

December 5, 2023

Chartrand Family Fund  
Community Foundation for Northeast Florida  
245 Riverside Avenue  
Jacksonville, FL 32202

Dear Jeff Chartrand,

On behalf of the Jacksonville Fraternal Order of Police Foundation (FOPF), we are pleased to submit this request for funding from the Chartrand Family Fund. This request is made to provide for continuation and expansion of the Peace Officer Wellness Empathy and Resilience (POWER) program, for officers of the Jacksonville Sheriff's Office (JSO), provided by Center for Council (C4C) for the next five years – and beyond.

1) **PROGRAM JUSTIFICATION**

Occupational stressors in a round-the-clock operational landscape have significant erosive effects on first responders; often, these occur so subtly that they evade the awareness of the impacted individual. Erosion of self-awareness is the first predictable effect of trauma, followed by what we commonly refer to as burnout. Unregulated stress has been proven to negatively affect both physical and mental health, contributing to chronic disease, substance abuse, maladaptive behavior, shortened lifespan and other harmful results. While the negative consequences of rampant stress affect the health and performance of officers on the job, diminished individual wellness also has a corrosive impact on agency culture and can erode police-community relations.

The Peace Officer Wellness, Empathy and Resilience (POWER) program, developed and provided by Center for Council, offers a deep exploration of the science behind the benefits of mindfulness and compassionate communication as they relate to stress, resiliency, performance and community building. With a focus on self-awareness, attunement to others, skillful compassion and heightened insight, participants learn skills that can be translated to their personal and professional life. The POWER program offers an opportunity to enhance performance, improve situational awareness, increase physical health and cognitive performance and develop new leadership capacity, balancing operational demands with life beyond the watch and improving capacity for positive relations with fellow officers and communities served, thereby improving procedural justice.

POWER is a nationally certified training program for law enforcement officers that provides an overview of the latest scientific understanding of resiliency, looking at stress and coping from a mindfulness and positive psychology lens. Developing greater awareness of our senses and cultivating self-awareness and self-regulation is the foundation for developing resiliency and the capacity to thrive through the arc of one's career. Participants in POWER learn about the science of stress and resiliency and develop an understanding of the autonomic nervous system and how to interrupt unhealthy patterns. Through experiential practice, guided and individual meditations and working with "Council Huddles," POWER training provides valuable skill-building tools and activities, sustainable beyond traditional didactic approaches to learning. The Council Huddle process is a flexible and peer-led format for integrating the material covered over the course of the program and is intended to offer an ongoing and sustainable resource for deepening individual skills, building community and strengthening peer-to-peer support.

POWER offers practical skills for understanding, recognizing and managing stress, honing attention, regulating emotions, recognizing behavioral cues, and managing interpersonal and community relationships. These tools have proven to enhance morale and strengthen resilience in the face of stress, leading to improved health, more positive community engagement, and more desirable law enforcement outcomes. The POWER program features a robust science-based curriculum, interactive exercises and immersive self-guided online activities that teach officers to be discerning and decisive, not reactive. Officers learn to acknowledge gut impulses, and to recognize and articulate challenging thoughts and emotions without immediately reacting to them.

POWER was developed by Center for Council, a Los Angeles-based non-profit organization that provides compassion-based programs and trainings that promote communication, enhance well-being, build community, and foster compassion. The organization's varied programs deliver customized community-building solutions; its programming has been shown to reduce anger/aggression and hostility, increase mindfulness and engagement, enable participants to connect with others in new ways, create safe and supportive environments for self-expression without fear of judgment, and help with the development of effective communication skills and resilience.

## 2) **PROPOSAL BACKGROUND**

In May of 2019, Center for Council was awarded an *Innovative Program Grant* by the state of California to initiate its POWER Training Program with seven cohorts of officers from the Los Angeles Police Department, as well as officers working for the Federal Bureau of Prisons. Evaluation of the program found it to be a notable success; POWER went on to receive considerable recognition and support from the law enforcement community, leading to an official partnership with the U.S. Department of Justice Office of Community Oriented Policing Solutions. The COPS Office engaged Center for Council in an official partnership to promote the program nationally with the intention to "*increase law enforcement awareness of the*

*intersectionality of wellness, procedural justice, and community building.*” Additionally, the International Association of Directors of Law Enforcement Standards and Trainings (IADLEST) offered POWER its national certification seal of excellence.

