florida Police Chiefs Association has created this state-specific chapter to be added into the PCDR binder. The Florida chapter includes key contacts, training requirements and opportunities, association information, and a number of other resources for chiefs in our state.

The [IACP New Police Chief Mentoring Project](#) is also working with the Florida Police Chiefs Association to provide regional mentors to work one-on-one with newer Florida chiefs. To serve as an IACP/Florida Police Chiefs Association mentor or to work with an experienced chief, visit the IACP Web site for applications and further information. The Florida Police Chiefs Association encourages you to participate in this valuable program and take advantage of the resources that have been developed to support law enforcement professionals.

By direction of the Executive Board,

Amy Mercer
Executive Director,
Florida Police Chiefs Association

Table of Contents

Florida Police Chiefs Association FL- 1

- History & Mission
- Benefits of Membership
- Conferences
- Networking
- Contact Information (Board, staff, committees, district reps)

Training FL- 7

- IACP & FPCA Mentoring for Newer Police Chiefs
- Mentoring Program Services
- Chief Executive Training
- Other Training Opportunities

State Accreditation Program FL- 11

- Benefits
- Accreditation Process
- Cost
- Assessors

Other Resources FL-15

- Buyers Guide On-Line
- Executive Recruitment
- Entry Level Testing

Florida Police Chiefs Association (FPCA)

[\(http://www.fPCA.com/\)](http://www.fPCA.com/)

History and Mission

The Florida Police Chiefs Association is the fourth largest state police chiefs association in the United States. It is composed of more than 700 of the state's top law enforcement executives. FPCA serves city police departments, college and university police, private business and security firms, as well as federal, state and county law enforcement agencies. The FPCA has members representing every region of the state.



The Association was originally organized in 1952 to promote legislation that would enhance public security by providing superior police protection for the residents of Florida and its many visitors. Today, with the same ultimate goal, its role has expanded to provide better communication, education, and training for the state's various police and security agencies. The Association maintains a strong presence in Tallahassee, regularly testifies on legislative issues, and our members are frequently recognized by the legislative leaders to provide insight into public safety issues and problems facing the criminal justice system. FPCA facilitates the dissemination of information, provides continuing police training, and promotes a better understanding of the police profession in general.

Through conferences, seminars, and special training courses, the FPCA ensures the highest degree of preparedness and responsiveness among the state's many agencies and officers. The Association provides a forum for sharing information on the latest crime-fighting strategies, tools and techniques. By enhancing communications between agencies at all levels, the Association fosters the highest degree of police professionalism and competence.

Membership in the Florida Police Chiefs Association supports and maintains the highest standards of public safety and police protection for the millions of people who live, work and play in the State of Florida.

Benefits of Membership

There's a place for you within the Florida Police Chiefs Association! Don't miss this opportunity to join the group that is concerned about improving public safety, our quality of life and constantly strives for "Quality Law Enforcement in the Sunshine State."

Annual Executive Seminars:

- Jointly sponsored by FPCA and FDLE's Florida Criminal Justice Executive Institute, this five-day, 40-hour seminar has been approved to satisfy mandatory training requirements and may be paid with second-dollar funding.
- The program was initiated in 1984 to better prepare police chiefs for their positions, provide them with the latest in policing trends and innovative management techniques, and positively affect their longevity. Taught by some of the most respected and progressive police administrators in the state, the seminar provides participants with practical advice for dealing with contemporary problems.

Advanced Seminars:

- This advanced program is workshop-oriented with the problem-solving case studies based on real cases. Participants delve more deeply into challenges and issues facing Law Enforcement Administrators.

Supervisory Training Conferences:

- To address the needs of command staff supervisors, FPCA has developed one and two-day regional seminars to sharpen their skills and prepare them for further advancement. Topics include budget analysis, negotiation, conflict resolution, team-building and delegation, liability prevention, model policy development and more.

Publications:

- Legislative Bulletin - One of our largest and more active, the legislative committee develops a legislative agenda, monitors bill developments through computer technology, coordinates lobbying efforts and keeps members informed of the latest law enforcement-related issues coming before the Florida's Legislature through Legislative Bulletins.
- The Florida Police Chief Newsletter - The FPCA publishes a quarterly publication, The Florida Police Chief. With an average statewide circulation of more than 1,000 copies, our newsletter is distributed not only to our members but to every police department in Florida, sheriffs offices, FDLE bureaus, criminal justice institutes, colleges, universities, state attorney's offices, highway patrol stations, and county, state and Federal government offices. The Florida Police Chief keeps members abreast of current association news, policing trends, innovative management techniques, police services and the latest crime-fighting equipment.

