

GEORGIA ASSOCIATION OF CHIEFS OF POLICE

STATE RESOURCE SUPPLEMENT

FOR THE

POLICE CHIEFS DESK REFERENCE



www.gachiefs.com

December 2015



Georgia Association of Chiefs of Police
in partnership with
International Association of Chiefs of Police
New Police Chief Mentoring Project



Federal partner:



Georgia Law Enforcement Professional,

Since 1997, the International Association of Chiefs of Police (IACP) has been actively supporting smaller 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 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 render 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 Georgia Association of Chiefs of Police is the first state association to partner with the IACP to provide these services to chiefs in the state of Georgia.

The PCDR, a major component of the mentoring project, contains a wealth of resources to assist chiefs in their new role. All sizes and types of agencies and levels of staff are requesting this product. It contains information on leadership, ethics, policies and procedures, state certification, management studies, sample internal and community surveys, as well as best practices guides written specifically for smaller agencies on a wide range of topics.

To complement this resource and provide further support to Georgia law enforcement professionals, the GACP has created this state specific chapter to supplement the PCDR. The Georgia chapter includes training requirements and opportunities, association information and a number of other resources for chiefs in our state.

The [IACP Police Chief Mentoring Project](#) is also working with GACP to provide regional mentors to work one-on-one with newer Georgia chiefs. To serve as an IACP/GACP mentor or to work with an experienced chief visit their website for applications and further information. mentoring@theiacp.org The GACP 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,

A handwritten signature in blue ink, appearing to read "Frank V. Rotondo".

Frank V. Rotondo
Executive Director
Georgia Association of Chiefs of Police

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Georgia Association of Chiefs of Police (GACP)

www.gachiefs.com

History

Incorporated in 1962, the GACP has grown in membership, influence and professionalism to become one of the most respected law enforcement associations in the state. It is the largest professional association for law enforcement administrators in Georgia, and one of the largest in the country.

Membership includes more than 1200 executives representing municipal and county law enforcement agencies, college and university police departments, corporate and private security firms, numerous state and federal agencies and concerned citizens who proudly support the efforts of law enforcement administrators throughout the state.

The association's goals are to promote cooperative, professional relationships throughout the state, to evaluate the standards of police institutions and the profession, to offer quality training and continuing education for administrators, and to provide opportunities for police executives to exchange information and experiences.

Based in Atlanta, Georgia, the GACP is managed by a governing board consisting of seven officers and 22 District Representatives representing all areas of the state. GACP has an experienced former Georgia police chief serving as CEO.

Mission

The Georgia Association of Chiefs of Police is dedicated to providing police services in the State of Georgia that are aimed at achieving more effective and efficient crime control, reduced fear of crime, improved quality of life, and improved police legitimacy, through a proactive reliance on community resources that seeks to minimize crime-causing conditions.

GACP strives to ensure that all our citizens are served in a professional, ethical and equitable manner that respects individuals, protects our democratic ideals and system of government, pursues greater accountability of police, greater public share in decision-making, and greater concern for civil rights and liberties.

GACP promotes the ideals of partnering between public and private law enforcement agencies, social service agencies and public and private groups. GACP aspires to increase the levels of police professionalism, improve the level of training, and enhance educational credentials and professional development for law enforcement executives.

Benefits of Membership

- Invitations to training conferences and seminars on topics relevant to law enforcement administration
- Invitations to an annual exhibit of the latest police equipment, products and services
- Numerous opportunities to network with colleagues from throughout the state
- Free annual membership directory with valuable resource information

- Free quarterly newsletter with current information on training opportunities, job announcements, legislative issues, and other topics of interest
- Opportunities to advertise in the quarterly newsletter
- No-cost telephone consultation with an attorney who specializes in labor issues
- Police management awards
- GACP coordinates with IACP for housing at the annual conferences, and to ensure GACP members sit together during banquets.
- Certificate of membership and identification card

Conferences

Conferences are a wonderful opportunity to network with other GACP members and receive valuable training. These events also feature exhibitors dedicated to enhancing law enforcement through the latest police equipment, services, technology, and publications. Learn more about these events:

Winter Conference
 Summer Conference
 GACP Administrative Conference

Networking

The GACP, through a network of regional vice presidents, committees and members, provides opportunities for members to meet other law enforcement administrators and share information and expertise.

