



International Association of Chiefs of Police

FY 2011-2016 Strategic Plan

August 2010



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Foreword

The International Association of Chiefs of Police (IACP) FY 2011-2016 Strategic Plan focuses the organization on supporting and serving national and international police chiefs at the Federal, state, tribal, and local level.

The sections of the document outline the IACP's strategic priorities, as informed by the staff and agreed upon by leadership, will direct how the IACP will accomplish its goals and measure its performance.

This plan reflects recent efforts to evaluate the association's strategic direction, including its mission, vision, and goals. Each goal is visited in a separate section of this document; these sections include a description of the goal, a discussion of challenges, and the corresponding strategic objectives and initiatives.

The implementation of the strategic plan reflects the IACP's continuing commitment to improving the way it serves its membership to support the men and women who help protect communities around the world. The strategic plan is not a static document; as the IACP operating environment changes, the IACP will continually update and refine its priorities and performance measures.

IACP Overview

History and Background

History reflects that some fifty police chiefs accepted a meeting invitation from Omaha, Nebraska Police Chief Webber Seavey in 1892 to explore ways in which they could join together to fight crime and improve police services. The following year these same police officials formally created an organization to foster those goals. The organization is known today as the International Association of Chiefs of Police (IACP).

The International Association of Chiefs of Police was founded in 1893 in Chicago, Illinois. Originally intended to serve as a means to apprehend and return criminals who had fled agency jurisdictions in which they were wanted, the association has grown to serve as one of the largest police chiefs organizations in the world.

In 1934, the IACP began publishing the Police Chiefs Newsletter; this publication is the forerunner of the *Police Chief* magazine, which continues today as the "professional voice of law enforcement." The magazine, published monthly, provides law enforcement leaders with insight into the law enforcement community from the local to international level.

In 1940, the IACP established a headquarters office in Washington, D.C., to create more organizational stability and to expand activities and services for its members. The move also permitted the association to begin a long period of cooperation with both the Federal government and governments around the world. These relationships still exist today and help the IACP advocate on behalf of the needs of its members.



Figure 1: Officers in Front of the Lincoln Memorial in Washington, DC

Professionally recognized programs such as the FBI Identification Division and the Uniform Crime Records system can trace their origins back to the IACP. In fact, the IACP has been instrumental in forwarding breakthrough technologies and philosophies from the early years of its establishment to today. From spearheading national use of fingerprint identification to partnering in a consortium on community policing to gathering top experts in criminal justice, the IACP has realized its responsibility to positively affect the goals of law enforcement.

Throughout the latter half of the 20th century, the IACP continued to focus efforts on expanding internationally. In the 1970s, the IACP's development of worldwide training programs and police management studies led the United Nations to confer consultative status on the association, recognizing its work in the international arena. The association also opened its first World Regional Division in Europe in the 1980s, and has continued expansion throughout the globe. Today, the association devotes a great deal of effort to address law enforcement issues that impact the global policing community, including terrorism, immigration and drug trafficking.

Since 1893, the International Association of Chiefs of Police has been serving the needs of the law enforcement community. Throughout those past 100-plus years, the IACP has been launching historically acclaimed programs, conducting ground-breaking research and providing exemplary programs and services to our membership across the globe. The IACP will continue to serve as the voice for police chiefs into the 21st century.

Organizational Structure

Governed by a Constitution, the IACP is led by an Executive Committee that encompasses a Board of Officers representing the full spectrum of police executives from across the United States and around the world.

The Board of Officers is comprised of a president and four vice presidents. In addition to the president and vice presidents, the Board of Officers is comprised of the Immediate Past President, two vice presidents at-large, the international vice-president, the Vice-President-treasurer, the General Chair of State and Provincial Police, the General Chair of the Division of State Association of Chiefs of Police, and the Parliamentarian. All individuals on the Board of Officers, with the exception of the Parliamentarian (who is appointed by the President) are elected by the IACP membership.



Figure 2: Past Presidents of the IACP

In addition to the Board of Officers, the Executive Committee is comprised of an additional 33 individuals who are appointed by the president and represent all aspects of the IACP membership. The Executive Committee has final approval over all decisions made by the Board of Officers, including final budget approval.

The IACP maintains a professional staff at its international headquarters who implement the plans and programs approved by the IACP leadership. The professional staff is led by an Executive Director, who is approved by the Executive Committee and oversees the day to day operations of the association.

