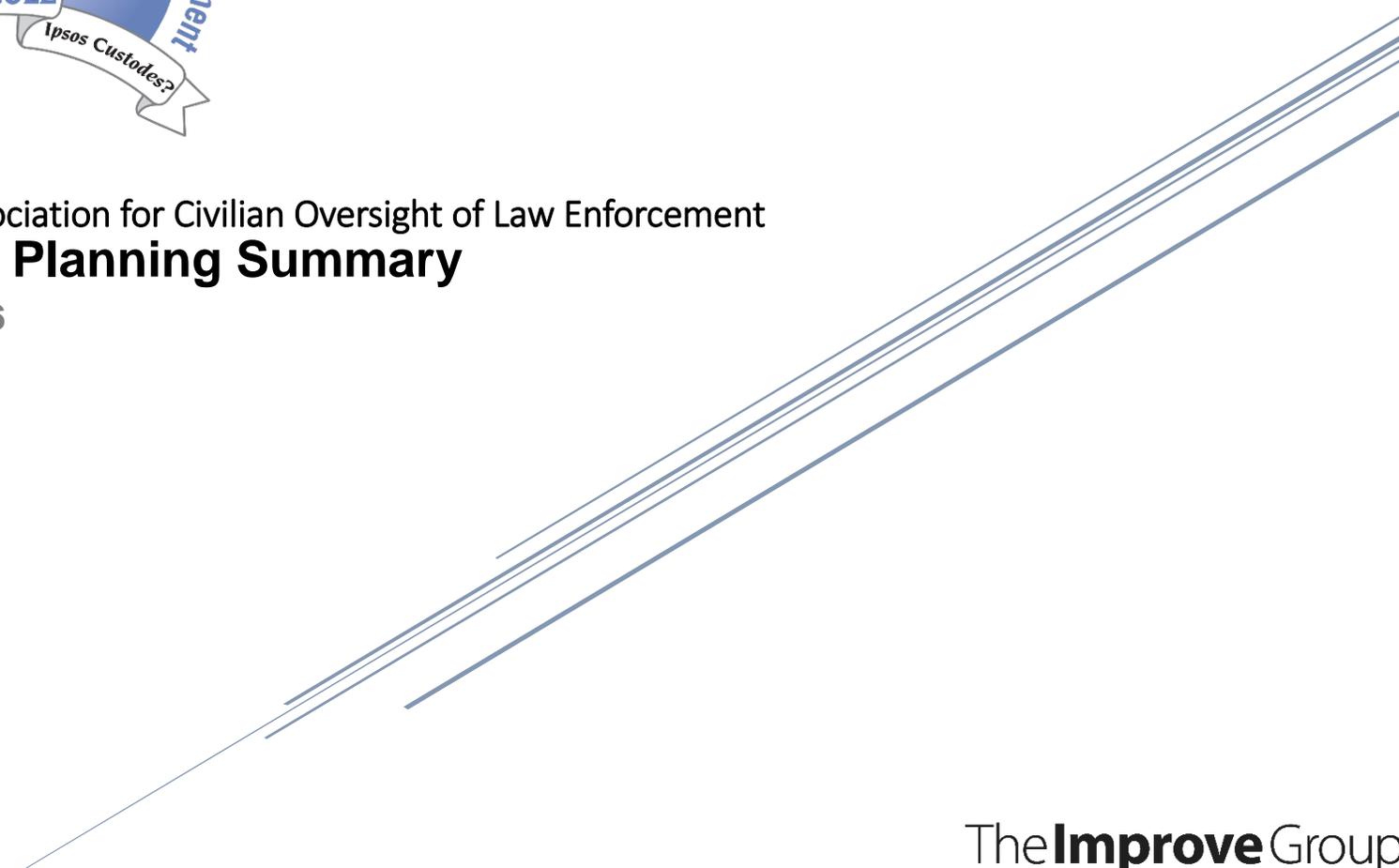




National Association for Civilian Oversight of Law Enforcement  
**Strategic Planning Summary**

October 2016



The **Improve** Group



The **Improve** Group

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# Background

## NACOLE Strategic Planning Process

The National Association for Civilian Oversight of Law Enforcement (NACOLE) launched “NACOLE in 2020” in the beginning of 2016. NACOLE in 2020 was a comprehensive strategic planning initiative that has mapped out where NACOLE will be in terms of vision, goals, staffing, and board and committee structure. This process was completed with broad and deep engagement across the board, members and stakeholders to capture their interests within the strategic plan. To facilitate the process, NACOLE contracted with The Improve Group (TIG), a strategic planning, research and evaluation consulting firm based in St. Paul, Minnesota.

TIG is committed to helping local, national, and international organizations make the most of information, navigate complexity, and ensure their investments lead to meaningful, sustained impact. They have extensive experience facilitating strategic planning for clients with a broad range of organizational structures, budgets, and areas of focus. TIG facilitators excel at developing planning activities that engage all stakeholders and at capturing and communicating an organization’s vision, strategies, and action plans. This effectively addresses conflict and builds consensus among diverse groups. TIG helps organizations clarify their purpose, develop goals, identify key strategies, measure success, and make needed changes in order to realize their organizational objective. Through their partnership, TIG and NACOLE worked together to realize a new leadership role for NACOLE in the important arena of law enforcement oversight. TIG worked with NACOLE to design a strategic planning processes that is:

- Participatory and inclusive – valuing and encouraging the participation of all stakeholders, including board members, staff, membership, and others, and integrating their perspectives in developing a strategic plan;
- Innovative and tailored – identifying the unique challenges and opportunities facing NACOLE and creating a process designed specifically to their goals and resources; and
- Thoughtful and comprehensive – creating a strategic plan that captures each client’s broader vision and strategies.

TIG led NACOLE Board members through a two-day, participatory strategic planning retreat held in January 2016. The strategic planning process included developing the following:

**Practical Vision Elements:** The vision elements articulate the change that NACOLE would like to see in place in the next 3-5 years as a result of the organization’s actions. The Practical Vision elements were categorized into five areas that NACOLE’s Board of Director’s created when identifying areas of importance for the organization.

**Strategic Directions:** Attendees developed three Strategic Directions to address Underlying Contradictions and move the organization toward the Practical Vision.



In addition, NACOLE revisited the organization’s **mission statement** to create a statement that is focused, inspiring, and helpful in guiding NACOLE’s work.

## Strategic Plan Summary

### Practical Vision

*What do we want to see in place in 3-5 years?*

- Fully developed field of study and practice
- Inclusive, diverse, sustainable, and expanding organization
- Preeminent, influential, national organization for civilian oversight
- Objective timely guidance

### Underlying Contradictions

*What blocks the realization of our Practical Vision?*

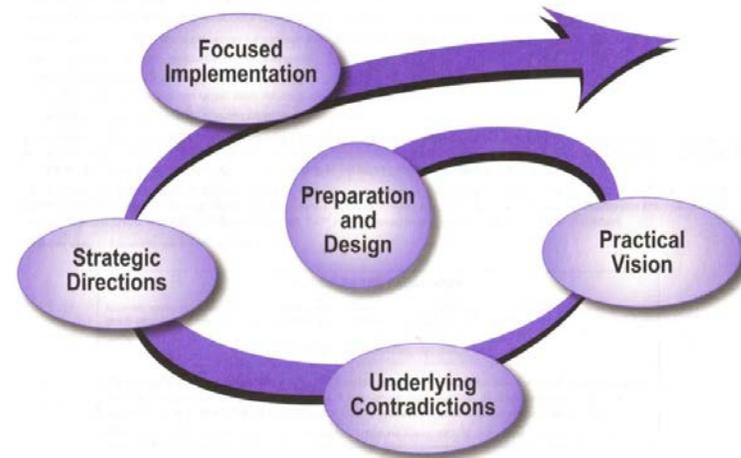
- Widespread divisive ignorance
- Powerful well-funded opposition
- Systemic entrenched injustice
- Real and perceived vulnerabilities
- Unattainable strained capacity
- Unidentified and underutilized resources
- Limited accessible funding systems

### Strategic Directions

*What substantial actions will deal with the underlying blocks and move us towards our vision?*

- Building sustainability and impact
- Transforming attitudes and understandings
- Promoting and institutionalizing oversight
- Championing inclusion and diversity

The majority of survey respondents (88%) agreed that the proposed mission statement captures the purpose of NACOLE very much or quite a bit and reflects the organization’s values. A slightly smaller majority (66%) agreed that it would inspire involvement with NACOLE. When asked to rate each Practical Vision element, there were very narrow differences in what respondents saw as the highest or lowest priority. Stakeholders complimented the vision as being comprehensive and a valuable step in defining the future of the organization. Similarly, survey respondents were asked to rank the Strategic Direction areas in terms of highest and lowest priority. Once again, survey respondents had narrow differences in determining the priorities for NACOLE. Respondents also indicated that they were excited to see the organization being proactive in planning rather than reactive, and that the strategies and clear focus may help inspire involvement and engagement.