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Training

www.gachiefs.com

IACP & GACP 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 Services, Support and Technical Assistance to Smaller Police Departments, 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 Georgia Association of Chiefs of Police to provide this service to chiefs in the state of Georgia.

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

www.theiacp.org/Mentoring-Services
www.gachiefs.com

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 chiefs 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. 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.

Further information about mentoring services can be found on the [IACP New Police Chief Mentoring Project](#) website or contact IACP staff at mentoring@theiacp.org.

Requirements for Georgia New Chiefs

New chiefs in the state of Georgia are required to complete the following:

1. Notify the Georgia POST Council of your department's change of status by going to the POST website www.gapost.org
2. New police chiefs must, after appointment, attend the next 60-hour state mandated training program for newly appointed chiefs and heads of law enforcement agencies, designed to improve management skills and define the responsibilities and obligations of the office of chief/head of a law enforcement agency.

Attend the GACP Chief Executive Training Program to accumulate the mandated training hours required of you as a new agency head. If you are a new chief or head of a law enforcement agency, please review Code Section 35-8-20.1(a) for information on this class and your mandate regarding executive/management level training.

Training Mandate 35-8-20.1

(OCGA 35-8-20.1) Newly appointed chiefs of police and heads of law enforcement units required to attend law enforcement chief executive training class

- (a) Any newly appointed chief of police or department head of a law enforcement unit whose term of employment commences after June 30, 1999, shall complete a minimum of 60 hours of law enforcement chief executive training at the **next scheduled law enforcement chief executive training class sponsored by the Georgia Association of Chiefs of Police following his or her appointment**. Such training shall be in addition to the basic training required of peace officers in Code Section 35-8-9.
- (b) The training required by subsection (a) of this Code section shall be completed in sessions as selected and provided by the Georgia Association of Chiefs of Police which have been recognized by the Georgia Peace Officers Standards and Training Council.

- (c) The council is authorized to expend funds appropriated or otherwise available to it for paying the costs of such training other than travel expenses and salaries of police chiefs or department heads of law enforcement units undergoing training and shall expend such funds for purposes of compensating a training officer to administer the course of training and conduct any business associated with the provisions of this Code section.
- (d) Salary and travel expenses for a chief of police or department head of a law enforcement unit, who are taking the required training, shall be paid by the law enforcement unit they are employed by.
- (e) Any newly appointed chief of police or department head of a law enforcement unit who does not fulfill the training requirement of this Code section should lose his power of arrest.
- (f) Any newly appointed chief of police or department head of a law enforcement unit who satisfactorily completes the training required by subsection (a) of the Code section shall be exempted for the year in which he completes such training from the training required by subsection (a) of Code Section 35-8-20.
- (g) A chief of police or head of a law enforcement department who successfully completes the training required by subsection (a) of the Code section will not be required to repeat such training if he terminates an appointment and is subsequently reappointed to the same or another department.
- (h) A waiver of the requirement of training provided in this Code section may be granted by the Peace Officers Standards and Training Council, in its discretion, upon the presentation of evidence by a newly appointed chief or department head of a law enforcement unit that he was unable to complete such training due to medical disability, providential cause, or other reason deemed sufficient by the council.
- (i) Any chief of police or department head of a law enforcement unit who is exempted from the training required by subsection (a) of the Code section may choose to attend such training in lieu of the training required by Code Section 35-8-20 for any year. (Acts 1989, p. 1637; p. 1780, eff. April 28, 1993.)