The IACP also maintains seven World Regional Offices, each chaired by a senior police executive. These offices serve the purpose of promoting the programs, services and activities of the IACP in the geographical area served. World Regional Chairs advise and consult with the International Vice president on matters of global concern to law enforcement community and the IACP.

The regular operations of the association are also supported by several committees that are organized by subject-area as related to policing and law enforcement. The sitting president appoints members to serve on the committees, as well as designating the committee chair.

Currently, the IACP has over 20,000 members. To qualify for active membership in the IACP, an individual must serve in an executive role in a police agency. Members must be sponsored by a current IACP member before joining the association. Membership dues are renewed on an annual basis.

Who We Serve

The IACP has been serving the law enforcement community for over 117 years. Its membership includes the following categories:

Active membership: Available to police officers with executive authority or its equivalent. This includes commissioners, superintendents, chiefs, directors, assistant chiefs of police, deputy chiefs of police, executive heads, and division, district or bureau commanding officers. Active members have the right to vote and determine official IACP policy, and to elect association officers at the annual conference.

Associate membership: Available to those involved in practicing or teaching law enforcement and/or security who are not encompassed in the supervisory-level positions as mentioned above. Associate members enjoy the same benefits as active members, except they do not have the right to vote on the election of association officers or to determine effective association policy, or the right to run for office.

IACP also partners with Federal agencies, including the Department of Justice, Department of Homeland Security, Department of Defense, Department of State, on key national law enforcement and security issues. As highlighted throughout the goals and objectives of the strategic plan, the IACP's ongoing relationship with Congressional and other key policy makers is an essential element of IACP's ability to ensure that the needs and concerns of police chiefs are understood and addressed. Additionally, the IACP partners closely with State, local, and tribal governments to identify and address regional and state policing issues and to serve as a voice for the law enforcement community on the national and international stage.



Executive Summary

The mission statement, vision, and values highlighted below are central in defining the future direction of the IACP. The mission statement conveys the fundamental purpose of the organization, whereas the vision effectively communicates a clear perspective of the desired end state of the organization. The IACP's values are the key principles and priorities that are unique to the internal operations and culture of the organization. Finally, the table provides an overview of the strategic goals that are outlined in the strategic plan.

Mission Statement

The IACP shall advance professional police services; promote enhanced administrative, technical, and operational police practices; foster cooperation and the exchange of information and experience among police leaders and police organizations of recognized professional and technical standing throughout the world.

We shall champion the recruitment and training of qualified persons in the police profession and encourage all police personnel worldwide to achieve and maintain the highest standards of ethics, integrity, community interaction and professional conduct.

Vision

The IACP will continue to enhance its stature as the established voice of professional law enforcement; strive to be a progressive, active and effective force to serve the profession with public safety research, education, training, and administration; and work to ensure professionalism, diversity, tolerance, and sustained high standards in policing.

The IACP will consistently seek out and cultivate appropriate partnerships with other professional organizations to advance research and training programs and to engage in positive, proactive, mutually beneficial initiatives.

Values

Professional integrity, respect and tolerance

Accountability to our membership and their communities

Sustained commitment to quality work and public service

Advancing the art and science of policing

Preserving and cultivating mutually beneficial partnerships with individual law enforcement agencies, other associates, government entities, and the private sector

Strategic Goals

Membership Services	Provide high quality and innovative membership services to ensure membership satisfaction
International Presence	Expand and increase international membership to strengthen and broaden IACP's global presence
Training and Leadership Development	Create and deliver state-of-the-art leadership and police practices training demanded by 21st Century law enforcement professionals
Serve as the Voice for Policing Issues	Utilize and leverage position, reputation, and relationships to serve as an effective advocate for membership needs
Partnerships	Develop and maintain strategic partnerships to expand IACP's capacity to address and promote IACP membership issues in the law enforcement arena
Organizational Excellence	Strive to maintain a culture of organizational excellence

Strategic Planning Approach

Development

The goals and objectives outlined in this plan are the result of a comprehensive strategic planning effort led by the IACP Board of Officers, the Association's Executive Director, and professional staff. Through a series of Board of Officer meetings and meetings with the IACP Executive leadership, the association has developed and implemented an integrated strategic management approach. To develop this strategic plan, the association has assessed its current status, defined its future state, and identified and prioritized focus areas, as highlighted in this plan.

The IACP initiated the strategic planning process by conducting several facilitated sessions with the IACP leadership and staff, as well as conducting an organization-wide and membership survey to solicit perspectives from personnel at all levels of the organization. These activities directly engaged over 500 staff, members, and partners in defining the direction of the association.