Soon after the completion of its first pilot with LAPD, Center for Council entered discussions regarding bringing the program to the Jacksonville Sheriff’s Office. The initial JSO cohort of the POWER training program took place in 2021-22, with similarly successful outcomes; testimonials and third-party evaluation of the JSO POWER program established its significant benefits, teaching officers to cultivate an enhanced awareness of themselves and their surroundings, as well as an ability to acknowledge and articulate thoughts and emotions without immediately reacting. Participants were very enthusiastic in their feedback and initial research on this cohort found statistically significant improvement in mindfulness, emotion regulation, empathy, stress and anger.

With the support of the Chartrand Family Fund, the FOP Foundation intends to contract with Center for Council to expand the provision of the POWER Training Program for JSO participants over the course of this five-year proposal.

### 3) **FUNDING REQUEST**

The FOPF respectfully requests funding from the Chartrand Family Fund to supplement a five-year implementation of the POWER Training Program intended to train 450 to 500 diverse, multicultural officers and staff of the Jacksonville Sheriff's Office. This proposal for funding is presented in the context of operational and financial commitments from JSO Sheriff TK Waters to support and continue to grow this program during the course of this five-year framework and beyond.

The entirety of this request, over five years, is \$484,899. As the projected Five-Year Budget describes, the request includes funding from the Chartrand Family Fund *in diminishing amounts*, beginning in the first year with a request for **\$187,644**. Subsequent annual requests are in the amounts of **\$159,574**, **\$93,799** and **\$43,882**, ending with a fifth year request of \$0; the cost for delivering the program in the fifth year, and subsequent years, will be covered entirely by JSO.

FOPF requests that these allocations be made to us, so that we may employ C4C to provide training, mentoring and consultation to JSO. This grant will facilitate resources for C4C to support JSO in expanding the POWER Training Program between January of 2024 and December of 2029. During this time, JSO resources will be developed internally so that it can continue to provide and support this program, with only minimal outside support from C4C, if needed, beyond 2029.

Along with this grant request to the Chartrand Family Fund, JSO is committing to make up the increasing difference each year and to continue to support and fund the POWER program beyond year five, provided that evaluation of the program continues to demonstrate the merits of the program and justify using taxpayer dollars for the on-going sustainability and expansion of the work. The costs to JSO for provision of this program increase every year, based upon labor/salaries for JSO employees that will be allocated to this program, as well as out-of-pocket expenses. By the end of the five-year period, we anticipate that this work will result in a team of well-trained facilitators who are practicing the techniques and skills taught in the POWER program and who are motivated and prepared to lead POWER training cohorts from that point forward. In years six and seven, JSO expects to be able to integrate the program into the course of its regular training protocols, benefitting the agency and officers of JSO for years to come.

The FOP Foundation is prepared to receive funding from the Chartrand Family Fund as soon as this grant is finalized and will commit to distribute funds to C4C in regular increments, beginning at the commencement of the program and adhering to a schedule to be agreed to between FOPF and C4C.

#### **4) PROGRAM DELIVERY**

Center for Council will plan, organize, and deliver POWER programming over the grant term, as well as customized “train-the-trainer” Leadership Training. C4C will supervise mentorship, apprenticeship and co-leading opportunities and provide extensive consultation, all designed to create a robust introduction to and integration of the POWER Training Program for JSO. The sequence of activities over the course of the five years projected in this proposal will resource 450-500 diverse JSO officers and staff with skills and leadership training to sustain and grow the POWER Training Program model over the course of this proposal and beyond. C4C will serve in a consulting role throughout the five years and will remain available for additional support beyond year five, as the program is incorporated into JSO and functions within its structure as a component of its training protocols.

The basic structure of the POWER program that was provided to the first cohort of JSO officers in 2021-2022 will be utilized for the cohorts trained in this five-year proposal. Some changes have been incorporated and adapted based on feedback from the initial JSO iteration. For example, new cohorts will follow a **3-month** course of study (an adjustment from the JSO pilot program, which lasted 6-months). The course content will be largely the same as that engaged by the original cohort; the number of contact hours will increase slightly and the timeframe for follow-ups will be compressed. Each cohort will be engaged for 32 total hours of in-person training, presented in two eight-hour days of initial training, followed by two subsequent eight-hour follow-up sessions, roughly at weeks six and twelve. Weekly online assignments will be provided throughout the 3-month term; during this time, the groups will meet weekly in self-facilitated Council Huddles.