Chief Executive Training

New Chiefs attend the GACP Chief Executive Training Program to accumulate the mandated training hours required as a new agency head. (<http://www.gachiefs.com/ChiefExecutiveTrainingProgram.html>)

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.
- **GACP Administrative Training** is an annual seminar for law enforcement administrative support staff, which work in and manage offices of chiefs of police.
- The **Georgia Law Enforcement Command College** is an undergraduate and graduate degree program of advanced leadership and management studies. The mission of command college is to

train executives to influence and manage the future, to be prepared to analyze current issues, forecast the impact and effect of these issues, study probabilities of the future; thus, having the ability to influence the future of law enforcement.

- Numerous regional one-day opportunities are presented around the state, highlighting timely topics and issues.

If you find training you wish to attend that is GACP approved, you will still need to complete a training approval form and submit it to the GACP Training Director. There is no need to complete the form if the course is offered by GACP. If the course is not listed and you wish to find out if it could be approved for GACP executive level credit, please submit the request using this form. There will be NO reimbursement for any training except the Chief Executive Training Program and the Winter and Summer Training Conferences, funding is subject to legislative approval. For a schedule, registration and other information contact the Training Director, 770-495-9650 or training@gachiefs.com

State Certification Program

Certification is a progressive and time-proven way of helping law enforcement agencies calculate and improve their overall performances. Certification status represents a significant professional achievement. Certification acknowledges the implementation of policies and procedures that are conceptually sound and operationally effective. A recently updated Model Policy Manual was added to the website www.gachiefs.com which coincides with the standards to make it easier for an agency to adopt policies that will help with the certification process.

Benefits of Certification

- Confirmation that agency practices are consistent with progressive professional standards
- Greater operational and administrative effectiveness
- Enhanced understanding of agency policies and practices
- Greater public confidence in the agency
- Recognition in the field of outstanding achievement
- Reduced liability potential; GIRMA offers a discount of up to 20% reduction in liability coverage for state certified agencies. Other insurers may offer similar discounts.
- Greater governmental and community support

Cost of Certification

Each applicant is required to pay an annual \$375.00 certification fee. Agencies also will be responsible for the travel, lodging and meals of the assessors during the pre-certification review and on-site evaluation.

Certification Design and Development

In late 1996, the GACP assigned a committee, along with key members from the Georgia Police Accreditation Coalition (GPAC), to review and further develop the process to the point where it became a viable, workable program. From this collaborative effort, the Law Enforcement Certification Program, endorsed by the State of Georgia, was born.

Program Standards

The standards provide a detailed blueprint for professional enforcement. They are credible, realistic, flexible and effective. The standards incorporate contemporary professional thought and practices in the State, and will insure the goal of increasing the effectiveness and efficiency of Georgia law enforcement agencies.

The Certification Process

The six steps to the certification process are:

1. **Application**

2. **Policy Development**

This step is the agency's effort to meet applicable program requirements, the standards.

3. **Assessment**

The policy development stage is the agency's effort to meet applicable program requirements: the standards.

4. **Joint Review Committee and State Certification Committee**

A detailed summary of the team's findings and recommendations are presented first to the State Certification Committee (SCC) then to the Joint Review Committee for final approval.

5. **Awards Ceremony**

Agencies that meet all program requirements will be honored at a city council/county commission meeting at the agency's discretion.

6. **Monitoring Compliance**

Certified agencies must file annual reports attesting to their continuing compliance and identify any instances of significant non-compliance.

To learn more, please contact the Director of State Certification at (770) 495-9650 or, certification@gachiefs.com

Other Resources

Departmental Needs Assessment (Paid for Service)

The needs assessment is very agency specific. That is, the review is based on the agency's request. Based on previous request, the assessment typically may include any of the following ten items:

1. Analysis of Patrol Deployment with Specific Recommendations

- This analysis may include recommended changes to beats or zones within the jurisdiction. The zones or beats are usually redrawn based on population; calls for service; natural or man-made boundaries; and/or railways, roads, highways or interstates; and traffic flow (time needed to drive to various locations within the beat or zone).