Implementation

With the successful development of the strategy, the next steps include implementation and evaluation. Implementation will require a focus on people, processes, and technology.

People: People will drive the successful implementation of the strategy. Internally, the association will develop its people and provide them the tools and skills necessary to achieve the six goals. Externally, the association will continue to develop relationships with external partners including Congress, state, local and tribal governments, the media, international agencies and partners, and the communities IACP serves.

Processes: Efficient processes will support implementation of these goals. A standardized process for surveying our employees and members allows the Association to determine the strategic areas that need additional support, and improves our accountability to our members.

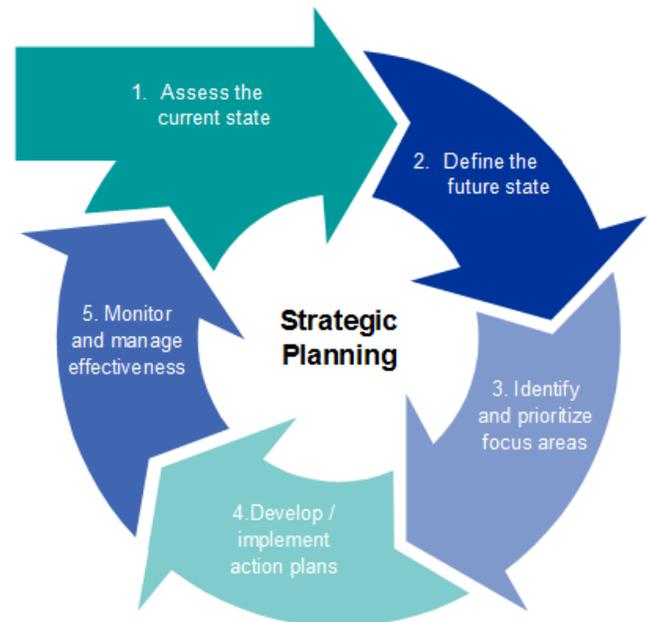
Technology: Intelligent application of technology enables more efficient operations, better use of limited resources, and new avenues to communicate. Implementation of our management, operations, and resource systems defines the success of this effort. Using technology in our outreach programs will play a central role in attracting and retaining IACP members.

Evaluation

Each goal is evaluated for progress on an annual basis. Over the course of the strategic plan's implementation, the baseline metrics and annual targets for measures are regularly reviewed by the IACP staff and the Board of Officers.

Communication

Organization-wide communication is an important part of the implementation and evaluation of the association's strategy. In addition to clarifying each person's role in accomplishing the strategy, communication ensures that the membership is fully aware and engaged in implementing the new strategy.



Strategic Plan Organization

For each strategic goal, the IACP outlines the corresponding objectives, multi-year initiatives and performance measures. To provide the context for the strategic direction, each goal includes the following sections:

Introduction

This section provides an overview of the goal topic, including a discussion of the core areas addressed by the goal and specifically how it relates to the association. This section also outlines the importance of the goal to the IACP, and how it will help accomplish the mission. Lastly, this section explores where the IACP is today, where the goal will take the association in the future, and how the IACP plans to successfully accomplish the goals and objectives outlined in this plan.

Challenges/Opportunities

This section describes the core environmental obstacles that the association expects to face while trying to accomplish each goal – including the external challenges for which it must prepare against and the internal opportunities available. Each challenge/opportunity is presented by stating the current environment and the actions the IACP must take in order to succeed within this environment.

Our Strategic Response

This section includes a description of the association's approach to accomplishing each goal. It begins with an overview of steps that the IACP will take throughout the next several years, is followed by each of the objectives and the supporting multi-year actions, and ends with the performance measures that will be used to measure success.

Goals, Objectives, and Initiatives

This section outlines the critical goals, objectives, and initiatives to pursue and achieve the IACP mission. Goals provide over-arching guidance to the IACP staff and membership on the strategic direction of the association, while objectives and initiatives provide tactical steps to successfully implement the strategic plan.

Performance Measures

For each strategic goal, the IACP leadership has identified over-arching performance measures that can be used to evaluate and report progress. The Executive Director and the IACP professional staff will use these strategic measures to report annually to the Board of Officers. Additionally, these measures can serve as a foundation to develop program specific measures.

The IACP has worked to develop a strategic plan that reflects the perspectives of all levels of the organization and sets a clear direction for the years ahead. The following sections describe the steps to ensure its implementation and evaluation.