Memberships:

- The Florida Police Chiefs Association has both Law Enforcement and Business categories of membership. For a complete description of your membership category, benefits as well as dues amounts, see below:
- Active - Dues are set by size of agency (see application). Individuals must be a full time law enforcement chief executive and command staff as determined by the chief executive, engaging in the management of any bureau or division with any law enforcement agency in Florida. Active members receive discount prices on some FPCA-sponsored police training; FPCA decals; one membership lapel pin, card and certificate; and a free one-year subscription to The Florida Police Chief Newsletter. While all active members are entitled to discuss all matters pertaining to the FPCA, only law enforcement members are entitled to vote.
- Sustaining - Dues are \$40 per year. Individuals must be retired or resigned, in good standing from any city, town or village in the United States, from the position of police chief. Sustaining members receive discount prices on some FPCA-sponsored police training; FPCA decals; one membership label pin, card and certificate; and a free one-year subscription to The Florida Police Chief Newsletter. Sustaining members are entitled to participate in any discussion of any matter pertaining to the FPCA, but may not vote.
- Associate - Dues are \$100 per year. Individuals must be endorsed by the police chief, who is an active FPCA member, in his/her community (signature required). Associate members receive discount prices on some FPCA-sponsored police training; FPCA decals; one membership label pin, card and certificate; and a one-year subscription to The Florida Police Chief Newsletter. Associate members are entitled to participate in any discussion of any matter pertaining to the FPCA, but may not vote.
-

Business Memberships:

- Small Business - Dues are \$200 per year. A Business must have 1-10 employees; must demonstrate proven track record within its community, and be endorsed by the police chief, who is an active FPCA member, in the company's area (signature required). The small business will receive two car decals; one membership lapel pin, card and certificate; and a one-year subscription to The Florida Police Chief Newsletter. Small business members are entitled to participate in any discussion pertaining to the FPCA, but may not vote.
- Police Suppliers - Dues are \$500 per year. Business must supply law enforcement agencies with products or services; must be endorsed by the police chief, who is an active FPCA member, in the company's community (signature required). The police supplier will receive discount prices on some FPCA-sponsored police training; five car decals; membership card for the company and one lapel pin; recognition in and a one-year subscription to The Florida Police Chief Newsletter; one free quarter-page ad per year in the magazine. Police Suppliers are entitled to participate in any discussion of any matter pertaining to the FPCA, but may not vote.
- Executive Corporate - Dues are \$1,000 per year. Business must employ 10 or more persons, or have assets totaling at least \$100,000. Business must demonstrate a proven track record within its community and be endorsed by the police chief, who is an active FPCA member, in the company's community (signature required). The executive corporate member will receive discount prices on some FPCA-sponsored police training; 10 car decals; one membership plaque and card; a one-year subscription to The Florida Police Chief Newsletter; appointment to the President's Roundtable, which includes a card and lapel pin; and recognition in The Florida Police Chief.

Conferences

The Florida Police Chiefs Association holds two conferences each year in various areas of the state offering state accredited training that can be applied toward mandatory retraining requirements. In addition to three days of training, law enforcement suppliers from all over the country exhibit the latest in law enforcement technology and equipment.

Networking

The FPCA, through a network of regional district directors, committees and members, provides opportunities for members to meet other law enforcement administrators and share information and expertise.

Florida Police Chiefs Association Officers (Effective 06/30/2006)

President

Chief Nolan McLeod

Live Oak Police Department
205 SE White Avenue
Live Oak, FL 32064
(386) 362-7463 Fax: (386) 208-1420

2nd Vice President

Chief Gerald Monahan

Port Orange Police Department
1395 Dunlawton Avenue
Port Orange, FL 32119
(386) 506-5870 Fax: (386) 756-5311

1st Vice President

Chief H.C. "Skip" Clark

Juno Beach Police Department
340 Ocean Drive
Juno Beach, FL 33408
(561) 656-0330 Fax: (561) 625-0441

3rd Vice President**Chief Dorene Thomas**

Pinellas Park Police Department
7700 - 59th Street North
Pinellas Park, FL 33781
(727) 541-0789 Fax: (727) 541-0889