## Stakeholder Feedback

The Improve Group gathered input from NACOLE members and stakeholders on the mission statement, Practical Vision elements, and Strategic Directions through an online survey and key informant interviews.

An invitation to participate in the online survey was sent out via email to 1,567 individuals in April 2016. In addition, 30 minute interviews were conducted with seven individuals involved in civilian oversight across the country including academic researchers and organizational leaders in the field.

A total of 250 individuals participated in the stakeholder survey. When asked how they were most involved with NACOLE, just over half of survey participants said they were conference attendees (20%), regular members (19%), or organizational members (16%). Survey respondents were asked about the roles that motivate their involvement or interest in NACOLE. The largest percent of respondents said that they serve as civilian oversight agency staff (32%), and oversight of law enforcement professionals (25%). Two-thirds (66%) of respondents indicated that they have been involved with NACOLE between 0-5 years, while 27% have been involved for 3-5 years. Those who have been involved for 6-10 years made up 19% of respondents, and 15% of respondents have been involved for 10 or more years. Survey respondents were also asked to reflect on their own knowledge of NACOLE. Overall, 41% of respondents have an idea of the things that NACOLE does, but they only access it for one or two purposes, and 40% of respondents reported being involved in some NACOLE activities and know many of the things that NACOLE does.

## NACOLE Theory of Change

The NACOLE Theory of Change, shown in detail on page 16, demonstrates how NACOLE's actions will lead to their short-term and long-term impacts. NACOLE's four Strategic Directions can be seen as "the actions by which the organization will achieve their Practical Vision areas." NACOLE's ability to effectively promote the institutionalization of oversight with education and policy efforts will create the environment for them to achieve their Practical Vision area of creating a fully developed field of study. The Strategic Directions of (1) building organizational capacity to effectively champion diversity and (2) transforming attitudes and understandings will similarly create an inclusive and diverse organization. Lastly, increased capacity and effectiveness will allow NACOLE to become a sustainable and expanding organization. These short term outcomes will combine to make NACOLE a preeminent influential national organization for civilian oversight. In turn, this will allow NACOLE to create the national environment needed to obtain the long term goal of increasingly respectful police and community relations. NACOLE's long-term impact is to create peaceful and just communities.

## Focused Implementation Workshop

As of October 2016, the next step for NACOLE in moving forward the strategic plan is a Focused Implementation Workshop to outline next steps and responsible parties. This process includes three major parts:

1. **First-year accomplishments**
2. **First-year timeline and agreements**

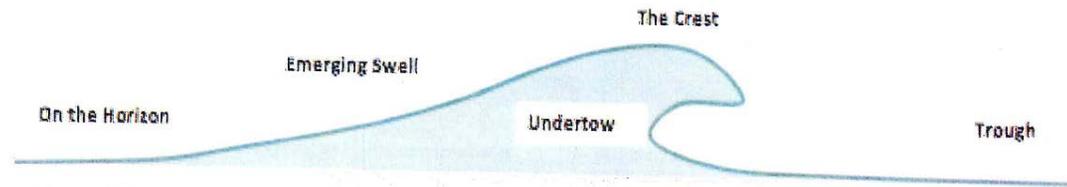


### 3. 90-day implementation steps

A more detailed description of the Focused Implementation Workshop is located further along in the report.

## “Wave” Trends Analysis

The “Wave” Trends Analysis acts as a real-time environmental scan, allowing NACOLE members to think through their past, present, and hopes for the future. This activity brings to light NACOLE’s strengths and assets, as well as opportunities and challenges that have been impacting or influencing the community and organization.



### NACOLE’s “Wave” Trends Analysis

On the Horizon (Next Generation, Radical Ideas)	Emerging Swell (Ideas Beginning to Build, Gaining Energy)	The Crest (Status Quo, Foundational/Mainstream)	Undertow (Deep patterns which cause trouble)	Trough (Disappearing, no longer relevant)
<ul style="list-style-type: none"> <li>• Mentoring of next generation of leaders</li> <li>• Formal involvement of a state and national level</li> <li>• Prevalence of video impact on oversight</li> <li>• Broader involvement by community (protests oct.)</li> <li>• Completely independent investigation of police actions</li> <li>• National Accreditation</li> </ul>	<ul style="list-style-type: none"> <li>• Transparency through data</li> <li>• Reinvent oversight</li> <li>• Role of youth and their influence on narrative</li> <li>• Public expectation</li> <li>• Establishing oversight proactively</li> <li>• Increased focus on accountability academically and politically</li> </ul>	<ul style="list-style-type: none"> <li>• Community defined independence</li> <li>• Legal standards community/constitutional</li> <li>• Audit/studies upon which to base change</li> <li>• Vibrant relevant oversight</li> <li>• Politicians working to compromise oversight</li> <li>• Traditional Institutional Resistance</li> </ul>	<ul style="list-style-type: none"> <li>• Race</li> <li>• Social inequity</li> <li>• Challenges by the community “want more”</li> <li>• Increasing prominence increased vulnerability</li> <li>• Failure to address dissension</li> <li>• Braise or naïve narratives</li> <li>• To comfortable with status quo</li> </ul>	<ul style="list-style-type: none"> <li>• Split in the efficacy of CRB versus Auditor/Monitor</li> <li>• Fear</li> <li>• Ill informed or cynical process prevail</li> <li>• Police policing themselves without oversight</li> <li>• Oversight as a reactive measure</li> <li>• Oversight is insufficient solution to policing problems</li> </ul>



<ul style="list-style-type: none"> <li>• Mentoring one Next Generation of Leaders</li> <li>• Trauma</li> <li>• Political will on a national level</li> <li>• Video open data movement</li> <li>• Excelerating use of XXX and accompanying data</li> <li>• Oversight corrections</li> <li>• National standards for oversight</li> <li>• Influence of technology on law enforcement</li> <li>• Open public access to all policing date</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing oversight proactively</li> <li>• Oversight as “status quo” a necessity</li> <li>• Increased government involvement in oversight</li> <li>• Black Lives Matter Movement</li> <li>• Black Lives Matter civil rights re-emergence</li> </ul>	<ul style="list-style-type: none"> <li>• Agencies stuck in established practices</li> <li>• Oversight is the solution</li> <li>• Types of oversight/ stagnant designs</li> <li>• Police and government resistance</li> <li>• Police video (recording all citizen interactions)</li> <li>• NACOLE</li> </ul>	<ul style="list-style-type: none"> <li>• Community-born – “Establishment Driven”</li> <li>• Deep seeded historical issues</li> <li>• Lack of research and supportive data</li> <li>• Real or perceived ineffectiveness</li> <li>• Fear</li> </ul>	<ul style="list-style-type: none"> <li>• Unwillingness to talk about race in policing</li> <li>• Ineffective at producing change</li> <li>• Oversight without teeth</li> <li>• Overrun by politics (internal/external)</li> </ul>
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### “Wave” Activity Outcome Statements

As demonstrated in NACOLE’s wave exercise, some of the next generation ideas that are **on the horizon** are the influence of technology in police oversight, and the push for more transparency within police departments. Through the process of creating national standards and practices, NACOLE’s members envision NACOLE being seen as a national leader in establishing norms and practices. Ideas that are beginning to build energy, or those on the **emerging swell**, is the push for public oversight of law enforcement and the increased need for accountability. The Black Lives Matter Movement emerged within this area of the wave as well. On **the crest**, or areas that are more foundational and mainstream, resides the institutional resistance to change as well as the stagnation of current practices. The deep patterns that cause trouble, referred to as the **undertow**, are the historical challenges of race and inequity as well as the quieting of controversies and pushback on traditional practices. Lastly, the ideas that are no longer relevant, known as the **trough**, is that oversight is an afterthought whenever controversy becomes public, and that oversight practices lack sufficient support.



# Practical Vision

## Practical Vision Elements

### NACOLE's Vision Statement

"In three to five years, as a result of strategic efforts, NACOLE will create:

1. An inclusive, diverse, sustainable and expanding organization
2. A fully developed field of study and practice
3. The preeminent, influential national organization for civilian oversight
4. Increasingly respectful police and community relations
5. Objective timely guidance"

Retreat attendees reached consensus on NACOLE's vision statement by responding to the question "What do we want to see in place in 3-5 years as a result of our actions?" The Improve Group staff worked with attendees to group their responses by theme/general idea until five categories emerged. Throughout this document, these categories are referred to as "vision components."

The resulting vision statement is: "In three to five years, as a result of strategic efforts, NACOLE will create: 1) An inclusive, diverse, sustainable and expanding organization; 2) a fully developed field of study and practice; 3) the preeminent, influential national organization for civilian oversight; 4) increasingly respectful police and community relations; 5) objective timely guidance."

