Blue Courage Strategic Plan
Fiscal Year January 2017 – January 2019

Blue Courage “Why”

Blue Courage is an educational process designed to enhance the “capacity” of our nation’s “guardians.” Blue Courage serves and protects those who protect and serve!

The Blue Courage strategic plan is a comprehensive plan done in collaboration with the Bureau of Justice Assistance of the U.S. Department of Justice and the International Association of Directors of Law Enforcement Standards and Training (IADLEST)

STRATEGIC GOALS

1. EXPAND PRESENCE & INFLUENCE
2. ENHANCE USE OF TECHNOLOGY & MEDIA
3. CONTINUE INSTRUCTOR & CURRICULUM DEVELOPMENT
4. EXPAND COMMUNITY IMPACT
5. FURTHER DEVELOP BLUE COURAGE AS AN ORGANIZATION
Discussion: Blue Courage will target all states for deep immersion of its approach and curriculum into police academies and police organizations nation-wide. We will accomplish this by identifying and targeting the most appropriate audience and through advocacy among POST Directors and state and major city influencers.

Objectives:

1. Identify States to implement a state-wide immersion of Blue Courage, where applicable, utilizing the following
   - Violence Reduction Network
   - Regional Training Hubs
   - USDOJ Community Relations Service

2. Blue Courage will develop a branding strategy that is recognized and supported by law enforcement agencies and communities throughout the country
   - Increase social media
   - Create links to local, state and federal departments and agencies involved in police training
   - Expand the Blue Courage Brand by writing articles and submitting them to key law enforcement publications
   - Examine and monitor effectiveness of the Blue Courage Website
   - Participant or training series reports with personalized stories to disseminate throughout the field
   - Memorialize the “Blue Courage Story”

3. Identify and test minimum standards in training
   - Present training standards to IADLEST leadership, IACP and other relevant justice and police organizations
   - Meet & Educate the Respective POST Directors and Basic Academy Directors in Chosen States
     - Attend IADLEST Regional Meetings
     - Conduct 2-day Blue Courage workshop for POST Directors from Identified States
     - 2-4 hour Executive Overview for Chiefs & Sheriffs within State (Influence the Influencer)
     - Identify “Innovators & Early Adopters”
     - Marketing Initiative Through Local Media
     - Establish Memorandum of Understanding with Participating States - Inclusive of Finance, Commitments & Deliverables by All Parties to Ensure Long-term Impact & Sustainability
     - Conduct a certification course (train-the-trainer) for key practitioners within the State and develop master trainers in targeted states
     - Establish MOU between IADLEST, POST and Blue Courage Certified Instructors for Future Classes
     - Have IADLEST core staff attend the full Blue Courage Course
Discussion: Maximizing the use of modern day technology through development of applications and the advancement of e-Learning is paramount to expansion of Blue Courage. Technology can also be utilized to ensure continued learning and exposure once officers are immersed in a Blue Courage philosophy. We must continue to educate the profession and public through various forms of media.

Objectives:

1. Ensure the Philosophy of Blue Courage remains consistent with the current realities within the law enforcement profession through ongoing and consistent monitoring of the program

2. Maximize the use of technology to include e-learning and mobile applications

3. Develop a media strategy that reinforces the branding objective

4. Develop a Blue Courage Index for police agencies and Local Communities

5. Develop a Blue Courage App for IOS/Droid that could be used by Blue Courage participants

6. Expand the instructor portal for all Blue Courage instructors via web interface

7. Add NLEARN as a resource for participants

8. Create a Webpage in the Format Inclusive of Blog, Instructors and Visitors

9. Develop an eLearning system suitable for the delivery of certain aspects of Blue Courage

10. Produce public service announcements for Blue Courage to be used at meetings, seminars, workshops, conventions and by participating partners and agencies
Discussion: Continuous development means to consistently modify and update the content of Blue Courage and supporting solutions to ensure the philosophy remains consistent with the current realities and challenges of the law enforcement profession. Like the Blue Courage philosophy itself, the training and education of a Certified Blue Courage instructor should be viewed as a process rather than an event – development must be on-going to be effective and sustained.

