

MAY 23, 2017



## North Carolina Association of Chiefs of Police

Law enforcement excellence for tomorrow . . . *today.*

# STRATEGIC PLANNING MEETING

REPORT TO BOARD OF DIRECTORS

PREPARED BY: MARTY A. SUMNER

FEALY & SUMNER POLICING SOLUTIONS, LLC

## STRATEGIC PLANNING MEETING

On May 9, 2017, members of the North Carolina Association of Chiefs of Police (NCACP) held a strategic planning meeting at the White Deer Park Nature Center, Garner, NC. The meeting was open to the NCACP Board of Directors, association members, staff and was facilitated by Marty A. Sumner, of Fealy & Sumner Policing Solutions, LLC. The purpose of the meeting was to discuss the future of NCACP, long range goals and organizational subjects of interest to the Board.

---

## BACKGROUND

The NCACP was founded in 1976 for the purpose of providing training for NC Police Chiefs. The first annual conference was held in January of 1978, with a theme of *Developing Police Leadership*. The NCACP has a constitution and by-laws (rev. July 18, 2016) governing the organization and business of the Association. The NCACP is led by a Board of Directors, Chief Mike Yaniero, President, with nine regional directors and three staff members. To conduct the business of the NCACP or represent its interests, members serve on a combination of 35 committees, boards, commissions and task forces. Currently, the NCACP does not have a strategic plan for the association.

---

## MEETING PROCESS

- Review current mission for NCACP, where are we now?
- Identify what the NCACP does well, what else do we need to be doing? (SWOT)
- What is important to the NCACP, set focus
- Define goals for the NCACP strategic plan, what must be achieved?
- State objectives, how we will know if we reach these goals, who does the work?
- Final thoughts and next steps

---

## REVIEW OF CURRENT MISSION, WHERE ARE WE NOW?

The meeting began with an overview of the history of the NCACP. Members noted the original purpose stated was training for Chiefs of Police but the objectives had expanded over the years. To answer the question *where are we now?*, members reviewed the Constitution, the President's Message and the list of Committees. The Constitution provides a list of objectives, the President's Message states the current focus and the Committee List reflects the work of the Association.

Objectives from the NCACP Constitution Article I, section 2:

- Advance the science and art of police administration and crime prevention
- Develop and disseminate approved administrative and technical practices and promote their use in police work
- Foster police cooperation, unity of action, and the exchange of information and experience among police officers of this state
- Recruitment and training in the police profession of qualified persons
- Encourage adherence of all police officers to high professional standards of conduct

Focus from the President's Message on the NCACP website:

- Involvement in legislative issues important to public safety and to law enforcement

## NORTH CAROLINA ASSOCIATION OF CHIEFS OF POLICE

- Professional development of our police officers, supervisors and police executives
- We will seek ways and means to provide adequate training to those who protect and serve
- Emerging issues challenges for law enforcement:
  - escalating heroin epidemic
  - police-community relations
  - reengineering police Use of Force policies and procedure
  - the lack of mental health services that result in calls for police service
  - recruitment of the next generation of police officers

From the Committee List:

- Legislative Issues
- Special Projects
- Training
- Alarm
- Mental Health
- Chaplains Program
- NC Child Fatality Prevention
- Emerging LE Issues
- NC Statewide Interoperability
- Body Camera
- Opioid Task Force

George Erwin, Executive Director of NCACP added the Association has adopted a motto, *Law enforcement excellence for tomorrow ... today.*

The members see the NCACP today as a network of chiefs working to solve emerging challenges for law enforcement, with a voice in legislative issues and an emphasis on professional leadership development. The members feel in recent years the influence of the Association has increased which is evidenced by their opinion being sought more often and the invitations to be represented on such a wide variety of committees statewide. There is potential for growth with the expansion of the image or brand of the Association. The members would really like for the NCACP to speak for all the chiefs in North Carolina.

**STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS**

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>300 + membership (not all chiefs)</li> <li>Years of Chief’s experience</li> <li>Increased participation at Annual Conference</li> <li>Addition of Legislative Counsel</li> <li>Relationship with NCLM</li> <li>Partnership with IACP</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>Funding for growth, financial planning</li> <li>Not all NC Chiefs are members</li> <li>No office for NCACP</li> <li>Staff increase may be needed</li> <li>Communication, emails not opened</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>NC Police Chief’s magazine published soon</li> <li>Social media (Facebook, Twitter)</li> <li>Broader engagement of membership</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>Needs of members differ greatly by size of agency, which can create conflict</li> <li>Some chiefs do not have secure email address</li> <li>Rise in violent crime for some cities</li> </ul>

**STATE WHAT IS IMPORTANT, SET FOCUS**

After some discussion, the group listed these areas as important:

- Involvement in Legislative Issues Impacting Public Safety and Law Enforcement
- Training for Officers
- Developing 21<sup>st</sup> Century Police Leadership in NC
- Image - Brand - Standards of NCACP
- Recruitment and Engagement of Chiefs
- Sustainability of NCACP

The group decided to focus on Sustainability of NCACP and Developing the 21<sup>st</sup> Century Police Chiefs in NC. The recruitment of chiefs, engagement of members, image, branding and raising standards all seemed to be activities of sustaining the association. Professional development of officers, addressing emerging issues, recruiting the next generation of officers all seemed to be products of developing police leadership. So, by focusing on these two areas many of the items important to the association can be addressed.