Brief descriptions of each vision component are included below. The full list of individual ideas that informed the formation of each category/vision component is included as a table.

**An inclusive, diverse, sustainable and expanding organization:** NACOLE will work to develop a robust, comprehensive curriculum and objective, measurable standards. Over the past few years, NACOLE has experienced rapid growth in membership due to current national attention. Developing standards and curriculum to train current and future professionals will allow NACOLE to expand their services, offerings and size, and to increase sustainability, while maintaining an inclusive and diverse environment for members.

**A fully developed field of study and practice:** Through expanded and increased participation, diverse engaged stakeholders, and ample sustainable resources, NACOLE will create a fully developed field of study and practice.

**The preeminent, influential national organization for civilian oversight:** By contributing to widespread institutionalized oversight and becoming a trusted, recognized organization, NACOLE will become the preeminent, influential national organization for civilian oversight.



**Increasingly respectful police and community relations:** NACOLE’s work over the next three to five years will contribute to increasingly respectful police and community relations.

**Objective timely guidance:** NACOLE will work to provide objective, timely guidance to communities who experience incidents and that are implementing civilian oversight of law enforcement.

## Feedback on Practical Vision

The NACOLE survey gathered stakeholder feedback on priorities within the Practical Vision elements. The priority rating ranged from 1 to 5, with 1 being the top priority for the organization’s Practical Vision. There were very narrow differences in what respondents saw as priorities between the vision elements. Below is the order of Practical Vision elements in priority ranking.

1. Increasingly respectful police and community relations
2. Inclusive, diverse, sustainable, and expanding organization
3. A fully developed field of study and practice
4. Preeminent influential national organization for civilian oversight
5. Objective timely guidance



# Underlying Contradictions

## NACOLE's Underlying Contradictions

### NACOLE's Underlying Contradictions

*What is blocking NACOLE from moving toward their vision?*

1. Widespread divisive ignorance
2. Powerful well-funded opposition
3. Systemic entrenched injustice
4. Real and perceived vulnerabilities
5. Unattainable strained capacity
6. Unidentified and underutilized resources
7. Limited accessible funding systems

Retreat attendees identified the Underlying Contradictions NACOLE faces by responding to the question “What is blocking NACOLE from moving toward their vision?” The Improve Group staff worked with attendees to organize the contradictions according to those that are most entrenched to those that are least entrenched.

Attendees identified what is blocking NACOLE from moving toward their vision as: 1) Widespread divisive ignorance; 2) Powerful well-funded opposition; 3) Systemic entrenched injustice; 4) Real and perceived vulnerabilities; 5) Unattainable strained capacity; 6) Unidentified and underutilized resources; 7) Limited accessible funding systems.

**Widespread divisive ignorance:** NACOLE must overcome public disinterest and misunderstanding about the value and practices of police oversight. This ignorance is maintained by police culture and media agendas, but all of the public is impacted.

**Powerful well-funded opposition:** Opposition stems from the relationship and power of police unions with elected officials, who view oversight as “anti-police.”

**Systemic entrenched injustice:** Underlying historical oppression that remains unacknowledged has created entrenched injustice. This environment has further led to a lack of passion and empathy for communities most impacted by police misconduct while dually building cynicism among them.

**Real and perceived vulnerabilities:** Challenges in developing standards—such as hesitancy to be critical or involved in contested dialogues—has caused NACOLE to deliberate over their real and perceived vulnerabilities.

**Unattainable strained capacity:** NACOLE largely depends on volunteers who are facing limited capacity, straining their ability to take on all of the actions the organization may strive to complete.

**Limited accessible funding systems:** NACOLE funding has thus far been dependent on membership, which has not equipped them with the funding needed for NACOLE's goals.



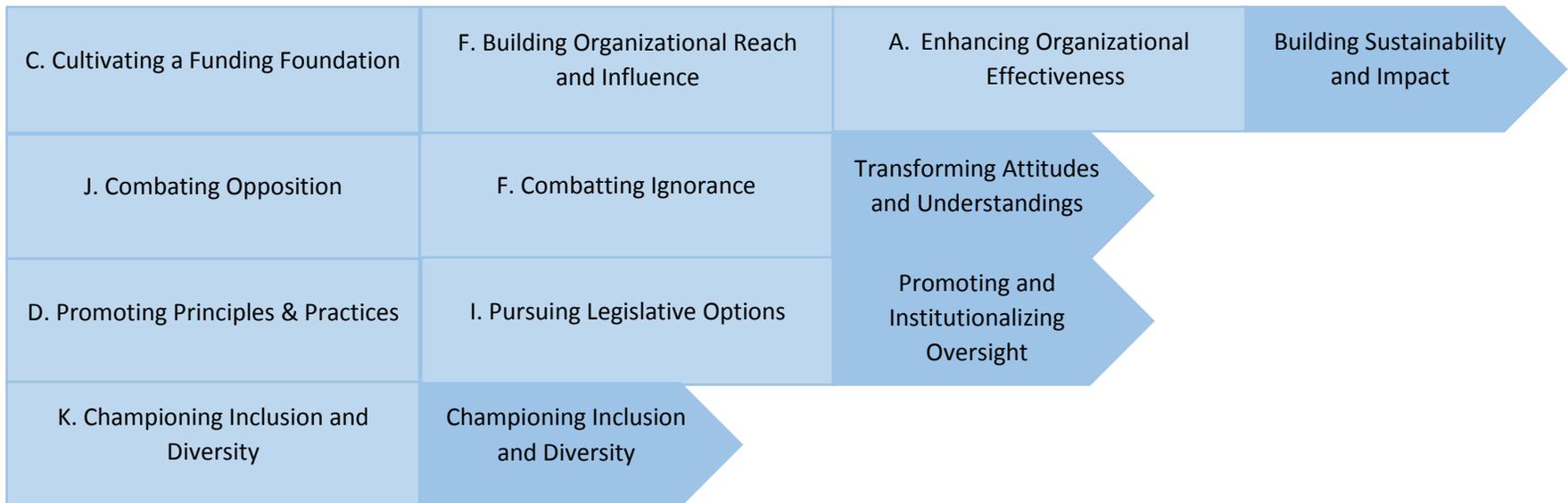
## Entrenched Underlying Contradictions

The group was asked to order the Underlying Contradictions according to most and least “entrenched.” As a result, the group determined that “systemic entrenched injustice” is the most entrenched contradiction that NACOLE faces. After followed “widespread divisive ignorance,” “powerful well-funded opposition,” “limited accessible funding systems,” and “unsustainable strained capacity.” The two that were least entrenched were “real and perceived vulnerabilities” and “unidentified and underutilized resources.”

## Strategic Directions

### NACOLE’s Strategic Directions

Retreat attendees were asked to identify their Strategic Directions by answering the question, “What innovative, substantial actions will deal with the underlying blocks and move us towards our vision?”



**Building Sustainability and Impact:** Attendees saw NACOLE’s capacity to build sustainability and impact through creating funding resources, building reach and influence, and enhancing effectiveness. Attendees proposed creating a team within NACOLE that will be strictly dedicated to building relationships with funders and securing additional funding. Additionally, organizational reach and influence will be expanded through intentional media campaigns and greater development of the NACOLE website. Lastly, organizational effectiveness will be further developed through task prioritization, goal reflection, and an inventory of member skill sets.



**Transforming Attitudes and Understandings:** NACOLE will combat opposition and ignorance to transform attitudes and understandings by promoting public criticism of opponents and providing funding streams to promote their message. Active communication through media and education campaigns will be used to counter ignorance.

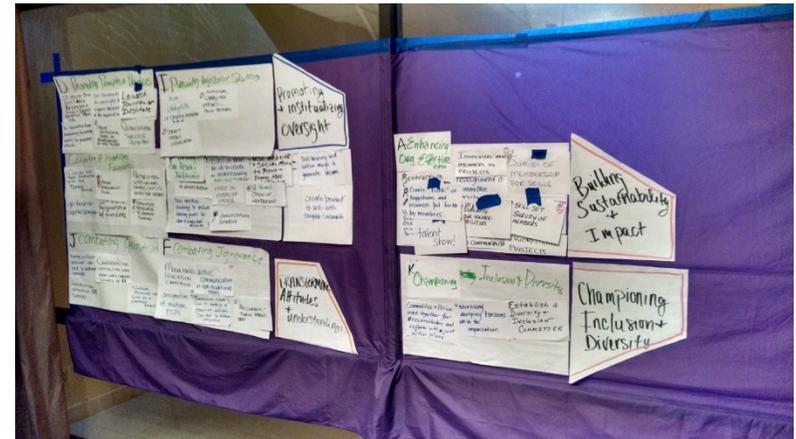
**Promoting and Institutionalizing Oversight:** In order to reach this Strategic Direction, NACOLE will develop standards, practices, and methods of measuring oversight processes and couple it with efforts to promote legislation.

