



Strategic Plan 2025-2027: Summary for Members

California Police Chiefs Association

Introduction

The **California Police Chiefs Association (CPCA) Board of Directors** has developed a strategic plan to guide our work from **2025 through 2027**. This plan reflects input from members, board leadership, and staff. It is designed to ensure CPCA continues to deliver strong advocacy, timely information, and practical tools that help chiefs succeed in today's rapidly changing environment.

Here is the question the Board started with: ***How can the California Police Chiefs Association most effectively support, equip, and advocate for its members in navigating the evolving landscape of policing, leadership challenges, and public safety demands over the next two years?***

The Answer:

Through....

- Powerful & Impactful Advocacy
- Available Emerging Technologies
- Member-Driven Support
- Meaningful & Strategic Member Engagement
- Fundamental & Contemporary Leadership Development
- Accessible, Achievable Premier Accreditation

How:

- **Advocacy:** Strengthen CPCA's PAC, endorse leaders who prioritize public safety, and expand legislative influence through increased engagement, communication, and member presence in daily legislative efforts.
- **Emerging Technologies:** Facilitate regional tech agreements, create a member-centric resource to vet and recommend policing technology, develop a CPCA mobile app, establish a well-regarded technology conference, and expand communication across different mediums.
- **Member-Driven Support:** Expand mentorship, engage civilian executives, invest in wellness support, grow CPCA staff capacity, and cultivate future leaders within the association.
- **Strategic Member Engagement:** Increase inclusion of command staff, strengthen the role of Region Representatives, improve communication across California, foster volunteerism, and develop strategies for regionalization.

- **Leadership Development:** Prepare tomorrow's leaders with training tailored for seconds in command and rising executives, expand professional offerings, and make the Annual Training Symposium the premier policing conference in California.
- **Premier Accreditation:** Launch a California-focused accreditation program that strengthens community legitimacy and legislative credibility for public safety agencies.

The Planning Process

To build this plan, CPCA conducted a careful review of the policing landscape. We considered legislative changes, technology advancements, generational shifts in communication, and the evolving needs of our members. The process included:

- **Environmental Scan:** Assessing current and emerging challenges facing chiefs.
- **Goal Setting:** Identifying where CPCA can provide the greatest value.
- **Barriers Assessment:** Recognizing what prevents us from reaching those goals.
- **Solutions Development:** Outlining strategies to overcome obstacles.
- **Implementation Timeline:** Establishing action steps and responsibilities for the next five years.

This structured approach ensured the plan was both aspirational and practical, balancing long-term vision with clear near-term actions.

Strategic Directions

The plan is built around four strategic directions:

1. Investing in and Engaging with Our Members

Member Input & Feedback:

- Conduct needs assessment focus groups (line-level, middle management, senior executives).
- Increase survey participation; make survey responses a regular expectation.
- Live voting on program ideas at ATS.

Membership Experience:

- Review and update EDC courses and requirements.
- Prioritize developed strategic priorities and expand core training programs.
- Provide dedicated PIO/crisis communication support.
- Shift ATS/EDC offerings toward motivation and career development rather than retirement focus.

Membership Engagement:

- Bi-annual refresher communications on member resources.
- Region Rep quarterly engagement with County Chiefs Groups.
- "Board Member to Member" video series.
- Expand communication tools: video library, on-demand training, new CPCA app, podcasts, and other channels.

Communication & Branding:

- Provide more timely legislative information in the form of talking points, FAQs, letters, and educational resources.
- Conduct a Brand Communication Assessment to evaluate how CPCA's messaging is received by members, policymakers, and the public, and to identify preferred communication channels.

2. Strengthening Collaborative Connections

Advocacy & External Relations:

- Expand localized stakeholder advocacy via Region Reps.
- Submit to present at the League of California Cities Conference and exhibit at future conferences.
- Develop stronger partnerships with CPOA, CSSA, ICMA, and allied groups.
- Launch a CPCA podcast series by 2026.

Accreditation:

- Outline accreditation scope, requirements, cost, and ROI.
- Launch CPCA's California-focused accreditation program (October 2025).
- Aim for 10% of CPCA agencies enrolled in the first year.

Executive Influence:

- Build CPCA's reputation as a trusted partner in law enforcement leadership.
- Encourage Region Reps to attend at least one county meeting annually.
- Explore joint tradeshow with allied associations (CPOA/CSSA in 2026).

3. Guiding Emerging Technology Strategies

Technology Information Sharing:

- Develop a statewide "Yelp list" for technology used by agencies.
- Create a directory of tech categories and agency usage.

Member Access to Tech Expertise:

- Create a CPCA tech "expert user" group for peer-to-peer support.
- Establish an electronic forum for exchanging tech ideas and questions.

Events & Evaluation:

- Host a statewide technology conference (Oct 2025) featuring agency case studies.
- Collect member input through a tech use survey (pre-conference).
- Develop an intentional process for evaluating technology and AI (through a Tech Committee + AI Subcommittee).

4. Advancing Professional Development

Training & Education:

- Refresh and modernize EDC programs and course catalog.
- Develop a framework for new multi-day courses.
- Pilot a "Chief Bootcamp" at ATS.

Mentorship & Leadership Development:

- Establish formal mentorship programs, including assigning mentors to new chiefs.
- Expand leadership development opportunities for command staff and those preparing for promotion.

Institutional Knowledge & Onboarding:

- Develop a Rapid Response training channel for emerging issues.
- Build an “associate bench” of future CPCA leaders.
- Formalize onboarding for members, employees, and board leaders.
- Set clear expectations and priorities for Region Reps through a Region Rep Playbook.

Implementation Timeline

The first year of the plan (July 2025–June 2026) includes targeted actions such as:

- Launching member needs assessments and surveys.
- Conducting a Brand Communication Assessment to strengthen CPCA’s messaging and ensure members receive timely, relevant information.
- Updating training programs and developing new core offerings.
- Hosting a technology-focused event.
- Creating new communication tools to increase engagement.
- Rolling out the Region Rep Playbook.
- Enhancing real-time legislative updates and advocacy alerts for members.

Each year will include ongoing evaluation and adjustments to ensure CPCA remains responsive to members’ needs.

Conclusion

This plan positions CPCA to strengthen its role as the voice and resource for California’s police chiefs. By investing in our members, fostering collaboration, embracing technology, and advancing professional development, we will ensure CPCA continues to lead the way in supporting chiefs and their agencies across the state