**GOALS FOR THE NCACP’S STRATEGIC PLAN, WHAT MUST BE ACHIEVED?**

1. Provide for the Sustainability of NCACP
2. Develop 21<sup>st</sup> Century Police Leadership

**OBJECTIVES, WHO DOES THE WORK?**

The members decided on a five-year strategic plan with action items set at 1 year, 3 years and 5 years to achieve their goals. Since the NCACP has standing committees the work will be assigned to committees or the President can appoint a special committee. Financial planning or marketing can be contracted out to professional services with the approval of the Board of Directors.

**Objectives by Year 1**

**Who Does the Work?**

Increase membership in NCACP to 300 Chiefs	Regional Directors
Create social media group, to promote information exchange	Staff
Increase participation of metro chiefs on the board or committees	Board of Officers
Engage chiefs by recruiting/appointing those who have not served on a committee to serve	President
Develop curriculum for newly appointed chief’s course	Training Committee
Appoint a Sustainability Committee	President

**Objectives by Year 3**

**Who Does the Work?**

Teach pilot of new chiefs’ course and evaluate	Training Committee
Offer the new chiefs’ course three times across the state	Training Committee
Introduce a statutory requirement for all new chiefs’ to attend the course	Legislative Counsel
Hold summit with the Sheriff’s Association on matters of mutual interest	Emerging Issues Committee
Produce a financial plan for the Association	Budget Committee

**Objectives by Year 5**

**Who Does the Work?**

Have statutory requirement for new chiefs’ course adopted and funded by state	Legislative Counsel
Create capital fund	Sustainability Committee
Identify location for permanent office of NCACP	Sustainability Committee
Acquire physical location for NCACP	Board of Officers
Review staffing needs and plan for additional staffing as needed	Board of Officers

**STRATEGIC PLAN**

**GOAL 1: PROVIDE FOR THE SUSTAINABILITY OF NCACP**

Objective	Description - Activities (Date to be completed)
1.1	<p>Increase the membership of NCACP to 300 Chiefs</p> <ul style="list-style-type: none"> <li>- Challenge Regional Directors to each recruit 6 new members by NCACP Chief's meeting at NC Police Executives conference (Jul 2017)</li> <li>- Assign to Membership Committee if that goal is not met (Jul 2017)</li> </ul>
1.2	<p>Create social media group for exchange of information</p> <ul style="list-style-type: none"> <li>- Assign to staff member (Jun 2017)</li> <li>- Survey membership to see if there is an existing platform they find useful, what would they use?</li> <li>- Select some format and test with existing members (Jan 2018)</li> <li>- Approve and launch by Spring Board of Directors meeting</li> </ul>
1.3	<p>Recruit and appoint chiefs who have not previously served on a committee to serve on a committee</p> <ul style="list-style-type: none"> <li>- Acquire a list of member Chiefs from staff for review (Jun 2017)</li> <li>- ID committees with vacancies or ones to add positions</li> <li>- Have existing Board and Committee members recommend chiefs by the NC Police Executive Conference (Jul 2017)</li> <li>- Make contact with chiefs by phone or at the conference</li> </ul>
1.4	<p>Appoint a Sustainability Committee</p> <ul style="list-style-type: none"> <li>- Discuss at the conference and get input from the members on who should lead and be nominated for this committee (Jul 2017)</li> <li>- Recruit members and meet with the group for direction (Nov 2017)</li> </ul>
1.5	<p>Hold a summit with the NC Sheriff's Association</p> <ul style="list-style-type: none"> <li>- Pitch the idea to the leadership of the NC Sheriff's Association, members from both associations could meet for a day and discuss what items of mutual interests could we collaborate on?</li> <li>- If there is any interest assign a combined group to organize the summit</li> <li>- Select a date and location for the summit</li> <li>- Hold the first summit in the Spring of 2019 or sooner</li> </ul>
1.6	<p>Produce a financial plan for the Association</p> <ul style="list-style-type: none"> <li>- Assign to the Budget Committee (Jul 2017)</li> <li>- Budget Committee meets and discusses options on how to create a financial plan (Oct 2017)</li> <li>- By the winter training conference have a recommendation for the Board of Directors on how to develop a financial plan</li> <li>- Begin developing plan and meet quarterly, give updates on progress to the President following each quarterly meeting</li> <li>- Outline steps to be taken by the Spring 2018 NCACP Board meeting</li> <li>- Approve plan at NCPEOA meeting (Jul 2018)</li> </ul>

