

**Ohio Association of Chiefs of Police
And
Law Enforcement Foundation**

Strategic Planning Workshop
March 5-6, 2007
Dublin, Ohio

OACP & LEF Strategic Plan: 2007-2009

OACP Vision

To enhance the Ohio law enforcement profession by providing chief law enforcement executives with strong leadership, innovative programs, and exemplary services so that they may better serve their individual communities.

OACP Mission

The Ohio Association of Chiefs of Police is an organization by and for Ohio's chief law enforcement executives who share professional knowledge and resources for the betterment of all Ohio law enforcement and their communities.

Values

The core values of OACP are:

- Integrity
- Collaboration
- Service

Goals

1. Achieve and sustain strong Association membership representation, and increase involvement by providing quality membership support and services.
2. Monitor, interpret, and impact legislative and policy issues affecting law enforcement.
3. Advance police professionalism.
4. Promote partnerships and relationships that facilitate opportunities for law enforcement leadership at the local, national and international level to improve the quality of life.
5. Conduct law enforcement research, and exchange and disseminate information.
6. Develop and achieve fund raising goals that will effectively support training, resources, and services for the Association and Foundation.
7. Maintain an effective and efficient organizational infrastructure that supports achievement of the Association and Foundation goals and objectives.

Three-year Objectives: 2007-2009

Goal 1: Achieve and sustain strong Association membership representation, and increase involvement by providing quality membership support and services.

- 1.1 Use current OACP Districts to conduct an annual membership drive targeting non-member chiefs with a 6% annual growth in member chiefs, and with quarterly updates by district representatives.
- 1.2 Experiment with different District Meeting outreach approaches to gain member support, with the approaches determined by each District Representative.
- 1.3 Strengthen and expand welcoming efforts for new chiefs.
- 1.4 Continue to review avenues of support and sustain the program offerings of the Professional Services Committee in supporting chiefs of police experiencing job related difficulties, and strengthen awareness of this activity to members.
- 1.5 Continue to refine and implement the awards/recognition program.
- 1.6 Establish marketing efforts to promote the value of ownership of the OACP organization, such as providing informational “talking points” on programs such as DARE, OSROA, OCPA, and International Outreach.

Goal 2: Monitor, interpret, and impact legislative and policy issues affecting law enforcement.

- 2.1 Sustain and enhance communication to members and the Board concerning current legislative issues.
- 2.2 Communicate OACP interests to the legislature and policy-makers, and initiate appropriate organizational political action to advance the overall objectives of OACP.
- 2.3 Designate the OACP Executive Committee as a Committee of the Whole to review issues, concentrate on recommendations, and take action on pension/health care issues.
- 2.4 Influence the design and funding of the Mandated Continuing Professional Training (CPT) program.
- 2.5 Coordinate and advocate OACP members’ interests in dealing with Homeland Security issues.

Goal 3: Advance police professionalism.

- 3.1 Continue the process to approve/disapprove new programs based on grant funding opportunities.
- 3.2 Continue the process to approve/disapprove new programs based on new ideas, emerging crime control strategies and new technologies.
- 3.3 Maintain and continuously improve educational seminars.
- 3.4 Maintain and continuously improve School Resource Officers activities.
- 3.5 Maintain and continuously improve the PELC program.
- 3.6 Maintain and continuously improve the CLEE program.
- 3.7 Maintain and continuously improve Advisory Services.
- 3.8 Maintain and continuously improve the DARE program.
- 3.9 Continue partnership with international police related to research, training and exchange opportunities.
- 3.10 Seek funding to permit OACP hosting the 2008 IPES Annual Symposium in Ohio.
- 3.11 Establish and fund the International Center for Applied Policing and Training (ICAPT) in partnership with the Turkish National Police.
- 3.12 Maintain and continuously improve the STEP program.
- 3.13 Develop and implement Law Enforcement Training Assessment (LETA), a training assessment template for Ohio police departments.
- 3.14 Develop a marketing plan to make entry level tests and first line supervisor promotional tests available to Ohio law enforcement agencies.
- 3.15 Partner with groups representing special needs populations to develop law enforcement awareness programs.
- 3.16 Develop and implement a statewide CART Program.
- 3.17 Establish and fund the National Information Sharing Laboratory (NISL).
- 3.18 Continue national outreach efforts with strategic marketing, visioning and branding.
- 3.19 Determine the relevance to Ohio law enforcement of pursuing a national campaign regarding the issue of using traffic control to accomplish crime control.

Goal 4: Promote partnerships and relationships that facilitate opportunities for law enforcement leadership at the local, national and international level to improve the quality of life.

- 4.1 Build local business awareness of the value of OACP involvement by their chief.
- 4.2 Increase local government awareness and support of OACP activities.
- 4.3 Build state-level relationships to advance the OACP Strategic Plan.
- 4.4 Encourage cooperative efforts with law enforcement and community resources to address community issues, incorporating the community oriented policing (COP) philosophy.
- 4.5 Assist Ohio law enforcement in offering, expanding, and maintaining DARE programs.
- 4.6 Continue to support national and international relationships and partnerships.
- 4.7 Increase awareness and encourage participation by member agencies for involvement in local law enforcement Special Olympics programs.

Goal 5: Conduct law enforcement research, and exchange and disseminate information.

- 5.1 Identify issues for which members need research-based answers.
- 5.2 Continue efforts to make available sample policies, procedures, rules, and regulations by way of the OACP website, recognizing that they are intended to be for informational and comparative purposes only.
- 5.3 Continue to identify and implement actions that OACP should take to support technology integration and information sharing in law enforcement, such as the OLLEISN and OLEMIS programs.
- 5.4 Research with OCJS, Cols. PD and the RAND Corporation on the Ohio Human Trafficking Problem.

Goal 6: Develop and achieve fund raising goals that will effectively support training, resources, and services for the Association and Foundation.

- 6.1 Expand sources of revenue.
- 6.2 Develop data and linkages for effective prospect research.
- 6.3 Strengthen annual fund raising partnerships.
- 6.4 Continue the PELC Endowment Campaign.
- 6.5 Establish a CLEE scholarship program.
- 6.6 Continue to seek funding relationships with Federal and state agencies.
- 6.7 Oversee management of DAO, OSROA and OCPA.
- 6.8 Develop a trust and legacy program to support the Law Enforcement Foundation.
- 6.9 Develop a Web-based fund raising program.

Goal 7: Maintain an effective and efficient organizational infrastructure that supports achievement of the Association and Foundation goals and objectives.

- 7.1 Align the budget, governance structure and committee assignments, and all volunteer and staff activities to support achievement of the strategic plan through a unity of effort.
- 7.2 Continue annual review of the three-year strategic plan.
- 7.3 Develop a 2010-2012 strategic plan by year end 2009.

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