Secretary/Treasurer**Chief Jay Romine**

Holmes Beach Police Department
5801 Marina Drive
Holmes Beach, FL 34217
(941) 708-5804 Fax: (941) 708-5815

Immediate Past President**Chief Tony Velong**

Temple Terrace Police Department
11250 North 56th Street
Temple Terrace, FL 33617
(813) 989-7117 Fax: (813) 989-7024

Past President at Large**Chief Lionel A. Cote**

Satellite Beach Police Department
510 Cinnamon Drive
Satellite Beach, FL, 32937
(321) 773-4400 Fax: (321) 773-5414

Parliamentarian**Chief David T. Boyett**

Sunrise Police Department
777 Sawgrass Corporate Parkway
Sunrise, FL, 33325
(954) 746-3399 Fax: (954) 746-3341

Executive Director**Amy Mercer**

Florida Police Chiefs Association
P.O. Box 14038
Tallahassee, FL 32317
(850) 219-3631 or (800) 332-8117 Fax: (850) 219-3640

FPCA Staff**Executive Assistant****Kay Huneidi**

Florida Police Chiefs Association
P.O. Box 14038
Tallahassee, FL 32317-4038
(850) 219-3631 Fax: (850) 219-3640

Administrative Assistant**Tammy Agee**

Florida Police Chiefs Association
P.O. Box 14038
Tallahassee, FL 32317-4038
(850) 219-3631 Fax: (850) 219-3640

2006 - 2007 Committee Chairs

Alarm Management Committee- Researches alarm management issues and makes recommendations to the Executive Board and General Membership providing information to enhance community safety.

Chief Richard Hedges (Chair)

St. Augustine Beach Police Department
2300 A1A South
St. Augustine Beach, FL 32084
Phone: (904) 471-3600
Fax: (904) 471-0737

Awards Committee- Evaluates nominees for the Lee McGehee (Police Officers of the Year) and Rocky Pomerance (Excellence in Policing) awards and makes recommendations to the Board.

Chief H. C. "Skip" Clark, II (Chair)

Juno Beach Police Department

340 Ocean Drive
Juno Beach, FL 33408-2099
Phone: (561) 656-0330
Fax: (561) 625-0441

Bylaws Committee- Recommends deletions, changes and/or additions of the Bylaws to the Board of Directors and members, and facilitates same.

Chief David T. Boyett (Chair)

Sunrise Police Department
777 Sawgrass Corporate Parkway
Sunrise, FL 33325
Phone: (954) 746-3399
Fax: (954) 746-3341

Conference Committee- Assists/facilitates in the process of finding and selecting suitable sites for the

annual Mid-Winter and Summer training programs.

Chief Anthony C. Bollinger (Chair)

Titusville Police Department
1100 John Glenn Blvd
Titusville, FL 32780
Phone: 321-264-7838
Fax: 321-264-7867

Ethics Committee- At the direction of the Board of Directors, the committee reviews complaints of ethical misconduct determination of facts and reports findings to the Board.

Chief Brian Lock (Chair)

West Melbourne Police Department
2290 Minton Road
Melbourne, FL 32904
Phone: (321) 723-9673
Fax: (321) 952-2857

Executive Search Committee- At the direction of the Board of Directors oversees and facilitates the Executive Search Program, with an interest in maintaining the quality of police management in Florida, the Florida Police Chiefs Association (FPCA), along with its Foundation has positioned itself as an obvious partner to assist municipalities across the State of Florida in the search for the right individual to lead their police departments.

Chief William Berger (Chair)

Palm Bay Police Department
130 Malabar Road
Palm Bay, FL 32907
Phone: 321-952-3458
Fax: 321-953-8910

Explorer Committee- Evaluates explorer nominees for college scholarships and makes recommendations to the Foundation Board of Trustees.

Chief Jay Pickens (Chair)

Palm Springs Public Safety Department
400 Davis Road
Palm Springs, FL 33461
Phone: 561-965-3113
Fax: 561-968-4933

Highway Safety Committee- Exercises oversight in all Traffic Safety matters. Makes recommendations regarding traffic related legislation, issues and programs

to the Board.

Chief Steven Burch (Chair)

Crystal River Police Department
123 NW Highway 19
Crystal River, FL 34428
Phone: 352-795-5709
Fax: 352-795-5709

Legislative Committee- Exercises oversight in all legislative matters. The committee develops and recommends a legislative agenda to the Board.