2. Staffing Analysis Review

Recommendations will be made related to the proper number of staff needed to meet the request for services. Analysis will be based on the four generally accepted methods for determining staffing needs:

- Rate or Ratio – Number of officers per 1,000 population
- Comparison Method – Staffing and expenditure comparison with similar sized jurisdiction within Georgia
- Functional Method – The number of fixed post needed multiplied times the shift relief factor calculated for the individual agency.
- Workload Method – Actual workload of the agency...usually based on the calls for service and also uses the shift relief factor to determine the number of officers needed to adequately respond to calls for service.

3. Organization and Management Review

The assessment may include a complete review of organizational structure, to include whether the organization chart for the agency is the most efficient and effective structure to accomplish the mission of the agency. The final report will probably include recommendations for improving the organization structure and perhaps even the training that may be needed for the agency's managers.

4. Physical Plant Review

A review of the building where the agency is housed is conducted. The security of the building, flow for employees and visitors, ADA compliance, and adequacy of the facility to meet the needs of the agency are reviewed.

5. Equipment Evaluation

The agency's equipment inventory is reviewed. This usually includes vehicles, specialized equipment for various specialty units (SWAT, Bomb Squad, Hostage Negotiation Team, Mounted Patrol, Water Patrol, etc.), communications needs, individual officer equipment, etc. Often a schedule for replacement of agency equipment is included. For example, the recommendation could be made for the purchase of vehicles after X number of miles or the purchase of X number of vehicles every 6-12 months.

6. Organization Structure Review

The organization chart of the agency is reviewed to verify the logical placement of similar functions with a primary emphasis to ensure that rank is commensurate with responsibility.

7. Operational Policy and Procedures Development

The agency is assisted in the development of policies and procedures for the agency. Sample manuals are provided. GACP works with the committee or individual appointed by the agency to develop the manual. Obviously, the Police Chief, jurisdiction's attorney and chief elected official must officially approve or sign off on the manual.

8. Patrol Schedule Development

Patrol schedule development usually involves a review of the calls for services (by time and day and day of week to determine the peak demands for service). After the needs are established, sample schedules are developed to provide the maximum workforce is available during peak times. All schedules are developed to comply with the Fair Labor Standards Act (FLSA). Various schedules are usually provided to provide for both fixed and rotating days off. Frequently, a combination of 8, 10 and 12 hours shifts are included.

9. Salary Comparison

Salary comparison provides the agency with salary information from similar sized agencies in Georgia. The information frequently includes fringe benefits (insurance, take home vehicles, uniform allowance, etc.) comparison.

10. Management Review

The assessment may include a complete review of the management structure, decision trees and methods for including staff input. Staff satisfaction surveys are usually included.

On-line Buyers Guide

To assist police executives in the decision making process of purchases, a buyer's guide is featured on the GACP 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 (Paid for Service)

GACP 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 GACP Executive Director at (770) 495-9650 or visit www.gachiefs.com.

Promotional Assessment Center (Paid for Service)

One of the most complex functions in public personnel administration is designing and administering valid and defensible promotion procedures. GACP conducts assessment center-based promotional testing for all ranks in law enforcement agencies. Assessment center promotional services include:

- Job task analysis of promotable positions
- Review of job description in light of job task analysis and recommendations, if needed, regarding job descriptions.
- Development of job related exercises unique to the individual law enforcement agency;
- Administration of assessment centers.

Learn more at: www.gachiefs.com/Services_AssessmentCenter.htm

For more information regarding the assessment center, contact GACP Executive Director at (770) 495-9650.

Entry Level Testing

GACP, in conjunction with Morris & McDaniel, Inc. 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. Entry-level examinations are billed at \$15.00 per test scored, plus a \$35 administration fee. There is also a Candidate Profile Summary, which satisfies state standard 3.3(b), \$18 per candidate tested plus a \$35 administration fee per test date or, use both and pay only \$25 per candidate plus administrative fee.

Please contact the GACP office to order testing at (770) 495-9650 or info@gachiefs.com.