**Championing Inclusion and Diversity:** NACOLE will establish a diversity and inclusion committee, as well as bring together communities and police to champion inclusion and diversity. Similarly, NACOLE could address current underlying tensions in the organization.

## Stakeholder Feedback

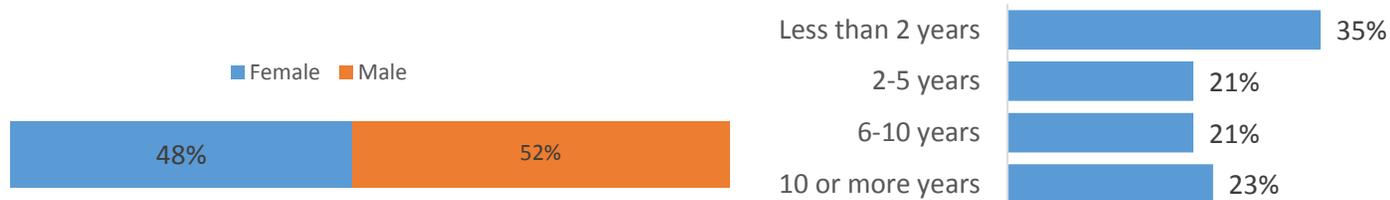
Survey respondents were asked to rank the Strategic Directions in priority order. Stakeholders were asked to rank the directions on a scale of first to fourth priority, with first priority being the “top” priority for NACOLE. There were very small differences in the overall average ranking of each Strategic Direction. Below is the survey respondent ranking of the Strategic Directions.

1. Promoting and Institutionalizing Oversight
2. Building Sustainability and Impact
3. Transforming Attitudes and Understanding
4. Championing Inclusion and Diversity

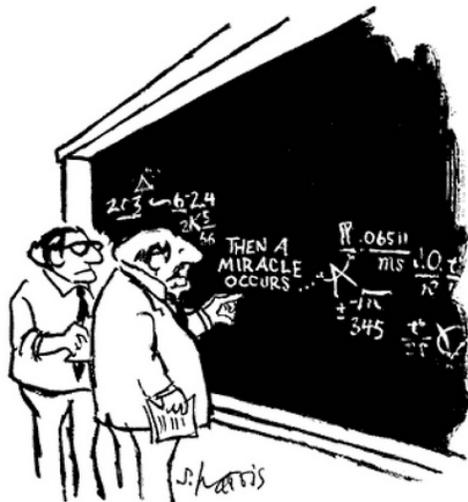


# NACOLE Conference

The Annual NACOLE Conference, hosted in Albuquerque, New Mexico on September 25<sup>th</sup>, 2016, brought together NACOLE stakeholders across the country. The Improve Group reported back to attendees on NACOLE’s Mission Statement, Practical Vision elements, Strategic Directions, Theory of Change, and suggested activity ideas. The Improve Group facilitated a voting process by which the audience provided feedback on the suggested action items, adding in additional action items that they felt were not represented. The audience demographics are listed below:



# NACOLE Theory of Change



"I think you should be more explicit here in step two."

A Theory of Change is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It is focused in particular on mapping out or “filling in” what has been described as the “missing middle” between what a program or change initiative does (its activities or interventions) and how these lead to desired goals being achieved.

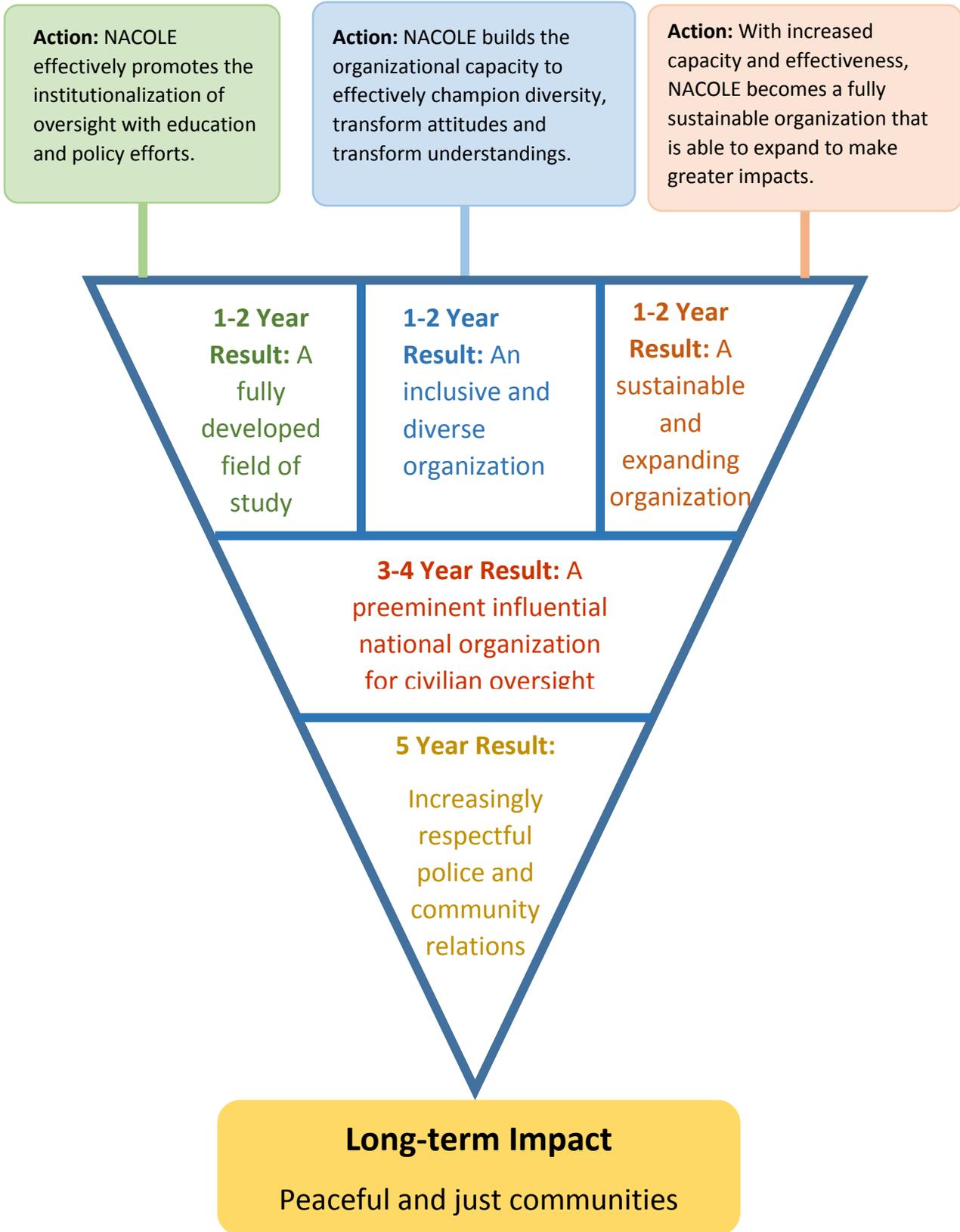
A Theory of Change was developed to specifically outline how NACOLE actions lead to community and organizational impacts over time, ultimately creating peaceful and just communities. NACOLE’s four Strategic Directions are the actions by which the organization will achieve their Practical Vision areas. Certain Practical Vision elements must be achieved first in order to secure the conditions necessary for the next vision item, ultimately working towards the goal of peaceful and just communities. To create NACOLE’s Theory of Change, the Board of Director’s Strategic Planning Committee came together to review stakeholder survey responses and reflections on the Practical Vision elements and Strategic Directions. The process was then replicated with the NACOLE board as a whole. The board took into account the feedback from respondents on the Practical Vision and Strategic Directions to understand which of the Practical Vision elements needed to be prioritized to create an environment conducive to the remaining Practical Vision areas. Attendees drew linkages between the elements of the Practical Vision and actions within the Strategic Directions to create a plan for how NACOLE will best use resources to



achieve their vision. In doing so, they created an order by which NACOLE could use their actions to create short-term results that would lay the groundwork to achieve their long-term goal of increasingly respectful police and community relations.