Additionally, throughout the five-year program, participants with potential for leadership will be invited to apply to participate in Leadership Cohorts, where they will receive advanced training in the POWER pedagogy and methodologies. Participants will be invited and considered for inclusion in Leadership Cohorts by JSO command staff and C4C Trainers; if approved, they will be invited to engage in apprenticeship and co-leading opportunities, as the program is presented to new cohorts. The Leadership Cohorts will also meet throughout the course of this program to debrief, offer feedback and explore ideas for growth and sustainability of the POWER Training Program at JSO. A JSO Mentoring Circle will also be established to offer peer-to-peer support for trainers-in-training. Each year, C4C will prepare a process evaluation that will be presented to JSO, FOPF and the Chartrand Foundation describing the activities and progress of the program. At the program's completion, C4C will report to FOPF and JSO leadership on its recommendations and will continue to be available to advise on strategy for continuing to develop and expand ongoing POWER training at JSO.

C4C continues to be in dialogue with JSO leadership, coordinated by Assistant Chief Randi Glossman, in furtherance of the intentions and strong support of Sheriff TK Waters. Previous programmatic work and recent conversations between C4C and JSO have identified a basic structure and schedule for this project, beginning with engaging the already-identified Leadership Cohort and planning for two additional POWER training cohorts in the first year of the program, beginning shortly after this agreement is finalized. Program provision will unfold with in-person training sessions to be held at the Florida Blue Deerwood Park Conference Center, along with the other program components. Leadership Cohorts will engage as this program unfolds and participants in that cohort will receive advanced training, in addition to the opportunity to apprentice on trainings. Leadership Cohorts will receive direction and coaching in skills necessary to facilitate future POWER training cohorts and guidance in establishing a peer-to-peer Mentoring Circle.

The FOPF understands that its role will be supporting the funding mechanism for this program on behalf of the participants involved in the training program during the five years of this proposal; direction and provision of POWER training will be the responsibility of C4C.

## **5) PROGRAM COMPONENTS AND TIMELINE**

In the first year, three cohorts will receive the POWER training, two of these will be comprised of a diverse selection of JSO employee participants new to the program, and one cohort will be a "train-the-trainer" Leadership Cohort culled from the original cohort that participated in the POWER training program offered in 2021-2022. (A full group of past participants have already indicated interest in participating in the Leadership Cohort.) JSO trainers-in-training will have opportunities to apprentice on the POWER training workshops for new participants.

In year two, four cohorts will receive the POWER training, with additional apprenticeship opportunities afforded to JSO trainers-in-training, teaming with C4C trainers to co-lead

workshops. Throughout the Leadership Training process, those participants who desire to serve as facilitators of the POWER training in subsequent years will undergo a vetting process in which they will be asked to complete a Letter of Intention and present that to C4C Executive Staff, along with a Letter of Recommendation obtained from their commanding officer. Upon acceptance, these JSO trainers-in-training will be engaged in group and one-on-one mentoring as they proceed through Leadership Training and participate as apprentices in new cohort training. Upon satisfactory completion of advanced training and apprenticeship, trainers-in-training will be recommended to their commanding officer to serve in leadership roles, facilitating future POWER trainings.

In years three and four, four cohorts will receive the POWER training, with additional apprenticeship opportunities and co-leading roles afforded to JSO trainers-in-training, and an additional “train-the-trainer” Leadership Cohort launched, as per the protocols and vetting procedure set forth above. As in year two, co-leading opportunities will be available in which JSO trainers-in-training will be able to co-lead workshops with C4C trainers. Beginning in year four, a Mentoring Circle will be initiated to provide continued peer-to-peer support for trainers-in-training. The launch of this component will coincide with an advanced training held for all participants that have completed the initial Training Workshops and is intended to provide ongoing collegial support. The Mentoring Circle will consist of both existing leadership cohorts (50 officers) convening in smaller break out groups (based on department or specialty) meeting on an as needed basis for 1-2 hours per session to collaboratively address successes and challenges of the ongoing program. This will continue into year 5 and beyond and allocations will be based on the ongoing need of the Mentoring Circles.

In year five, eight cohorts will receive POWER training led by JSO trainers, with additional apprenticeship opportunities afforded to new JSO trainers-in-training. C4C will advise and supervise these cohorts, and will provide guidance to the Mentoring Circle, supporting new JSO trainers who are leading the cohorts. C4C trainers will not lead or co-lead in year five, but will oversee the new JSO trainers in leading cohorts and advise the Mentoring Circle.

