

**2016 JAG PROGRAM – LOCAL SOLICITATION**

**CITY OF OLYMPIA, WASHINGTON**

**MANAGEMENT & LEADERSHIP TRAINING**

**PROGRAM NARRATIVE**

Applicant: City of Olympia (WA) Police Department

Grant Number: BJA-2016-9020

Project Title: Management & Leadership Training

Project Identifier: Law Enforcement Leadership

Project Goals: To provide training opportunities for mid- and senior-level managers to increase their expertise in specific areas and in general leadership development

Program Narrative:

The City of Olympia Police Department has experienced an unprecedented wave of retirements at the mid- and senior-management levels of the organization that began in 2011. By August 2016, the Department will have replaced all its senior level managers. The promotion of internal candidates to these senior level positions has necessitated the promotion of mid-level managers. The Department anticipates additional mid-level retirements in early 2017. After this occurs, only 22% of the mid-level management team will have more than 3 years of management experience. In addition to staffing management positions, the Department has replaced more than half of its patrol officers. The replacement of so many personnel is both a positive and a negative: while we are losing experience as people retire, new staff bring fresh ideas and enthusiasm. It is essential that the Department's managers quickly develop strong leadership management skills to capitalize on this opportunity and to develop a community-oriented, ethical, and knowledgeable police department.

The Department seeks to use the funding available to provide critical training and leadership development opportunities for management staff:

- **Senior Management Institute for Police:** One of the most respected leadership training courses within law enforcement is the Police Executive Research Forum (PERF) Senior Management Institute for Police (SMIP). The SMIP is highly regarded for its innovative and evidence-based curriculum. The opportunity to interact with other senior law enforcement staff, while learning from some of the best minds in policing, will provide a senior manager with an excellent foundation for providing leadership throughout his or her career. The Department intends to provide one senior manager with this opportunity.
- **3CMA Conference:** The Department has steadily been increasing its communication with the community over the last two years. One division is dedicated to community outreach, public

information, social media, and strategic marketing. The City-County Communications and Marketing Association (3CMA) is at the forefront of government communication. The annual conference offers an opportunity to both learn about effective communication tools and to network with other communication professionals. The senior manager responsible for the Communications division will attend.

- **Police Training Officer (PTO) School:** The Department continues to hire between 5-10 new officers per year. We have an effective training program that includes the State of Washington Basic Law Enforcement Academy followed by a robust PTO program. In order for the PTO program to be successful, it must be well-understood and well-managed. The Department will send one of the new mid-managers to PTO management school, such as that offered by the Southern Police Institute.
- **Internal Affairs Investigation Training:** The Department has promoted a new senior level manager to oversee the Professional Standards Office, which includes the Department's Internal Affairs investigations. The Olympia Police Department is committed to building public trust and an important aspect of our mission is ensuring that officers and staff are accountable for their actions. The Professional Standards manager must have excellent investigative skills, interview skills, and a strong foundation in employment law. The Professional Standards manager will attend Internal Affairs Investigation training to enhance these skills and knowledge base.

The Olympia Police Department will use the Justice Assistance Grant funding to further its mission of building public trust by ensuring that its management team has the tools available to them to lead the Department effectively. Training is essential to growing new leaders in the Department.