Chief Albert Hogle (Chair)

Longboat Key Police Department
5460 Gulf of Mexico Drive
Longboat Key, Florida 34228
Phone: 941-316-1977
Fax: 941-373-7727

Membership Committee- Oversees and facilitates the recruitment of members from law enforcement and the private sector.

Chief Edward J. Overman (Chair)

Deland Police Department
219 West Howery Avenue
Deland, FL 32720
Phone: (386) 740-6910
Fax: (386) 740-6842

Past Presidents Committee- Meet/confer as necessary provides input, a historical perspective in decision making, and serve as advisors to the President and Board of Directors.

Chief William Berger (Chair)

Palm Bay Police Department
130 Malabar Road
Palm Bay, FL 32907
Phone: (321) 952-3458
Fax: (321) 953-8910

Technology Committee- Acts as a clearing house and coordinating and reporting on technology related issues, aids members recommends training programs to the Board.

Chief Wes Smith (Chair)

Lake Clarke Shores Police Department
1701 Barbados Rd
Lake Clarke Shores, FL 33406
Phone: 561-964-1515
Fax: 561-439-6778

Training Committee- Seeks input from members, assists in the development of all educational/developmental programs.

Chief Dorene Eakman Thomas (Chair)

Pinellas Park Police Department
7700 - 59th Street North

Pinellas Park, FL 33781
Phone: 727-541-0789
Fax: 727-541-0889

Wall of Honor Committee- Evaluates nominees each year for the Wall of Honor Awards and makes recommendations to the Board.

Chief Lionel A. Cote (Chair)

Satellite Beach Police Department
510 Cinnamon Drive
Satellite Beach, FL 32937
Phone: (321) 773-4400
Fax: (321) 773-5414

2006 – 2007 District Representatives

District #1 Director**Chief Albert Hogle**

Longboat Key Police Department
5460 Gulf of Mexico Drive
Longboat Key, Florida 34228
(941) 316-1971 Fax: (941) 373-7727
COUNTIES: Hardee, Highlands, DeSoto, Manatee, Sarasota

District #2 Director**Chief Richard Hedges**

St. Augustine Beach Police Department
2300 A1A
St. Augustine Beach, FL 32084
(904) 471-3600 Fax: (904) 471-0737
COUNTIES: Nassau, Duval, Clay, Union, Baker, Bradford, St. Johns

District #3 Director**Chief Walter A. McNeil**

Tallahassee Police Department
234 East 7th Avenue
Tallahassee, FL 32303
(850) 891-4314 Fax: (850) 891-4242
COUNTIES: Gadsden, Wakulla, Leon, Jefferson

District #4 Director**Chief Linda Loizzo**

North Miami Beach Police Department
16901 N.E. 19th Avenue
North Miami Beach, FL 33162
(305) 948-2911 Fax: (305) 787-6047
COUNTIES: Miami-Dade, Monroe

District #5 Director**Chief Brian F. Tooley**

Sanford Police Department
815 South French Avenue
Sanford, FL 32771
(407) 322-4082 Fax: (407) 302-2540
COUNTIES: Orange, Seminole, Osceola

District #6 Director**Chief John M. Skinner**

Port St. Lucie Police Department
121 SW Port St. Lucie Blvd.
Port St. Lucie, FL 34984
(772) 344-4279 Fax: (772) 871-5251
COUNTIES: Martin, St. Lucie, Okeechobee, Indian River