C4C will offer consultation, coaching and strategic advising throughout each year of the program, while monitoring and supervising apprenticeship and advancement of trainers-in-training, as well as advising on sustainability and expansion of the program subsequent to this contract. Each year of this program, C4C will prepare a process evaluation that will be presented to JSO, FOPF and the Chartrand Foundation describing the activities and progress of the program. C4C will not conduct or supervise research within the scope of this proposal, but is available to discuss this as an add-on, should there be interest and additional resources to develop a research program

## 6) BUDGET

As noted above, this funding request is for **\$484,899**, which will be payable to the Jacksonville Fraternal Order of Police Foundation in yearly increments of \$187,644, \$159,574, \$93,799,

\$43,882.. JSO's contribution will be assessed internally as wage/salary/fringe expenses allocated to this program are integrated into JSO's internal budget.

FOPF will distribute budgeted allocations to C4C as per an agreed-upon schedule, in accordance with the program budget and timeline, as compensation for providing the following services:

- all preparation, planning and coordination of the POWER program
  - includes training new participants and Leadership Cohorts
  - supervision of apprentices and co-leaders for all cohorts trained
  - advising the Mentoring Circle
- provision of program materials and content
  - includes in-person sessions and online content (weekly assignments)
- organization of schedule and participant attendance
- preparation and coordination of venue and catering
- all trainer travel, lodging and accommodation
- program planning, supervision and troubleshooting
- coaching, consultation and problem-solving, as required
- final process report to FOPF and JSO leadership
- *Note: Center for Council has developed and conducted qualitative, quantitative and biometric research on cohorts engaged in the POWER Training Program; heart rate variability tracking is a potential additional area to explore, both as an evaluative tool for the program, but also as an ongoing biofeedback procedure; integration of these evaluative tools can be explored as a separate add-on to this contract, if so desired; research is NOT included in the current proposal.*

Thank you for your consideration and investment in the advancement of Law Enforcement and Public Safety in Jacksonville. We are eager to assist JSO in implementing this important training program that we believe will benefit the men and women of JSO, as well as the Jacksonville community, for many years to come.

Sincerely,

Bobby Deal  
FOP Foundation Chairman

Attachments:

Five-Year Budget

Letter from Sheriff T.K. Waters



Beyond Us & Them			
Jacksonville POWER			
Year 2			
	Funding Request from Chartrand	Other Funding/ In-Kind	Total Y2 Budget
<b>Income</b>			
Chartrand Foundation	\$159,574		\$159,574
Reserve funds from Y1 to cover rescheduled workshop		\$35,000	\$35,000
Florida Blue: In-Kind Donation of Workshop/Event Space		\$3,200	\$3,200
<b>Total Income</b>	<b>\$159,574</b>	<b>\$38,200</b>	<b>\$197,774</b>
<b>Personnel Expenses</b>			
Personnel Salaries & Wages	\$64,954		\$64,954
Benefits (25%)	\$16,239		\$16,239
<b>Total Salaries, Wages &amp; Benefits</b>	<b>\$81,193</b>		<b>\$81,193</b>
<b>Non-personnel/Other Expenses</b>			
Travel Expenses	\$23,680		\$23,680
Facility Rentals	-	\$3,200	\$3,200
Catering/Food	\$5,600		\$5,600
Program Supplies	\$500		\$500
Support/Curriculum/Costs	\$13,900		\$13,900
<b>Total Non-personnel Expenses</b>	<b>\$43,680</b>	<b>\$3,200</b>	<b>\$46,880</b>
<b>Total Direct Program Expenses</b>	<b>\$124,873</b>		<b>\$128,073</b>
Overhead/Indirect Costs (15% of Expenses)	\$18,744		\$19,211
<b>Total Beyond Us &amp; Them Expenditures</b>	<b>\$143,616</b>		<b>\$147,283</b>
FOP Fee (10%)	\$15,957		\$15,957
Cost for rescheduled POWER workshop (planned for Y1, now for Y2)		\$35,000	\$35,000
<b>TOTAL EXPENSES</b>	<b>\$159,574</b>	<b>\$38,200</b>	<b>\$197,774</b>

Note 1 (see below)  
Note 2 (see below)

Note 3 (see below)

Note 4 (see below)

- Note 1: As outlined in the previous report/budget v actuals, one of the Y1 POWER cohorts needed to be rescheduled for Y2, so we've allocated \$35,000 from Y1's funds to pay for this in Y2.
- Note 2: Florida Blue has provided us with an in-kind donation of event space for all of the workshops.
- Note 3: Cost of catering/food was significantly higher than the \$2,400 we originally requested, so we re-allocated the funds saved from in-kind facility rental towards catering/food.
- Note 4: This FOP fee follows the 10% that was negotiated post-proposal.

*Not part of JSO's grant funding per email.*