# National Association for Civilian Oversight of Law Enforcement Strategic Vision 2020



# NACOLE Activity Ideas

## NACOLE Retreat

During the NACOLE retreat, activity ideas were generated for how NACOLE could achieve their Strategic Directions (see the second column in the table below). Qualitative analysis of the NACOLE survey responses identified where stakeholders were most energetic about proposed actions (see the third column in the table below). Attendees at the conference were then asked to add any additional actions that they did not see represented (see the last column). Organized by each Strategic Direction element, the activities are:

<i>Strategic Direction</i>	Action developed during NACOLE retreat	Action supported in NACOLE survey	Action added in NACOLE conference
<b><i>Promoting and Institutionalizing Oversight</i></b>	<ul style="list-style-type: none"> <li>• Increase role in education lawmakers about existing research and impact of civilian oversight</li> <li>• Recommend and support legislation that ensures oversight entities have resources and tools needed to be effective</li> <li>• Consider hiring lobbyists or mobilizing members and volunteers to help promote legislative solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Increase role in educating lawmakers about existing research and impact of civilian oversight</li> <li>• Recommend and support legislation that ensures oversight entities have resources and tools needed to be effective</li> <li>• Consider hiring lobbyists or mobilizing members and volunteers to help promote legislative solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the definition of “law enforcement” to encompass broader areas beyond patrol cops.</li> <li>• Build and reach out to jail/prison correctional oversight, probation and parole officers, as well as mental health institutions</li> <li>• Write model city ordinance legislation for codifying citizen oversight</li> </ul>
<b><i>Building Sustainability and Impact</i></b>	<ul style="list-style-type: none"> <li>• Use social media and media campaigns to connect with the public and provide information about NACOLE (e.g., video describing NACOLE activities)</li> <li>• Explore new marketing strategies such as a new logo or working with a marketing professional</li> <li>• Diversify funding including pursuing grant funding from foundations and agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Explore new marketing strategies (new logo, social media and media campaigns, outreach such as college visits or internships) to connect with public and provide information about NACOLE</li> <li>• Diversify funding including pursuing grant funding from foundations and agencies like the</li> </ul>	<ul style="list-style-type: none"> <li>• Build relationship with NACRJ</li> <li>• Build level of NACOLE directors</li> <li>• Implement lower cost “participant membership” to increase funds for administration work and increase local and regional participation</li> </ul>



<i>Strategic Direction</i>	Action developed during NACOLE retreat	Action supported in NACOLE survey	Action added in NACOLE conference
	<p>like the Department of Justice as well as alternative funding sources</p> <ul style="list-style-type: none"> <li>• Continued outreach and publicity efforts such as college visits, internships,</li> <li>• Look to other well-established organizations for guidance on organizational structure and support (i.e., Innocence Project, Center for Constitutional Rights, etc.)</li> </ul>	<p>Department of Justice as well as alternative funding sources</p> <ul style="list-style-type: none"> <li>• Look to other well-established organizations for guidance on organizational structure and support (i.e., Innocence Project, Center for Constitutional Rights, etc.)</li> </ul>	



<i>Strategic Direction</i>	Action developed during NACOLE retreat	Action supported in NACOLE survey	Action added in NACOLE conference
<b><i>Transforming Attitudes and Understandings</i></b>	<ul style="list-style-type: none"> <li>• Make public statements or write op-eds to inform the public about the importance of oversight</li> <li>• Avoid negativity and open criticism of public officials or other detractors</li> <li>• Offer constructive criticism of policy, and openly support those speaking for oversight</li> <li>• Educate communities through the website, speakers, and sharing of information about successes and effective oversight models</li> <li>• Use oversight agency reports and findings to support legislative changes to promote oversight</li> </ul>	<ul style="list-style-type: none"> <li>• Educate the public about the importance of oversight and successful practices through public statements, op-eds, the website, information sharing, and utilizing speakers</li> <li>• Support and promote oversight with agency reports and findings</li> <li>• Consider both cultural and racial differences, as well as other elements of diversity and inclusion such as gender, ability, and socioeconomic status to expand outreach and engage people of all levels of the community</li> <li>• Create opportunities for members and stakeholders to come together to build and strengthen relationships (e.g., regional gatherings, social activities, or other member-driven activities)</li> </ul>	<ul style="list-style-type: none"> <li>• Create regional sections around the country and include regional representation on the NACOLE Board</li> <li>• Regional training on an annual basis</li> <li>• Increase diversity in NACOLE</li> <li>• Develop clear best practices and standards based on research and evaluation</li> <li>• Provide technical assistance and consulting to oversight agencies</li> <li>• Connect with civil rights and activist groups</li> <li>• Offer online training programs</li> <li>• Draft proposed language for best practices/models of oversight</li> <li>• Publish a document or book about the benefits of oversight</li> </ul>
<b><i>Championing Inclusion and Diversity</i></b>	<ul style="list-style-type: none"> <li>• Consider both cultural and racial differences, as well as other elements of diversity and inclusion such as gender, ability, and socioeconomic status when</li> </ul>	<ul style="list-style-type: none"> <li>• Mobilize people to support policy</li> <li>• Have a media presence about oversight</li> </ul>	



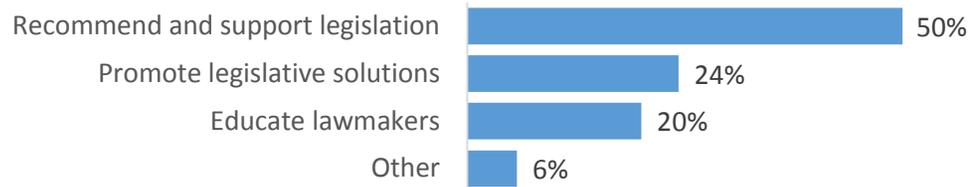
Strategic Direction	Action developed during NACOLE retreat	Action supported in NACOLE survey	Action added in NACOLE conference
<b>Championing Inclusion and Diversity (continued)</b>	<p>conducting outreach and engaging communities</p> <ul style="list-style-type: none"> <li>• Create opportunities for members and stakeholders to come together to build and strengthen relationships (e.g., regional gatherings, social activities, or other member-driven activities)</li> <li>• Engage people from all levels of the community (state, local agencies, community members) when working on policy surrounding oversight</li> <li>• Expand community outreach to engage different groups to participate in the work of the organization</li> <li>• Gather feedback at the annual conference about opportunities to promote inclusion and diversity within the organization</li> <li>• Explore the idea of creating a Diversity and Inclusion Committee to advise and guide the NACOLE organization in their efforts to integrate these values into their work</li> </ul>		

### NACOLE Conference

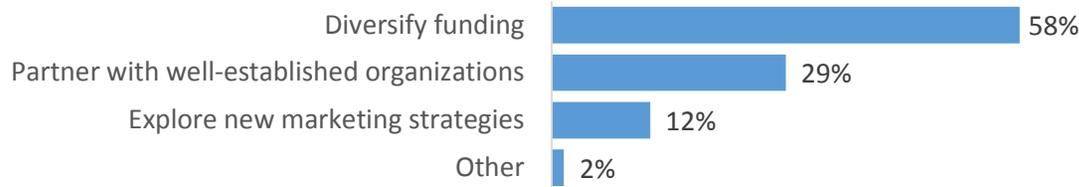
Attendees at the NACOLE conference were asked to weigh in on how they would prioritize actions in order to achieve NACOLE’s Strategic Directions.



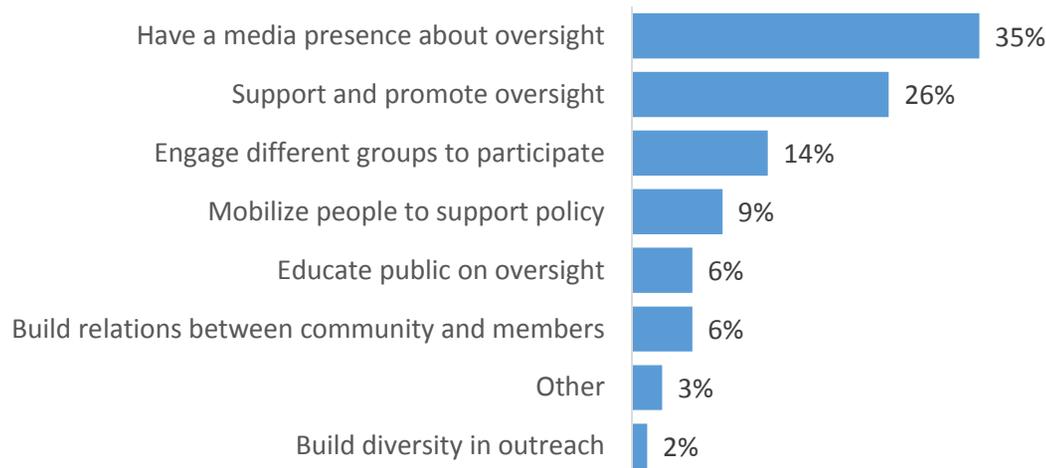
When asked which action should be prioritized to promote and institutionalize oversight, the majority of respondents stated NACOLE should recommend and support legislation.



To prioritize building sustainability and impact, attendees thought diversifying funding should be a top priority.



To transform attitudes and champion diversity, NACOLE attendees would focus on having a media presence about oversight.