District #7 Director**Chief Donald L. Carey**

Melbourne Police Department

650 N Apollo Blvd.

Melbourne, FL 32935

(321) 409-3315 Fax: (321) 242-7863

COUNTIES: Brevard

District #8 Director**Chief Edward J. Overman**

Deland Police Department

219 West Howery Avenue

Deland, FL 32720

(386) 740-6910 Fax: (386) 740-6842

COUNTIES: Gilchrist, Alachua, Putnam, Flagler,
Volusia

District #9 Director**Chief Charles R. Rinehart**

Punta Gorda Police Department

1410 South Tamiami Trail

Punta Gorda, Florida 33950

District #12 Director**Chief Lester Aradi**

Largo Police Department

201 Highland Avenue

Largo, FL 33770

(727) 586-7427 Fax: (727) 586-7497

COUNTIES: Pinellas, Pasco

District #13 Director**Chief Clarence Williams, III**

Riviera Beach Police Department

600 West Blue Heron Blvd.

Riviera Beach, FL 33404

(561) 845-4130 Fax: (561) 845-4022

COUNTIES: Palm Beach

District #14 Director**Chief Mark Isom**

Fruitland Park Police Department

506 West Berckman Street

Fruitland Park, FL 34731

(352) 360-6655 Fax: (352) 360-6653

COUNTIES: Levy, Marion, Citrus, Lake,
Hernando, Sumter

(941) 575-5517 Fax: (941) 575-5502

COUNTIES: Charlotte, Glades, Lee,
Hendry, Collier

District #10 Director**Chief Peter Paulding**

Gulf Breeze Police Department

311 Fairpoint Drive

Gulf Breeze, FL 32561

(850) 934-5121 Fax: (850) 934-5127

COUNTIES: Escambia, Santa Rosa, Bay,
Okaloosa, Walton, Gulf, Holmes, Washington,
Liberty, Calhoun, Franklin, Jackson

District #11 Director**Chief David Boyett**

Sunrise Police Department

777 Sawgrass Corporate Parkway

Sunrise, FL 33325

(954) 746-3399 Fax: (954) 746-3341

COUNTIES: Broward

District #15 Director**Chief Paul Sireci**

Tampa Airport Police Department

P.O. Box 22287

Tampa, FL 33622

(813) 870-8764 Fax: (813) 877-8115

COUNTIES: Hillsborough, Polk

District #16 Director**Chief David Allbritton**

Lake City Police Department

225 NW Main Blvd., Suite 2

Lake City, FL 32055

(386) 752-5485 Fax: (386) 758-5463

COUNTIES: Columbia, Madison, Taylor, Dixie,
Lafayette, Suwannee, Hamilton

District #17 Director

Chief Ray Kaminskas

High Springs Police Department

PO Box 1008

High Springs, FL 32655-1008

(386) 454-7318 Fax: (386) 454-7801

COUNTIES: Alachua, Bradford, Gilchrist, Levy,
Marion, Putnam

Training

<http://www.fpca.com/TrainingPage.html>

IACP & FPCA Mentoring for Newer Police Chiefs

The beginning of any new police chief's administration can be crucial to achieving a successful transition and to building important relationships within the new agency and the community. New responsibilities as the leader can be overwhelming, confusing and frustrating. Newer chiefs need technical assistance and support.

For this reason, the International Association of Chiefs of Police, Research Center Directorate's Program for Smaller Departments and Technical Assistance Program, has developed a New Police Chief Mentoring project. With funding support from the Bureau of Justice Assistance of the U.S. Department of Justice, the focus of our activities is to provide services to the some 12,000 smaller agencies around our nation through mentoring. IACP has partnered with the Florida Police Chiefs Association to provide this service to chiefs in the state of Florida.

The project is designed to provide newer police executives, leadership development and policy guidance as they begin their tenure. New chiefs from appointment to year three may receive mentors. The project serves agencies of 25 or fewer sworn officers or those serving population sizes of 25,000 or less.

Mentoring Program Services

<http://www.theiacp.org/research/RCDChiefMentoring.html>

One-on-One Mentoring

Newer chiefs are provided with access to seasoned chiefs from similar sized agencies to learn how they achieved success and resolved similar problems. To participate in the mentoring program, newer chiefs are asked to complete a profile indicating areas of professional concern. Mentors also complete a profile indicating their areas of expertise. The newer chief is then matched with an experienced chief best fitting the new chief's profile information. Every effort is made to match chiefs from the same regions and with similar experiences.



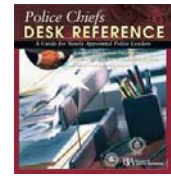
Mentors guide newer chiefs to solutions for problems specific to their respective jurisdictions. They provide support and assistance in tapping into available support systems and obtaining needed resources. Together the mentor and new chief review and discuss problem areas, set goals, and develop plans of action. Mentors also provide a valuable service by being a confidant to a newer chief. Typically mentoring is done by phone or email for a period of three months. Many new chiefs and their mentors continue to remain in contact after the formal mentoring period is over.

