

T A C P' S 2009 - 2012

STRATEGIC BUSINESS PLAN

Proposed Adoption: April 2009

Completed February 2009

I. Vision

TACP will be a leader in setting law enforcement standards on ethics, service, integrity, and leadership; while providing services to its membership to promote and practice professionalism in our departments, communities and state.

II. Mission

Provide law enforcement agencies the opportunity to fulfill professional training, ethical leadership, management development and legislative representation; while promoting cooperation, communication, and the exchange of information to better serve the members of the TACP.

III. Values

- A. TACP is committed to the highest standards of honesty, integrity, and professionalism.
- B. Respect the rights of all individuals under the law and Constitution of both the United States and the State of Tennessee.
- C. Dedicated to the promotion of preserving life, social order, protection of property and prevention of crime statewide.
- D. Dedicated to improving personal knowledge and abilities through advanced professional law enforcement training and networking with law enforcement executives and agencies.
- E. Promote progressive, innovative and responsible management of law enforcement agencies.
- F. Commitment to open communication with the public, government officials, and our departments.
- G. Commitment to the respect and consideration of all employees.
- H. Commitment to protect and serve each public sector we are sworn.
- I. Mutual respect and support for all members and the citizens we protect and serve to serve.

IV. Strategic Goals/Priorities

Develop a comprehensive plan encompassing the following areas:

A. Financial and Fundraising Development

GOAL: Increase financial stability and secure necessary funding.

Develop a comprehensive strategy for funding opportunities
Explore and determine alternative funding sources for recurring dollars
Increase the Leadership Endowment Fund
Investigate and grow the TACP Rainy Day Fund (cash reserves into a savings account, CD, MMA, etc.)
File all necessary tax reports and conduct annual audits
Develop and implement balanced annual budgets

B. Board Governance and Policy Development

GOAL 1: Develop and Motivate Active, Adaptive and Accountable Board of Directors (the 3 A's)

- Develop board and committee responsibilities and goals
- Conduct Board Governance training annually
- Update and deliver Board Orientation Guidebook
- Committees to meet regularly and communicate progress through committee reports to be made at board and membership meetings
- Consistent executive committee meetings
- Utilize the committee structure
- Review and/or Revise the By-Laws as needed
- Explore Advisory Board Concept and present report/recommendation to the Executive Board

GOAL 2: Professional Policy Development

- Develop an Operations Manual
- Create an Administrative Procedures Manual
- Update and create policies for effective management as needed

C. Membership

GOAL: To retain and grow association membership to include 85 percent of the chiefs of police or agencies statewide

- Retain membership
- Update recruitment strategy/plan
- Update brochures for professional and business memberships
- Explore expanding membership categories to recruit from a larger base and provide report/recommendations to the Executive Board
- Review and revise membership fee structure and categories
- Utilize the website and technology to address membership services
- Create a “slick piece” on Membership Benefits

- Develop letter to City Mayors/Administrators for recruitment purposes
- Write annual thank you letter to all City Mayors/Administrators

D. Professional Development

GOAL: To be recognized as the leading organization for training and professional standards for all Tennessee law enforcement officials

- Organize an active Training Committee with guidelines and mission
- Develop, communicate, and implement a 6-12 month training program with the Training Committee's assistance for TACP meetings
- Conduct annual training survey to ensure high quality training pertinent to the membership's prescribed needs
- Acquire POST certification for provided training
- Develop and implement regional training programs that are specific to the needs of a region and the membership
- The Executive Committee and Training Chair will assist with the concept for the board governance training
- Utilize resources from within the association, different departments, and private business when possible to provide top quality professional development and training
- Explore and report to the Executive Board on the following concepts:
 - Mentoring Program, Law Enforcement Executive Academy (New Chiefs Basic School), Chief Executive Law Enforcement searches/assessments
- Develop "resource library" on website to include best policies

E. Advocacy

GOAL: Communicate and promote the vision, mission and goals of TACP

Public Relations: Utilize accomplishments to build awareness and partnerships.

- Develop a case statement (1 page slick piece) for promotion and fundraising efforts for a specific target
- Develop Media Relations training program for chief law enforcement officials
- Investigate the ability to create and print a "Media Guide for CLEOs"
- Utilize website to promote the TACP's and member accomplishments
- Develop and disseminate monthly or quarterly newsletter
- Develop Media Campaign to promote the professional image of law enforcement

Legislative: Identify public safety issues to develop into public safety policy initiatives.

- Provide annual legislative training “The Legislative Process 101”
- Update Legislative Manual, (“How to Guide”), annually for contacting and discussing legislative and public safety policy with government officials
- Maintain liaison relationships with state governmental agencies
- Utilize the Board of Directors as an active part of the Legislative Committee
- Develop an active Legislative Committee to assist with promoting positive public safety issues and good public policy
- Provide leadership and guidance at the state and national level on issues of concern for the TACP
- Develop and maintain collaborative partnerships
- Recognize, develop and implement necessary public safety initiatives
- Develop a more effective process/forum with appropriate deadlines to cultivate TACP’s legislative concerns or agenda
- Get more TACP members involved or informed with the process and necessity of their involvement