Goal 1: Membership Services

Provide high quality and innovative services to ensure membership satisfaction

Introduction

The core of the IACP is its membership. For the past 100+ years, IACP members have driven the focus and the direction of the association and helped it grow to be one of the largest law enforcement organizations in the world. Today, with over 20,000 members from across the globe, the IACP must continue to serve the ever changing needs of its membership.

Today's law enforcement and policing environment is more complex and global than ever before. Police departments and associated agencies are facing a growing array of challenges, opportunities, and threats worldwide in their day to day operations. Items that were once considered national issues, including terrorism and immigration, must be dealt with at the local level. Additionally, budgetary restraints and management techniques play a larger role in the daily operations of a police chief. As a result, the IACP must be in tune to the needs of its members in order to offer them the best services possible.

Adapting to the changing needs of its members is a priority. Finding a balance between membership needs and core IACP functions is a key success factor. To do this, the association plans to continue to survey and monitor its membership to ensure the association reflects the values and goals of our greatest asset.



Challenges/opportunities

The demographics of the IACP's membership continue to evolve and a greater demand for differing services is placed on the association. However, the IACP has a limited number of resources and therefore must prioritize activities. It is imperative that the IACP continue to serve the growing needs of the membership without compromising the integrity of the association's capabilities.

Tighter budgets in recent years have forced members to be more selective with IACP involvement. As a result, the IACP needs to diversify member offerings from traditional capabilities to help meet the changing needs of members.

As the IACP expands both domestically and internationally, access to possible membership expands as well. The IACP will leverage its resources to attract new members to the association, with a focus on broadening its membership base

Our Strategic Response

The IACP will continue to provide premier service to its members to ensure they are gaining access to all of the capabilities the IACP provides by increasing communication of the IACP services and capabilities, monitoring and collecting membership satisfaction with the association, seeking out opportunities to increase and expand membership, and increasing local and regional networking opportunities.

Objective 1 – Communicate IACP Services & Capabilities to Membership

The IACP will leverage its online tools to increase awareness of the IACP's capabilities to the membership. Additionally, it will develop targeted marketing materials to improve outreach and communication to current and new members. The IACP will continue to adopt new technologies that appeal to the IACP's wide demographics and that will effectively engage members who are unable to attend events in-person.

Objective 2 – Monitor Membership Satisfaction and Collect Feedback

The association will use the annual membership renewal process to survey membership on an annual basis and conduct random membership satisfaction calls to evaluate the association's performance. Additionally, the website will allow members to provide feedback on the association.

Objective 3 – Grow and Diversify Membership

The IACP will work with state and regional groups to identify possible new members who have not yet learned of the benefits of the IACP. The association will work with State Associations of Chiefs of Police (SACOP) to identify new police chiefs at the regional level. Additionally, new data collection tools will be used to organize and track new members and their areas of interest. Finally, the IACP will evaluate its current membership structure to see if new membership levels should be developed to accommodate non-police chief partners.

Objective 4 – Increase Local and Regional Networking Opportunities for Members

The association will encourage networking opportunities at the regional level by leveraging online tools to facilitate regional networking and partnering with the SACOP. Additionally, the IACP will implement mentorship programs for new chiefs and develop new processes for integrating new members into regional organizations.

Performance Measures

- Percentage of members satisfied with the IACP's services as rated on the annual survey
- Percentage of members satisfied with the IACP's services during random phone screenings
- Percentage of members who renew membership for the upcoming year
- Percentage increase in new membership

Goal 2: International Presence

Expand and increase international membership to strengthen and broaden IACP's global presence

Introduction

With over 20,000 members representing over 100 nations, the IACP is committed to serving the international law enforcement community. The IACP is focused on increasing its international membership as well as enhancing its influence and value as the world's leading organization to the policing community. An increased international presence provides numerous benefits to the association and membership, including the sharing of new policing practices and research.

Responsible and effective policing is an essential foundation to achieve security, justice, and peace in a world of numerous conflicts. With the strong leadership and experience of the International Policing Division, the IACP will continue to expand its role in securing this foundation through its advocacy, training, conferences, and partnerships.



Figure 3: IACP South American Executive Policing Conference

Challenges/opportunities

While the IACP membership is strong and growing, there are still countries that are un-represented or under-represented in the current membership that the IACP should target for future growth opportunities

In order to strengthen international membership moving forward, it is important to increase the visibility and participation of current international members. The IACP's new strategy and initiatives must also address the economic and geographic challenges of being an international member.