Site Visits

The New Police Chief Mentoring Project is funded to provide a limited number of newer chiefs with on-site support and technical assistance. The on-site visit structure is designed through an assessment of the new chief's needs and in collaboration with an assessment team. The goals of the site visit are to identify and discuss priorities and their status. The team will work with the new chief in identifying appropriate resources, training and contacts. Mentors participating in site visits are reimbursed for their expenses and time. This is a great opportunity to initiate a mentoring relationship.

Written Materials & Resources

The [Police Chiefs Desk Reference](#) was designed to render leadership and policy guidance to newly appointed police leaders. This resource has had an overwhelming response since its release in November 2004. All sizes and types of agencies and levels of staff continue to request the product. There is no charge for this guide. Other resources and materials may be provided directly from mentors.



Leadership Training

One element becomes clear when looking at all of the issues facing new chiefs of any size department chiefs need to understand how to lead first. Responding in an ad hoc fashion to multiple and complex issues will not succeed. Chiefs must demonstrate that they can lead their department at all times, and address any issue successfully. Training that focuses on this over-arching leadership issue for newer chiefs is currently being developed.

Applications and further information about mentoring services can be found on the [IACP New Police Mentoring Project website](#) or contact Elaine Deck, Senior Program Manager at 1-800-THE-IACP, ext.262.

Training for Florida Chiefs

Florida Criminal Justice Executive Institute

The Florida Criminal Justice Executive Institute (FCJEI). The FCJEI offers a unique educational environment for criminal justice leaders in Florida. Links at the top of this page will take you to a brief history of the Institute, descriptions of educational programs of the FCJEI, and research projects and publications of the Institute.



Goals of the Florida Criminal Justice Executive Institute are:

- To deliver educational programs for Florida criminal justice executives.
- To deliver seminars, workshops and other advanced programs for criminal justice professionals. To conduct research in areas of interest to criminal justice issues.
- To facilitate communication, networking and mentoring throughout the criminal justice system. To increase the effectiveness of education for the Florida criminal justice system through the application of technology.

For additional information about the Florida Criminal Justice Executive Institute please contact:

Susan Kyzer

Director, FCJEI

Terry Gordon

Program Administrator

Evan Berry

Program Administrator

Danielle Desilet

Program Administrator

Chief Executive Seminar

- This educational opportunity is available to the chief executive in county, municipal and state criminal justice agencies, directors of both state and local correctional facilities, and on a limited basis, to those designated to act in the absence of the chief executive. A faculty with world class credentials, and small classes reflecting broad spectrum of experience, professional disciplines and geographic distribution among participants makes this an exceptional and widely respected educational experience. The class meets for three separate sessions, each one emphasizing the role of a leader.
- **SESSION 1 - DEFINING THE FUTURE**
In an introduction to the organized study of the future, this session focuses on several major issues affecting the future of criminal justice in Florida. A discussion of forecasting methods and environmental scanning is followed by a detailed analysis of the implications of technology advances, demographics and economics for the future of Florida. The session ends with a discussion of roles for the criminal justice executive in formulation of strategic plans and policy to meet emerging issues trends that will impact the criminal justice system in Florida.
- **SESSION 2 - ORGANIZATION REALITIES**
Increasing diversity in the workforce sets the stage for a discussion of current models of human resource management, the assessment of organizational culture, and the influence of culture on the implementation of policies and directives in the organization. "Organizational Realities" also explores strategies for maximizing the strengths and contributions of all members of the organization. The session closes with a discussion of the practical benefits derived by leaders who align member behaviors with the values and vision of the organization.
- **SESSION 3 - THE LEADERSHIP CHALLENGE**
This session explores the role of the criminal justice executive in setting and demonstrating ethical standards for the organization. "The Leadership Challenge" also provides an overview of valuable leadership behaviors along with the introduction of a framework for identifying developing and implementing a vision for the organization. The series closes with a discussion of issues related to the management of change and strategies for leading successful change.
- Request registration information one of the following ways:
- Click on the registration form button to print a faxable application form

E-mail inquiries to: danielledesilet@fdle.state.fl.us

Mail inquiries to: CES Administrator
FDLE/FCJEI
Post Office Box 1489
Tallahassee, FL 32302

Or call: FDLE Bureau of Professional Development at (850) 410-7373 (Suncom 210-7373)

- Beginning during CES class 41 there will be a \$500 fee to attend the Chief Executive Seminar. All accepted applicants will be forwarded payment information.