## Focused Implementation

The next step for NACOLE to pursue is to undergo a Focused Implementation Workshop. This workshop format will allow NACOLE to move from analyzing and thinking about potential creative solutions, to making decisions about exactly what will be done. The result of the workshop is that NACOLE will have realistic expectations for what will be done over the next year, and measurable outcomes to determine their progress on the actions from year to year. The group is required to focus and prioritize actions within each strategy. This process includes three major parts:

1. **First-year accomplishments.** The group determines their major accomplishments for the first year, making sure these accomplishments are specific, concrete, and thus measurable. The group should be able to definitively say at the end of the year whether or not they have succeeded in these accomplishments.
2. **First-year timeline and agreements.** Participants create a quarterly calendar to identify when each accomplishment will be completed, with identification of responsible parties for each action. As responsibilities are allocated during this workshop it is important that all individuals with potential implementation tasks are present.
3. **90-day implementation steps.** The group creates implementation steps each accomplishment scheduled in the first quarter. These steps include details on what resources will need to be aligned and which roles and responsibilities need to be determined. Team trust and support begin to develop during this stage.



# Appendix A. Consensus Building Workshop Notes

Practical Vision: What do we want to see in place in 3-5 years as a result of our actions?

A Fully Developed Field of Study and Practice		Inclusive, Diverse, Sustainable and Expanding Organization			Preeminent Influential National Organization for Civilian Oversight		Objective Timely Guidance	Increasingly Respectful Police and Community Relations
Expanded and Increased Participation	Diverse Engaged Stakeholders	Ample Sustainable Resources	Robust Comprehensive Curriculum	Objective Measurable Standards	Institutionalized Widespread Oversight	Trusted Recognized Organization	Objective Timely Guidance	Increasingly Respectful Police and Community Relations
Increase membership base by 30%	Integrating diverse stakeholders in NACOLE in meaningful and productive ways	Provides small grants for innovation in our oversight	Recognized for its support of research and training	Establish standards and accreditation process	Universal oversight in US	A trusted household word (like ACLU and NAACP)	Respond to communities in crisis - "boots on the ground"	Public confidence police and community relations
Increase attendance to 1000+ at annual conference	(Huge) Annual that is inclusive of ALL stakeholders	Resources to have adequate staff and program	Direct involvement in law enforcement training	Solid, practical, and standardized implementation guides and resources	Helped enact state laws requiring oversight	NOBEL! Peace Prize	Training citizens and youth to be eyes and ears of oversight	A driving force in decrease in number of officer involved shootings
Engaged + Increased Membership	Solidified themselves as professional org. that addresses community needs (in and out of org)	Increased funding from private donors due to increased belief in mission	Leadership training for future leaders	Measurements for the effectiveness and impact of oversight	Establishing political power to influence laws	NACOLE has survived the test of time and is still relevant	Fully funded crisis response team/ advisors	Proactive oversight and reform and a culture of shared goals and values
Our members believed they are making a difference	New ways to serve constituents	Successfully advocated for fed resources for COLE	Providing TA and training to oversight development	Create program to have true data on oversight (not the same as open data)	Increased engagement of elected officials	Transformational work on police and corrections culture and practice	Mediator program to help communities in crisis	Mutual respect between citizens and officers



Engaged and Increased Membership		Full-time E.D. to carry out work of Board	Become premier training academy with many, many events	Participated in seminal study of oversight	Launch journal or institute at/ with University or foundation			
		Huge endowment fund	Has training on corrections oversight issues	Drive innovation that directly contributes to greater transparency + public data				

### Underlying Contradictions: What is blocking us from moving toward our vision?

Widespread divisive ignorance	Powerful well-funded opposition	Systemic entrenched injustice	Real and perceived vulnerabilities	Unattainable strained capacity	Unidentified and underutilized resources	Limited accessible funding systems
Public misunderstanding of policing	Active well-funded opposition to oversight	Too much historical baggage	Oversight is too decentralized to quickly standardize	No clear focus of projects taken on	Capitalizing on creativity	Dependence on membership for income
A true issue that affects <u>EVERYONE</u>	Political will not always focused on doing the right thing	Unwillingness to acknowledge history	Fear of Setting Standards	Capacity	Determining power players and allies (frequency of change)	Traditional funding sources are not geared to the work we do. Systems.
Attitude and arrogance	Elected officials dependence on police union support	History- both law enforcement <u>and</u> civil rights	Fear of or hesitancy to be critical	Finite amounts of time (volunteer org.)	ID memberships skills to capitalize on as resource	Funding methods for nonprofits
The value of oversight is not clearly understood	Perception of oversight as anti-police	Passion and empathy deficits (apathy)	Insecurity and perceived instability of 'COLE	Shared consensus of mission statement		
Dependency on anecdotal	Siege mentality	Cynicism of communities affected by police misconduct	Will and energy to take the organization in a different direction	Heavy reliance on volunteers		
Misunderstanding of cause	Tenth Amendment	Culture and differences				



Public disinterest, even in current political climate	Laws	Oppression and social inequality	
Indifference or ignorance of general public	Union power		
Insular police culture			
Media Agenda creates public cynicism			
Misunderstanding of oversight principles			



## Strategic Directions: What innovative substantial actions will address the Underlying Contradictions and move us toward our vision?

<p><b>C. Cultivating a Funding Foundation</b></p> <ul style="list-style-type: none"> <li>• Cultivate long-term relationships with key funding sources</li> <li>• Go-fund-me campaign</li> <li>• ID + build relationships with funders</li> <li>• Partnering with groups (Noble, Cops) to apply for grants</li> <li>• Adopt endowment fund</li> <li>• Dedicated resource to expand funding</li> </ul>	<p><b>F. Building Organizational Reach and Influence</b></p> <ul style="list-style-type: none"> <li>• Recruit National Celeb as Spokesperson</li> <li>• Video on what we do to create out understanding NACOLE &amp; oversight</li> <li>• Use website &amp; social media to reach &amp; engage more people</li> <li>• Video on history of NACOLE</li> <li>• Communications Interns</li> <li>• Develop media strategy to include talking points for clear &amp; consistent messaging</li> <li>• Recruit, open up membership</li> <li>• Create “products” to sell- both tangible &amp; intangible.</li> </ul>	<p><b>A. Enhancing Organizational Effectiveness</b></p> <ul style="list-style-type: none"> <li>• Involving more members in projects</li> <li>• Create a decision matrix to aid in task prioritization</li> <li>• Prioritizing projects</li> <li>• ID and evaluate our vulnerabilities</li> <li>• Realignment of committee structure to reflect goals</li> <li>• Restructure committees to reflect vision not tasks</li> <li>• Build time structure within organization for building mutual understanding and shared goals</li> <li>• Talent show!</li> <li>• Form group to review other standards and find commonalities</li> </ul>	<p><b>Building Sustainability and Impact</b></p>
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	<ul style="list-style-type: none"> <li>Sell hearing aid coffee mugs to generate income</li> </ul>	<ul style="list-style-type: none"> <li>Create “bank” of suggestions and resources put forth by members</li> <li>Survey of membership for skills</li> <li>ID the “real” versus “perceived” vulnerabilities. ID best ways to deal with both</li> </ul>	
<b>J. Combating Opposition</b> <ul style="list-style-type: none"> <li>Publicly criticize politicians who seek to undermine oversight</li> <li>Undercutting opposition \$\$ support</li> <li>Nurture Alliances that give us a strategic advantage</li> <li>Counteracting opposition with own well-funded source of money</li> </ul>	<b>F. Combatting Ignorance</b> <ul style="list-style-type: none"> <li>Media based education campaign</li> <li>Ad council-public service spot</li> <li>Active communication in non-traditional means</li> <li>Designation of multiple PIOs</li> <li>Recognize it and call it what it is. Identify how all can act to resolve injustice</li> </ul>	<b>Transforming Attitudes and Understandings</b>	
<b>D. Promoting Principles &amp; Practices</b> <ul style="list-style-type: none"> <li>ID where bias exist thru research and study and develop appropriate training</li> <li>Develop standards for oversight that require the assessment of the impact of race</li> <li>Launch journal or institute</li> <li>Create instructional model on consequences of negative pol/com</li> <li>Quantifiable success, programs</li> <li>Develop foundation-funded transparency/accountability academy for government officials</li> <li>Do something courageous – adopt aspirational standards</li> </ul>	<b>I. Pursuing legislative solutions</b> <ul style="list-style-type: none"> <li>Hire lobbyists or employ members to do so</li> <li>National lobbying effort - police reforms</li> <li>Draft model legislation</li> </ul>	<b>Promoting and Institutionalizing Oversight</b>	
<b>K. Championing Inclusion and Diversity</b>	<b>Championing Inclusion and Diversity</b>		



<ul style="list-style-type: none"><li>• Addressing underlying tensions in the organization</li><li>• Establish a diversity and inclusion committee</li><li>• Communities &amp; Police work together for reconciliation and reform with joint action plans</li></ul>			
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# Consensus Building Workshop Agenda