The complexity and volume of international law enforcement issues will require the IACP to identify and determine the critical issues that are of utmost concern and interest to its members

Our Strategic Response

The IACP will focus on expanding its international membership and increasing the involvement of its current members by enhancing recruiting and marketing efforts to increase the organization's visibility as well as ensuring that the IACP is focusing on the key critical issues that will provide the most impact to its international members.

Objective 1 – Increase international membership

The IACP will increase international membership by expanding international recruiting efforts and providing multiple levels of membership to reduce costs to attract new international members. In addition, the association will expand programs like the Global Enrichment Program (G.E.P) to increase membership in un-represented or under-represented countries. The IACP will also utilize partnerships with other international agencies to promote membership growth and involvement.

Objective 2 – Enhance international membership engagement through regional representation

The association will enhance international membership engagement by generating funding to support more international events. Additionally, the IACP will increase international event marketing and explore the potential for adding an annual conference in an international location. The IACP will also focus on providing additional opportunities for international members to attend training.

Objective 3 – Increase emphasis and role of World Regional Offices

The IACP will use the World Regional Offices to further increase the visibility of IACP, identify regional organizations to collaborate with the IACP, and expand cooperation where international partnerships already exist.

Objective 4 – Identify and address law enforcement issues of global significance

In order to further promote international issues, the association will increase publication of articles of interest to non-North American members in *Police Chief* magazine. Additionally, the IACP will designate additional resources to researching international issues that will impact the global law enforcement community. The IACP will also provide assistance to international membership as they engage in policy discussions and deliberations with their governing authorities.

Performance Measures

- Percentage increase of membership from un-represented or under-represented countries
- Percentage increase of international members attending the IACP Annual and International Conferences
- Number of international articles published in *Police Chief* magazine



Figure 4: IACP Asia Pacific Executive Policing Conference

Goal 3: Training and Leadership Development

Create and deliver state-of-the-art leadership and police practices training demanded by 21st Century law enforcement professionals

Introduction

The role of police executives continues to evolve, becoming ever more complex in our globally dynamic world. Post 9-11 policing has introduced homeland security requirements, intensified information collection and analytical demands, and introduced new levels and forms of regional functioning. Police executives, commanders, and line officers must understand and exploit the potentials of rapidly emerging new technologies, including an array of social media that are revolutionizing social, business, and police practices. Increasingly prominent issues confronting police professionals today include immigration, more diverse service populations, and resource shortfalls unlike any experienced by the current generation. In many agencies, organizational transformation, succession planning, and generational blending are challenging issues.



The IACP has a responsibility to the current generation of police executives, and the next that will take leadership roles in their agencies, communities, and the IACP. We are committed to supplying the opportunities for these leaders to develop skills they require and leverage the experience of their peers. Training settings make this possible. Through mentoring and training, the IACP hopes to support the development of capable and ethical leaders.

The IACP will continue to offer trainings to enable police chiefs, commanders, specialists, and line officers to stay abreast and gain control of the key issues facing law enforcement. Through both online and classroom opportunities, the IACP will ensure that members have access to top-tier training to enable them to best understand and master the changing law enforcement environment

Challenges/Opportunities

A recent IACP survey of its membership revealed that management and leadership support are among the most pressing issues facing police chiefs today. As the role changes, chiefs need immediate resources to upgrade competencies.

Although the IACP focuses on chiefs, reaching the next generation of police leaders will benefit the association. Training opportunities must be provided for all levels of police. Targeting those just below the chief will allow the IACP to tap into the next generations of chiefs who will support the association in the future.

Today's economic climate translates to tighter training budgets. Accordingly, the IACP will reevaluate the way it conducts training and target opportunities to help provide the greatest return on training investments.

Our Strategic Response

The IACP will continue to cultivate and deliver state-of-the-art training programs, train and develop future law enforcement leaders, promote professional and ethical performance of police leadership, and increase worldwide regional and distance training opportunities.

Objective 1 – Continue to cultivate and deliver quality state-of-the-art training programs

The IACP will evaluate the effectiveness of online training courses and Training Keys. The association will conduct a gap analysis of training offerings. It will review the current pricing structure and assess the possibility of refining fees for associate and non-members.

Objective 2 – Train and develop future law enforcement leaders

The IACP will continue to expand the Center for Police Leadership to better serve the newest generation of leaders. The association will train current executives to develop leadership mentoring programs for those who will rise to leadership positions in local police agencies.