Florida Criminal Justice Executive Institute Associates

The Florida Criminal Justice Executive Institute Associates, Inc. is an association of graduates of the Chief Executive Seminar, the Senior Leadership Program, or the Florida Leadership Academy. The goal of the association is to promote and support a network of these graduates and the agencies that they represent. For more information about the association click on the button below.

Other Training Opportunities

- Two **annual statewide conferences** are attended by hundreds of members and guests, focusing on current issues of interest and concern to law enforcement administrators. Through executive management level training programs, exhibitor displays and demonstrations of the latest law enforcement equipment/services available, members leave the conferences challenged to do their jobs with new ideas, new skills and a new commitment to excellence.
- Numerous regional one-day opportunities are presented around the state, highlighting timely topics and issues.

State Accreditation Program

An accreditation program has long been recognized as a means of maintaining the highest standards of professionalism. Accreditation is the certification by an independent reviewing authority that an entity has met specific requirements and prescribed standards. Schools, universities, and hospitals are some of the most well known organizations that are required to maintain accreditation. Law enforcement agencies in Florida can now attain accredited status through the Commission for Florida Law Enforcement Accreditation, Inc.

In 1993, Florida Statute 943.125 directed that the Florida Sheriffs Association and the Florida Police Chiefs Association create a voluntary law enforcement accreditation program.

Representatives from these Associations developed a process for accreditation which required compliance with more than 250 professional standards designed specifically for Florida law enforcement agencies. The Commission for Florida Law Enforcement Accreditation, Inc. was formed, comprised of four sheriffs, four chiefs, and one representative each from the Association of Counties, the League of Cities, the State Law Enforcement Chiefs' Association, and the Judiciary. The Commission meets quarterly to oversee the accreditation program and to officially accredit agencies that have passed the rigorous review process.

Benefits of Accreditation

TO THE COMMUNITY:

- Accreditation increases the law enforcement agency's ability to prevent and control crime through more effective and efficient delivery of law enforcement services to the community it serves. Accreditation enhances community understanding of the law enforcement agency and its role in the community as well as its goals and objectives. Citizen confidence in the policies and practices of the agency is increased.
- Accreditation, in conjunction with the philosophy of community policing, commits the agency to a broad range of programs (such as crime prevention) that directly benefit the public.

- Accreditation creates a forum in which police and citizens work together to control and prevent crime. This partnership will help citizens to understand the challenges that confront law enforcement. Law enforcement will, in turn, receive clear direction from the community about its expectations. Thus, a common set of goals and objectives will be arrived at and implemented.

TO THE CHIEF:

- Increases cooperation and coordination with other law enforcement agencies and other branches of the criminal justice system.
- The accreditation process requires an in-depth review of every aspect of the agency's organization, management, operations, and administration to include:
 - establishment of agency goals and objectives with provisions for periodic updating;
 - re-evaluation of whether agency resources are being used in accord with agency goals, objectives, and mission;
 - re-evaluation of agency policies and procedures, especially as documented in the agency's written directive system;
 - correction of internal deficiencies and inefficiencies before they become public problems;
 - the opportunity to re-organize without the appearance of personal attacks.
- The accreditation standards provide norms against which agency performance can be measured and monitored over time.
- Accreditation provides the agency with a continuous flow of Commission distributed information about exemplary policies, procedures, and projects.
- Accreditation provides objective measures to justify decisions related to budget requests and personnel policies.
- Accreditation serves as a yardstick to measure the effectiveness of the agency's programs and services. The services provided are defined, and uniformity of service is assured.
- Accreditation streamlines operations, providing more consistency and more effective deployment of agency manpower.

TO THE OFFICERS:

- Accreditation requires that agency policies and procedures are in written form and are available to all agency personnel at all times.
- Accreditation assures employees that every aspect of the agency's personnel system is in accord with professional standards, and that the system is both fair and equitable.
- The agency is compelled to operate within specific guidelines. It is accountable to the Commission. The agency must stay in compliance with the standards set forth by the Commission in order to retain its accreditation.
- The morale of the agency is enhanced by increasing the employees' confidence in the effectiveness and efficiency of their own agency. Operations become more streamlined and consistent.

- Accreditation policies address officer safety issues and provide for adequate training and equipment of the officers.
- Accreditation is a coveted award that symbolizes professionalism, excellence, and competence. Employees will take pride in their agency, knowing that it represents the very best in law enforcement.