## Day 1 - Thursday January 7

Activity	Timing and Facilitator
Welcome	8:30 am – 9:00 am Brian B
Introductions and overview of the day	9:00 am – 9:30 am Danielle
Historical Overview of NACOLE	9:30 am – 10:00 am Don, Camme, and Liana
Wave Environmental Scan Workshop <b>What is going on around us that we need to pay attention to as we move forward?</b>	Provide a short 5-10 min break 10:10 am – 12:00 pm Danielle and Jennifer
Lunch buffet	12:00 pm - 12:30 pm
Practical Vision Consensus Workshop <b>What do we want to see in place in 3-5 years as a result of our actions?</b>	12:30 pm – 2:30 pm Danielle and Jennifer
Break	2:30 pm – 2:45 pm
Underlying Contradictions Consensus Workshop <b>What is blocking us from moving toward our vision?</b>	2:45 pm - 5 pm Danielle and Jennifer

## Day 2 – Friday January 8

Activity	Timing and Facilitator
Overview of the day and Opening	9:00 am – 9:20 am Danielle and Jennifer
Strategic Directions Consensus Workshop <b>What innovative, substantial actions will deal with the Underlying Contradictions and move us toward our vision?</b>	9:20 – 11:15 am Danielle and Jennifer
Break	11:15 – 11:30 am
Stakeholder Data Collection and Engagement Planning Discussion	11:30 am-12:30 pm Danielle and Jennifer
Lunch	12:30 pm – 1:30 pm



# Appendix B: Data Collection Protocols

## NACOLE Survey Protocol



## NACOLE Strategic Planning Survey

The National Association for Civilian Oversight of Law Enforcement (NACOLE) is developing a strategic plan to guide their work for the next five years. It is very important to the Board of Directors that members and stakeholders inform the direction that NACOLE will take in the future. Your insights are especially important to this process.

This survey is being managed by The Improve Group, who will be summarizing survey responses for NACOLE. NACOLE Board of Directors will use the findings to inform the strategic plan. The survey should take around 20-30 minutes, thank you for your time! If you have any questions or find any issues with the survey please contact Danielle Dryke from The Improve Group at [danielled@theimprovegroup.com](mailto:danielled@theimprovegroup.com).

To save the survey and come back to complete it later, press SAVE. You will need to use the survey link contained in the original email to return to your survey.

In what way are you most involved with NACOLE? (See <https://nacole.org/membership/> for membership descriptions if necessary)

- |  |   |
|--|---|
| <input type="radio"/> NACOLE board member  | <input type="radio"/> Founder                                 |
| <input type="radio"/> NACOLE committee member  | <input type="radio"/> Past president                          |
| <input type="radio"/> Organizational Member (Staff or board member for an agency that is a member of NACOLE) | <input type="radio"/> Conference attendee                     |
| <input type="radio"/> Regular Member   | <input type="radio"/> Partner organization                    |
| <input type="radio"/> Associate Member   | <input type="radio"/> Client                                  |
| <input type="radio"/> Student Member   | <input type="radio"/> Other involvement in civilian oversight |
| <input type="radio"/> Past Member  | <input type="radio"/> Interested community member             |
|  | <input type="radio"/> I'm not involved with NACOLE            |



What role(s) do you have that motivate your involvement or interest in NACOLE? Select all that apply.

- |  |  |
|--|--|
| <input type="checkbox"/> Civilian oversight agency staff           | <input type="checkbox"/> Lawyer  |
| <input type="checkbox"/> Civilian oversight board member           | <input type="checkbox"/> Academic  |
| <input type="checkbox"/> Elected government official - Local       | <input type="checkbox"/> Researcher  |
| <input type="checkbox"/> Elected government official - State       | <input type="checkbox"/> Civic, civil rights or advocacy organization staff/member |
| <input type="checkbox"/> Elected government official - National    | <input type="checkbox"/> Journalist  |
| <input type="checkbox"/> Non-elected government official/employee  | <input type="checkbox"/> Nonprofit organization staff                              |
| <input type="checkbox"/> Corrections professional                  | <input type="checkbox"/> Community activist or organizer                           |
| <input type="checkbox"/> Law enforcement professional              | <input type="checkbox"/> Student   |
| <input type="checkbox"/> Former law enforcement professional       | <input type="checkbox"/> Interested community member                               |
| <input type="checkbox"/> Oversight of law enforcement professional | <input type="checkbox"/> Other   |

If other, please explain:

How would you rate your knowledge of NACOLE?

- I am deeply embedded in the organization and know about all their activities
- I am involved in some NACOLE activities and know about many of the things they do
- I have an idea of the things NACOLE does, but only access it for one or two specific purposes
- I am aware of NACOLE, but do not know much else about it
- I do not know anything about NACOLE



NACOLE is revisiting the organization's mission statement. The goal is to have a statement that is focused, inspiring, and helpful in guiding NACOLE's work. Please read the proposed mission statement below. As you reflect on this statement, please respond to the questions below.

**Proposed Mission Statement:** To enhance accountability and transparency in policing and build community trust through civilian oversight of law enforcement.

To what extent does the statement capture the purpose of NACOLE's work?

- Very much*
- Quite a bit*
- Somewhat*
- Not at all*

To what extent does the statement reflect the overall values of NACOLE?

- Very much*
- Quite a bit*
- Somewhat*
- Not at all*

To what extent does the statement reflect the aspects of NACOLE that inspire your involvement with the organization?

- Very much*
- Quite a bit*
- Somewhat*
- Not at all*

To what extent do you think the statement will inspire others?

- Very much*
- Quite a bit*
- Somewhat*
- Not at all*

Provide comments regarding what you like about the proposed mission statement in the space below (optional).

Provide comments regarding what you do not like about the proposed mission statement in the space below (optional).



## NACOLE's proposed practical vision

NACOLE's Board of Directors engaged in a participatory strategic planning process to identify ideas for a practical vision; in other words, what they would like to see in place in 3-5 years, as a result of NACOLE's actions.

Please review the five elements of the practical vision that resulted from the process. These practical vision elements are still in development and will evolve based on feedback from this survey and interviews. You will have an opportunity later in the survey to provide feedback (i.e., what is missing, what you like and don't like).

## Practical Vision Elements



Please rate how much of a priority each separate element of the practical vision should be in the next three to five years? (E.g. first priority is 1, last priority is 5)

	1	2	3	4	5
A Fully Developed Field of Study and Practice	<input type="radio"/>				
Inclusive, Diverse, Sustainable and Expanding Organization	<input type="radio"/>				
Preeminent Influential National Organization for Civilian Oversight	<input type="radio"/>				
Objective Timely Guidance	<input type="radio"/>				
Increasingly Respectful Police and Community Relations	<input type="radio"/>				

If you wish, provide explanations for your responses in the space below (optional).

Please list your ideas for **specific activities** NACOLE should carry out to achieve each practical vision element you rated as a **high priority or priority area**.

**A Fully Developed Field of Study and Practice.** In the space below, list one or more ideas for activities that NACOLE should carry out in order to achieve this practical vision element. (E.g. "Have a huge annual event that is inclusive of ALL stakeholders")

**Inclusive, Diverse, Sustainable and Expanding Organization.** In the space below, list one or more ideas for activities that NACOLE should carry out in order to achieve this practical vision element. (E.g. "Establish standards and accreditation process")

**Preeminent Influential National Organization for Civilian Oversight.** In the space below, list one or more ideas for activities that NACOLE should carry out in order to achieve this practical vision element. (E.g. "Help enact state laws requiring oversight")

**Objective Timely Guidance.** In the space below, list one or more ideas for activities that NACOLE should carry out in order to achieve this practical vision element. (E.g. "Respond to communities in crisis with 'boots on the ground'")

**Increasingly Respectful Police and Community Relations.** In the space below, list one or more ideas for activities that NACOLE should carry out in order to achieve this practical vision element. (E.g. "Mutual respect between citizens and officers")



## actical Vision Elements

### **Highly Developed Field of Study and Practice.**

This might look like:

- Expanded and increased participation
- Diverse engaged stakeholders
- Ample sustainable resources

### **Inclusive, Diverse, Sustainable, and Expanding Organization.**

This might look like:

- Having a robust comprehensive curriculum (such as trainings for community members or practitioners)
- Having objective measurable standards

### **Preminent, Influential, National Organization for Civilian Oversight.**

This might look like:

- Institutionalized widespread oversight (such as new laws, increased political power, increased engagement of elected officials)

### **Objective Timely Guidance.**

This might look like:

- Implementing new ways to quickly respond to communities in crisis

### **Increasingly Respectful Police and Community Relations.**

This might look like:

- Mutual respect between citizens and officers
- A decrease in the number of officer involved shootings



NACOLE highly values your perspective and would appreciate hearing your honest feedback on the practical vision elements. They are pictured below for your reference.