Objective 3 – Increase regional, distance, and international training opportunities

The IACP will continue to seek out and evaluate the possibility of university partnerships to offer distance training opportunities across the country. The association will target regions that will be most receptive to the IACP's training opportunities and related efforts in these markets. The IACP will continue to explore opportunities for international training, including partnering with international police forces to conduct trainings for national or regional policing organizations. Finally, the IACP will explore the opportunity to offer the IACP's courses in international markets in order to better support the international membership.

Objective 4 – Promote professional and ethical leadership performance

The IACP prides itself on its ethics work. The association will continue to utilize staff and membership expertise to update and review the Ethics Toolkit. The association will continue to utilize its Web site and other media to promote ethics in law enforcement. Finally, the IACP will continue to address wrongful conviction issues and implications.

Performance Measures

Increase in regional, distance, and international training attendance

Number of trainings completed in overseas markets

Percentage of training participants who are satisfied with the course offerings

Increase in IACP/non-IACP membership participation in trainings



Figure 5: Technology Training

Goal 4: Serve as the Voice for Policing Issues

Utilize and leverage position, reputation, and relationships to serve as an effective advocate for membership needs

Introduction

At the core of the IACP's mission is its role to serve as a voice for its members. This strategic goal was developed to identify and implement initiatives that will empower the IACP to use its long-standing relationships with elected and community leaders to advocate on behalf of the law enforcement community, to use its reputation as a way to expand its membership both within the United States and internationally, and to use its position within the law enforcement community to identify and address key policing issues.

While there is rarely unanimity on policing issues, the IACP's role as a voice within the community is to promote dialogue, research, and debate. The IACP does not always seek to develop consensus, rather often plays a role vocalizing key issues facing the policing community, as a way to inform and to advocate. When appropriate, the IACP takes specific positions on issues facing its members and advocates on behalf of its members to Congress, State governments, and international bodies.

The IACP's four objectives aligned with this strategic goal underscore the importance of its role as a trusted and reliable partner to the law enforcement community. The continued focus for the IACP will be to provide credible, accurate and timely information to its members.



Challenges/Opportunities

While the IACP continues to serve as a leading voice in the law enforcement community, the diversity of its members requires careful consideration and balance in developing points-of-view on policing issues, legislative platforms, or controversial issues affecting the community.

Limited staff resources and funding often require the IACP leadership and staff to make strategic choices about which issues or topics to research, address, or advocate on behalf of its members. As policing issues evolve, the IACP will strive to remain at the forefront of issues most critical to its members.

An additional challenge in serving as a voice for policing issues and its members is being able to effectively communicate across geographic and language barriers. To overcome this challenge, the IACP will require work to adopt new platforms for communication and new technologies to promote communication.

Our Strategic Response

The IACP will continue to serve as a leading voice for its members. Using the strategic plan as a way to effectively and efficiently manage resources and operations, the IACP will strengthen its position as the leading global advocate for law enforcement leaders. The IACP will use a variety of technological platforms to both assess the needs of the membership and to provide the law enforcement community with information and best practices. In addition, as a membership, grass roots organization, technology must also play an essential role in the IACP's ability to advocate on issues of local, national and global significance. The following objectives and initiatives address the implementation of this strategic response.

Objective 1 – Lead research and education efforts on key policing issues

The IACP plays an important role in identifying, assessing, funding, and researching issues that are important to its members. Due to the range of policing demographics within the association, including location, crime patterns, and force size, the IACP will use an annual survey to identify which issues are front-of-mind for its membership. From this research, and related education and outreach activities, the IACP will develop outreach programs to Federal or state law enforcement agencies to identify and publicize best practices. These important lessons learned will also be published on the IACP website, to promote distribution to all members.

Objective 2 – Provide credible and reliable information to members and the law enforcement community

The IACP will provide credible, accurate, and timely information on community safety efforts and law enforcement issues, as part of its ongoing effort to be of service to the public. To continue this long standing role in the law enforcement community, the IACP will expand its use of the IACP's website and *Police Chief* magazine to distribute information and to advocate on behalf of its members. The IACP's annual conference, regional conferences, trainings, and educational partnerships will also be used as venues to provide information and policing best practices to its members and partners.