THE ACCREDITATION PROCESS

- An agency must apply to the Commission for Florida Law Enforcement Accreditation to participate in the accreditation process.
- The agency will be required to demonstrate compliance with all mandatory standards and not less than 80% of non-mandatory standards.
- Proof of compliance with the standards is determined by an assessment team sent by the Commission, conducting an on-site review of the agency's own policies, procedures and practices.
- Assistance is available from the Commission in the form of sample policies, consultation with accredited agencies, and informal peer evaluation.
- Agencies will remain accredited for a period of three years. After the three year period they must be reaccruited.

FULL COMPLIANCE:

An agency who is not currently accredited through CALEA will be considered a full compliance agency. The agency will be required to demonstrate compliance with all mandatory standards and not less than 80% of other-than-mandatory standards.

COMPARATIVE COMPLIANCE:

The Florida accreditation program recognizes the national program, the Commission on Accreditation for Law Enforcement Agencies (CALEA). Florida agencies that are currently accredited by CALEA will not be required to build a separate set of files for any standards that are comparable to the state standards that have been already prepared for, and approved by, CALEA assessors. Florida accreditation assessors will check only those CALEA files that are necessary as directed by the Executive Director during the onsite

Agencies must apply to the Commission in order to participate in the state accreditation process. Agencies have the option of either applying online electronically or printing an application to mail in. The information about the Commission and the application process is found on the web at http://www.flaccreditation.org/index_CFA.html

THE COST

The fee is based on the number of authorized full time sworn law enforcement personnel who are acting in a law enforcement capacity. The fee is not based on non-sworn, corrections-sworn, or law enforcement certified personnel serving in a corrections position.

Applying to THE COMMISSION

Accreditation Manager[®] software, designed specifically to assist Accreditation Managers in tracking their progress, is available from the Commission. Accreditation Manager[®] tracks written documentation used for compliance in each Standard file, tracks and prints supporting documentation lists to prove Standard compliance, tracks management reports, eliminates manual file searching and generates forms that can be completed in half the time.

The following fee structure has been established for both accreditation and reaccreditation:

NUMBER OF SWORN POSITIONS	FEE
9 or less	Donation
10 - 24	\$500.00
25 - 99	\$1,000.00
100 - 299	\$2,000.00
300 - 499	\$3,000.00
Over 500	\$4,000.00

To apply for accreditation contact:

Commission For Florida Law Enforcement Accreditation, Inc.

3504 Lake Lynda Drive • Suite 380 • Orlando, Florida 32817

PHONE: (800) 558-0218 or (407) 897-2828 • FAX: (407) 275-4174

http://www.flaccreditation.org/index_CFA.html

E-mail: info@flaccreditation.org

Other Resources

On-line Buyers Guide

To assist police executives in the decision making process of purchases a buyers guide is featured on the FPCA website. Some categories featured include:

[Architects](#)
[Attorney/Legal Services](#)
[Badges, IDs Promo Accessories](#)
[Communications Equipment](#)
[Community Aids](#)
[Computer Software/Hardware](#)
[Literature](#)
[Miscellaneous](#)
[Police Testing & Counseling](#)

[Training](#)
[Uniforms & Accessories](#)
Vehicles & Accessories

Executive Recruitment

FPCA provides assistance to municipal and county governments in recruiting and selecting chiefs of police and other senior police officials. Services provided include:

- Performance of onsite consultation with city or county officials regarding the police chief selection process
- Assistance in analyzing agency leadership and management needs
- Establishment of qualifications for applicants that match the needs of the agency
- Assistance in developing job announcements
- Development of focused advertising, both local and national, designed to attract the best applicants
- Recommendation of a selection process that will provide information about a candidate that will help make hiring decisions
- Performance of background investigation on applicants
- Participation in assessing qualifications of applicants
- Suggestions on conditions of employment such as responsibilities, authority, salary, benefits, etc.
- Provision of follow-up technical assistance and training for newly appointed chiefs.

For more information on executive recruitment, contact FPCA Executive Director, Amy Mercer at (850) 495-9650.

Entry Level Testing

FPCA, in conjunction with Stanard Associates, offers a legally defensible, nationally validated examination that is designed to identify those individuals who possess the abilities needed to be successful as entry level police officers, supervisors or managers.

For more information on testing services, contact FPCA Executive Director, Amy Mercer at (850) 495-9650.