Objectives:

1. Develop supporting organizational solutions that strengthen and sustain a Blue Courage philosophy and organizational immersion

2. Develop and maintain a cadre of Blue Courage Certified Instructors
   - Master Trainers
   - Academy Trainers
   - Blue Courage Trainers
   - Regional Training Hubs

3. Develop a Blue Courage leadership course
   - Command staff
   - Field Training Officers
   - First Line Supervisors
   - Mid-managers

4. Update Blue Courage curriculum
   - Conduct a full curriculum review of the Blue Courage course
   - Develop a process and identify key staff for the review

5. Increase the number of instructors for Blue Courage
   - Add two more Master Trainers
   - Add five lead trainers

6. Develop a blueprint that aligns with and executes on the President’s Task Force on 21st Century Policing recommendations

7. Host Monthly Coaching Calls for Instructors at all Levels

8. Obtain POST Credit for Blue Courage in all 50 States

9. Obtain National Credit via IADLEST for Blue Courage
Discussion: The deep penetration and sustainability of Blue Courage within the law enforcement community is dependent on the development of both public and private partnerships. Blue Courage can assist with agencies building trust and respect within their communities.

Objectives:

1. **Develop Strategic Partnerships with both Public and Private Organizations**
   - Identify relevant public and private organizations
   - Develop an outreach strategy with appropriate materials to inform and recruit collaborations and partnerships

2. **Assist agencies in the development of appropriate and relevant partnerships within their communities**
   - Help agencies to assess the most appropriate public/private partnerships for their community
   - Help agencies to develop an outreach strategy to recruit public/private partnerships to strengthen the training of Blue Courage
   - Explore ways to involve and engage labor organizations such as FOP, NAPO or local police associations

3. **Support agencies with facilitation tools to build trust and respect within their communities**

4. **Build a community component into the Blue Courage training and experience**
   - Develop a standard set of surveys and forms to gather input for agencies to use after the Blue Courage team departs
   - Develop a specific outreach strategy that includes city officials, mayors, administrators and government organizations
   - Expand our influence to organizations such as ICMA, chambers of commerce, etc.

5. **Continue to develop and utilize the National Coordinator and program manager role to effectively manage Blue Courage nationally**

6. **Continue the use and development of the BC advisory board to shape strategy best practices**

7. **Educate and inform state legislators and members of Congress to ensure advocacy, support and potential funding**

8. **Continue to develop relationships with national and state organizations such as: IACP, PERF, MCC – Major City Chiefs Association, the Peel Institute & PAC (New Jersey), Texas LEMIT, the Police Foundation, COPS, ACLU, FLETC, CALEA, NAFTA, NTOA, FOP, Labor Groups and similar organizations within each selected State as outlined in Goal #1**
Discussion: To be able to execute its own mission and to continue to develop capacity and innovate in the field of law enforcement.

Objectives:

1. **Formalize all structures within Blue Courage**

2. **Form a nonprofit arm of Blue Courage**

3. **Do board development and clarify board roles**
   - Fiduciary roles
   - Policy roles
   - Administration roles
   - The board will do succession planning
   - The board will support capacity building at all levels of Blue Courage

4. **Establish a Finance Committee**
   - Oversee financial management structures
   - Develop a consistent fundraising process including a fundraising plan
   - Manage all audit function and grant management

5. **Create a communications structure and strategy**
   - Develop a communications and marketing plan

6. **Establish a monitoring and evaluation framework**
   - Create a mechanism to monitor and evaluate all trainings and programs in Blue Courage

7. **Blue Courage will establish an employee wellness initiative to support staff and consultants**
   - Wellness training will include a focus on “holistic development”
   - Wellness training will also include mental and physical health curriculum

8. **Develop a internal succession plan for Blue Courage leadership to ensure sustainment**
We wish to acknowledge those that contributed to the creation of this document

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