Objective 3 – Advocate on behalf of IACP membership to public leaders, non-profit associations, and community partners

The IACP will continue to use its strong relationships with public leaders, non-profit associations, and community partners to advocate on behalf of its members. Several key recurring activities include the development and implementation of a legislative agenda, and organizing regular outreach events with Federal, state, local, and tribal governments. The IACP will also proactively develop relationships with a key partners in the academic and non-profit arena to identify and promote issues that are worthy of funding, research, and debate.

Performance Measures

- Annual percentage increase or decrease in number of outreach events organized by the IACP
- Survey satisfaction rate for issue-based panels and speakers at the annual conference
- Overall increase or decrease in unique visitors to the IACP website annually

Goal 5: Partnerships

Develop and maintain strategic partnerships to expand IACP's capacity to address and promote IACP membership issues in the law enforcement arena

Introduction

In order for the IACP to successfully execute its mission, it must have strong partnerships with other law enforcement organizations, academic institutions, law enforcement training academies, government officials, and community groups to help research and effectively promote the critical issues that impact the policing community. The IACP is also heavily dependent on the generosity of its private sector relationships to help fund its high-quality services and programs.

The IACP's valuable partnerships are critical to its future success; they have assisted the association in fulfilling its mission of advancing the law enforcement profession and supported the continued professional development of law enforcement officers. Moving forward, the IACP will focus on strengthening its existing partnerships and developing new partnerships to promote IACP membership issues in the law enforcement arena.

Challenges/opportunities

It is important for the IACP to increase its collaboration with the academic arena to help sustain and strengthen its research agenda, as well as secure funding for ongoing research.

IACP will need to build upon its relationships with other law enforcement organizations to further advocate on behalf of its membership.

In order to sustain and expand its programming efforts, the IACP will need to secure future funding by strengthening its private sector relationships.

Our Strategic Response

Sustaining and building its partnerships is a priority for the IACP. The association will focus on building relationships with the academic community, other law enforcement organizations, law enforcement training academies, foundations as well as groups outside of law enforcement to successfully research and promote critical issues in policing.

Objective 1 – Enhance the communication and collaboration between law enforcement and academia

The IACP will continue to provide internship opportunities to promote and enhance partnerships with academic institutions. In addition, the association will partner and collaborate with academic researchers to develop research agendas and proposals.

Objective 2 – Maintain and leverage relationships with other law enforcement organizations that share the goals and objectives of the IACP

In order to better leverage partnerships with other law enforcement organizations, the IACP will collaborate with partners to strengthen advocacy for legislative positions that impact the law enforcement community.

Objective 3 – Explore, identify, and target relationships with groups outside of law enforcement

The IACP will leverage its sections to reach additional markets. In addition, the association will sustain current and develop new private sector relationships to secure future funding. The IACP will also enhance relationships with government officials and community groups to advocate on behalf of membership.

**Objective 4 – Enhance partnerships
with law enforcement training
academies**

The IACP will convey the value of the Associations services to recruits to build membership and build awareness of the IACP's resources with instructors to increase the organization's visibility. Additionally, the association will increase coordination and collaboration with police training academies around the world to achieve this end.

Performance Measures

- Number of research grants or proposals developed in collaboration with an external entity
- Number of new partnerships established with other law enforcement organizations
- Increase in funding as a result of new private sector partnerships



Goal 6: Organizational Excellence

Strive to maintain a culture of organizational excellence

Introduction

The IACP's staff played a critical role in the development of this strategy; they will also play a key role in the implementation, evaluation, and communication efforts that will be central to "operationalizing" the strategy. As identified in feedback sessions with the IACP staff, and through the staff and membership survey, the IACP's culture and workforce were often identified as key strengths. This strategic goal is aimed at ensuring the continued development of the IACP staff.

The IACP's health as an organization is largely attributed to its success in retaining top talent and successfully managing its financial resources. To answer the challenges highlighted below, the IACP must continue to pursue a culture of excellence; an organization that is "One IACP" in that leadership, staff, members, and partners are all working collaboratively to achieve the mission of the association. As outlined below, the IACP must maintain a talented and diverse staff, plan and prepare for major strategic transitions, and maintain its financial security and integrity.

Challenges/Opportunities

The current operating environment requires the IACP to carefully manage and evaluate its staff, financial resources, and partnerships with external organizations.

Changing workforce demographics necessitates that the IACP continue to explore new ways to reward top performers, to provide additional opportunities for advancement, and to promote work/life balance.

The IACP will likely face several staff transitions over the next five years, increasing the importance of succession planning and the ability to attract, mentor, and retain talent.