1.7	<p>Create a capital improvement fund to acquire NCACP office</p> <ul style="list-style-type: none"> <li>- Assign to Sustainability Committee (Jan 2018)</li> <li>- Meet with Budget Committee developing the financial plan, consider having a member on each committee for coordination</li> <li>- Assess the initial costs of permanent office space and identify potential ways to raise that capital (Jul 2018)</li> <li>- Create a capital improvement account, with minimum amount (Jan 2019)</li> <li>- Outline capital improvement campaign project, recommend to Board of Directors (Spring 2019)</li> <li>- Conduct capital improvement campaign during 2019 and 2020</li> <li>- Raise minimum necessary to provide office space for the first five years (Dec 2020)</li> </ul>
1.8	<p>Review staffing needs and add additional staff where needed</p> <ul style="list-style-type: none"> <li>- Meet with the Board of Officers to discuss future staffing needs, succession planning for existing staff, additional staff needed for a permanent office (Jul 2018)</li> <li>- Assign one or two members to do a staffing report</li> <li>- Meet individually with current Executive Director, Legislative Counsel and Clerical Support for their input (Oct 2018)</li> <li>- Discuss the report findings and recommendations by the Winter Conference (Jan 2019)</li> <li>- Make assignments based on the recommendations (Jan 2019)</li> </ul>
1.9	<p>Identify location for permanent office of NCACP</p> <ul style="list-style-type: none"> <li>- Assign to Sustainability Committee (Jul 2019)</li> <li>- Meet to consider options for a Raleigh location, space needs, location, price per square foot, budget, etc. (Sept 2019)</li> <li>- Conduct search for available space, report options to the Board of Officers (Mar 2020)</li> <li>- Prioritize locations identified, review lease options and make a recommendation to the Board of Officers (Dec 2020)</li> </ul>
1.10	<p>Acquire office for NCACP</p> <ul style="list-style-type: none"> <li>- Board of Officers takes the proposal to sign for a location to the Board of Directors for approval (May 2021)</li> </ul>

**GOAL 2: DEVELOP 21<sup>ST</sup> CENTURY POLICE LEADERSHIP**

Objective	Description - Activities (Date to be completed)
2.1	<p>Develop a curriculum for a new chiefs' course</p> <ul style="list-style-type: none"> <li>- Assigned to the Training Committee (Jun 2017)</li> <li>- Training Committee members meet to assign tasks and discuss (Jul 2017)</li> <li>- Collect curriculum from other states (Georgia and Virginia were mentioned) as samples (Sept 2017)</li> <li>- Review the topics/modules collected and create outline for the course. It was suggested to keep the course under a week and possibly break it into a couple sessions to make it easier for some to attend. (Oct 2017)</li> <li>- Full Training Committee meets to agree on a purposed outline, assign lesson plans to writer or rewrite. (Dec 2017)</li> <li>- Review draft lesson plans (Mar 2018)</li> <li>- Approve new chiefs' course and outline (Jun 2018)</li> </ul>
2.2	<p>Teach a pilot of the new chiefs' course and evaluate the curriculum</p> <ul style="list-style-type: none"> <li>- Select date for the first delivery of new course (Jul 2018)</li> <li>- Select a location for the instruction and recruit a panel of instructors. (Aug 2018)</li> <li>- Deliver the first course to a class of NCACP member chiefs, so they can evaluate the material and instructors. Including some new chiefs as students is an option as well. (Jan 2019)</li> <li>- Training Committee meets to finalize the lesson plans based on the course evaluations (Mar 2019)</li> <li>- Final lesson plans approved and ready (Jun 2019)</li> </ul>
2.3	<p>Offer new chiefs' course three times across the state</p> <ul style="list-style-type: none"> <li>- Select dates and locations to teach the course three time in NC. Fall 2019, Winter 2020, Spring 2020 (Jul 2019)</li> <li>- Confirm instructors and advertise for class. Class size between 10 and 20 for newly appointed chiefs, less than one year experience as chief.</li> <li>- Conduct training and evaluate the course.</li> <li>- Training Committee meets and reviews all the evaluations for the course, makes any recommended changes (Jun 2020)</li> </ul>
2.4	<p>Introduce a statutory requirement for all new chiefs to attend the course</p> <ul style="list-style-type: none"> <li>- Assign to legislative counsel for research (Jun 2018)</li> <li>- Draft a legislative or regulatory change necessary to require all new chiefs to attend the course (Dec 2018)</li> <li>- Identify a sponsor for the legislation (Mar 2019)</li> <li>- Present to members of legislature committee for consideration (Jun 2019)</li> </ul>
2.5	<p>Have the statutory requirement for the new chiefs' course adopted and funded by the state</p> <ul style="list-style-type: none"> <li>- Report progress to NCACP Board at director's meeting</li> <li>- Works through committees and legislators until adopted (Jun 2020)</li> </ul>

## **NEXT STEPS**

1. Share the draft report and the proposed strategic plan with all the members present for the Strategic Planning Session. Get their additions, corrections or suggestions on the draft.
2. Finalize a Strategic Plan in written form
3. Approve the Strategic Plan at the next Chief's meeting (Jul 2017)