Anticipated shifts and decreases in external funding require the IACP to continuously adjust its strategy in order to maintain its funding for current research and outreach.

In order to remain a transparent and accountable financial organization to its members, the IACP must maintain its diligence in preparing for and passing annual audits.

Our Strategic Response

Building on the IACP's existing culture of organizational excellence provides a necessary foundation for implementing the goals and objectives enumerated in this plan. The association will focus on attracting, mentoring, and retaining key staff members, proactively planning for future transition and shifts in strategy, and continuing to build on the association's fiscal strengths.

Objective 1 – Attract, mentor, and retain qualified personnel by implementing leading HR practices

Central to the IACP's current successes has been the development and retention of its staff. In order to maintain this key asset, the IACP will take a proactive approach to attract, mentor, and retain a diverse and committed staff. The first step of this initiative will be to conduct a workforce planning study to identify current capabilities and future needs. Based on the information from this study, the IACP will evaluate leading HR practices for hiring, mentoring, and retention. These include evaluating and reforming the current performance evaluation system, assessing alternate work and telework schedules, and identifying new initiatives to develop and reward top performers. Finally, in order to preserve the institutional knowledge and skills of the current professional staff, the IACP will develop a staff succession plan to ensure effective leadership transition for professional staff.

Objective 2 – Proactively facilitate short- and long-term planning efforts

A key success factor for the implementation of this strategic plan is the ability to connect day-to-day operations and resource allocation to an overall strategy. In order to achieve this objective, the IACP will conduct an annual budget review with its Board of Officers, as well as an annual strategy refresh. Additionally, the IACP will develop operational plans to implement specific objectives and initiatives outlined in this plan.

Objective 3 – Ensure IACP fiscal responsibility

As an organization with a diverse portfolio of income sources, the IACP must continue to manage its resources effectively. To demonstrate this commitment, the IACP will conduct an annual examination of its budget and resource allocation to ensure that they are aligned appropriately with the overall strategy. IACP leadership will also engage program directors and managers to gain additional insights into potential cost savings and process improvements.

Performance Measures

Annual increase/decrease in staff retention

Overall employee satisfaction ratings from annual staff survey

Total number and severity of audit findings in annual budget evaluation

Conclusion

To effectively implement and monitor the refreshed strategy outlined above, the IACP will develop implementation plans for each of the six strategic goals. To monitor and manage the implementation of these action plans, IACP leadership will meet quarterly to assess progress. The implementation of these strategic goals will also become an element of the IACP staff evaluations, as appropriate, to promote accountability and reward staff members who are instrumental in achieving the mission of the organization. Additionally, the IACP's Executive Director will provide a strategic update for the Board of Officers at the quarterly meeting.

To communicate the strategy, a communication plan will be developed by the IACP Executive Director and presented to the Board of Officers. This communication plan will engage members and partners in a dialogue about the direction of the association and will be instrumental in meeting the objectives outlined above.

In order to maintain the applicability of the strategic plan, the IACP will refresh its strategy on a regular basis, as well as report on annual performance.



Figure 14: Opening Ceremonies at the IACP Annual Conference

Strategic Goal/Objective Summary

Goal	Strategic Objectives
Membership Services	Communicate IACP Services & Capabilities to Membership
	Monitor Membership Satisfaction and Collect Feedback
	Grow and Diversify Membership
	Increase Local and Regional Networking Opportunities for Members
International Presence	Increase international membership
	Enhance international membership engagement through regional representation
	Increase emphasis and role of World Regional Offices
	Identify and address law enforcement issues of global significance
Training and Leadership Development	Continue to cultivate and deliver quality state of the art training programs
	Train and develop future law enforcement leaders
	Increase regional, distance, and international training opportunities
	Promote professional and ethical leadership performance
Serve as the Voice for Policing Issues	Lead research and education efforts on key policing issues
	Provide credible and reliable information to members and the law enforcement community
	Advocate on behalf of IACP membership to public leaders, non-profit associations, and community partners
Partnerships	Enhance the communication and collaboration between law enforcement and academia
	Maintain and leverage relationships with other law enforcement organizations that share the goals and objectives of IACP
	Explore, identify, and target relationships with groups outside of law enforcement
	Enhance partnerships with law enforcement training academies
Organizational Excellence	Attract, mentor, and retain qualified personnel by implementing leading HR practices
	Proactively facilitate short- and long-term planning efforts
	Ensure IACP fiscal responsibility