**In your opinion, what is missing from the practical vision elements?**

**What do you like about the practical vision elements?**

**What don't you like about the practical vision elements?**

**Provide any additional comments or feedback in the space below.**

## Practical Vision Elements



Diversity and inclusion can be defined in many ways such as having people who have different backgrounds, races, ethnicities and viewpoints in a group or organization, and open participation by and support for diverse individuals. What do you think is important for NACOLE to consider in terms of diversity and inclusion?

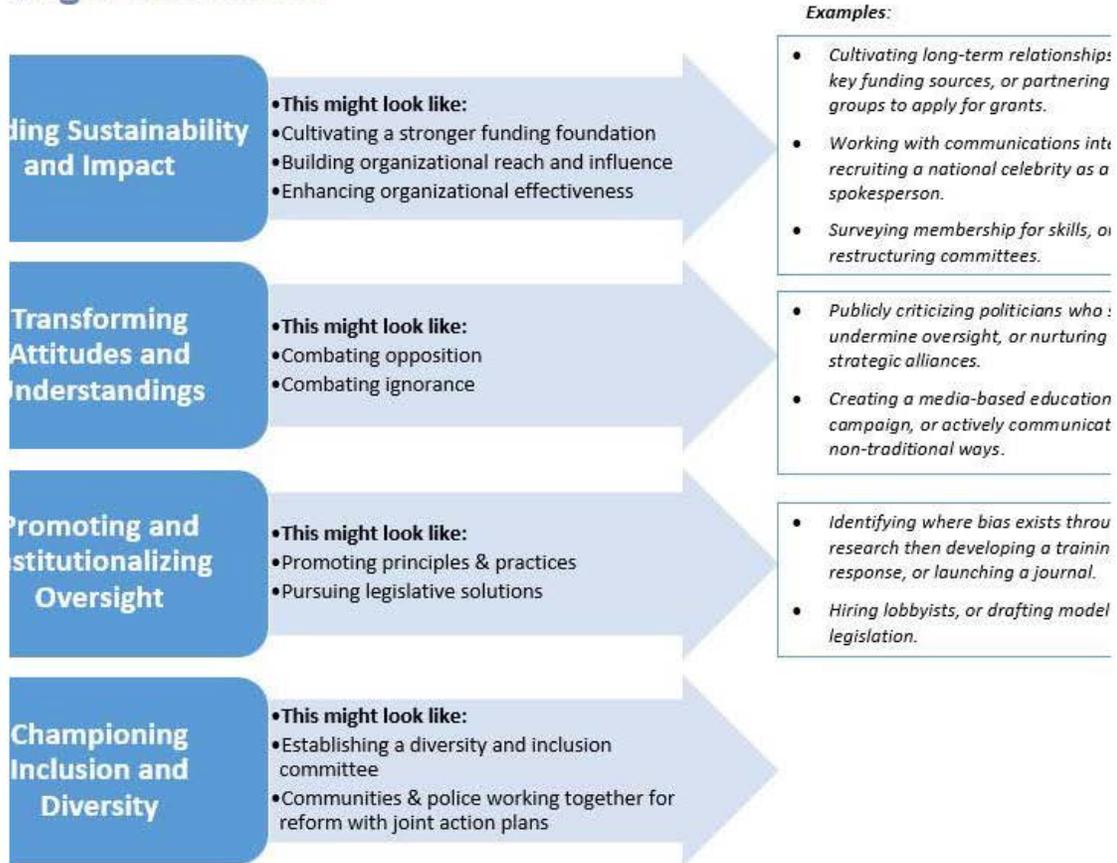


## NACOLE's Strategic Directions

During the participatory strategic planning process, the Board of Directors generated ideas for four strategic directions that could move NA COLE towards the practical vision (described on the previous pages) over the next five years.

Please review the four proposed strategic directions below. These strategic directions are still in development and the feedback from this survey and interviews will be used to inform changes. You will have an opportunity later in the survey to provide feedback (i.e., what is missing, what you like and don't like).

## Strategic Directions



Please rate how much of a priority each strategic direction should be in the next three to five years? (E.g. first priority is 1, last priority is 5)

	1	2	3	4
Building Sustainability and Impact	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transforming Attitudes and Understandings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promoting and Institutionalizing Oversight	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Championing Inclusion and Diversity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please list your ideas for **specific activities** NACOLE should carry out to achieve each strategic direction you rated as a **high priority or priority area**. The strategic directions are pictured below for your reference.

**Building Sustainability and Impact.** In the space below, list one or more ideas for activities that NACOLE should carry out in order to achieve this strategic direction. (E.g. Create video of what NACOLE does and post on social media)

**Transforming Attitudes and Understandings.** In the space below, list one or more ideas for activities that NACOLE should carry out in order to achieve this strategic direction. (E.g. Publicly criticize politicians who seek to undermine oversight)

**Promoting and Institutionalizing Oversight.** In the space below, list one or more ideas for activities that NACOLE should carry out in order to achieve this strategic direction. (E.g. Hire lobbyists or employ members to pursue legislative solutions)

**Championing Inclusion and Diversity.** In the space below, list one or more ideas for activities that NACOLE should carry out in order to achieve this strategic direction. (E.g. Establish a diversity and inclusion committee)



## Strategic Directions



The NACOLE strategic planning committee highly values your perspective. They would appreciate hearing your honest feedback on the strategic directions. The strategic directions are pictured below for your reference.

**In your opinion, what is missing from the strategic directions?**

**What do you like about the strategic directions?**

**What don't you like about the strategic directions?**

**Provide any additional comments or feedback in the space below.**

## Strategic Directions



What does NACOLE currently do really well (please try to be specific)? List up to three things.

1

2

3

What could NACOLE do to enhance or further leverage the strengths you just described?

In your opinion, what opportunities should NACOLE consider in planning its work for the next five years? Please describe the three most important opportunities that come to mind.

1

2

3

What partnerships do you hope to see NACOLE build or strengthen in the coming years?

What can NACOLE do to strengthen its partnerships?

Think about NACOLE's organizational weaknesses. What should NACOLE consider improving about the way it does work in order to have more of an impact? List up to three things in the spaces provided.

1

2

3

In your opinion, what external factors present challenges that NACOLE should consider in planning its work for the next five years? Please describe the three most important challenges that come to mind.

1

2

3



What reflections, ideas, or concerns should NACOLE consider as it develops a strategic plan? Include your response in the space provided.

What top three things should NACOLE offer to meet your (or your organization's) needs?

- |  |   |
|--|---|
| <input type="checkbox"/> <i>Academic Symposium</i>                                 | <input type="checkbox"/> <i>Oversight agency profiles</i> |
| <input type="checkbox"/> <i>Annual Conference</i>                                  | <input type="checkbox"/> <i>Newsletter</i>                |
| <input type="checkbox"/> <i>Regional Training</i>                                  | <input type="checkbox"/> <i>CPO Credentialing</i>         |
| <input type="checkbox"/> <i>Webinars</i>   | <input type="checkbox"/> <i>Mentoring program</i>         |
| <input type="checkbox"/> <i>Online links to articles, papers, and publications</i> | <input type="checkbox"/> <i>Scholarship program</i>       |
| <input type="checkbox"/> <i>Online resources on a variety of topics</i>            | <input type="checkbox"/> <i>Open data</i>                 |
| <input type="checkbox"/> <i>Email listserv</i>                                     | <input type="checkbox"/> <i>Other</i>                     |

Other, please explain:

On what three topic areas should NACOLE provide training and resources to meet your (or your organization's) needs?

- |   |  |
|---|--|
| <input type="checkbox"/> <i>Oversight</i>               | <input type="checkbox"/> <i>Legal standards and court decisions</i>                              |
| <input type="checkbox"/> <i>Training</i>                | <input type="checkbox"/> <i>Community policing</i>   |
| <input type="checkbox"/> <i>Investigative work</i>      | <input type="checkbox"/> <i>Police behavior and supervision</i>                                  |
| <input type="checkbox"/> <i>Mediation</i>               | <input type="checkbox"/> <i>Department of Justice Investigations and Notable Consent Decrees</i> |
| <input type="checkbox"/> <i>Police accountability</i>   | <input type="checkbox"/> <i>Other</i>  |
| <input type="checkbox"/> <i>Standards and Practices</i> |  |

Other, please explain:



How long have you been involved with NACOLE?

- Less than 1 year
- 1-2 years
- 3-5 years
- 6-10 years
- 11-15 years
- Over 15 years

What is your age?

- Under 20
- 20-29 years old
- 30-39
- 40-49
- 50-59
- 60-70
- Over 70

What is your race or ethnic origin? (select all that apply)

- American Indian or Alaskan Native
- Asian
- Black, African American, African
- Latino or Hispanic
- Mixed race
- Native Hawaiian or Pacific Islander
- White, Caucasian
- Some other race or ethnic origin

If other, please list

What gender do you identify as?

- Male
- Female
- Other

If you are comfortable sharing your name, contact information and individual level responses with NACOLE, please fill in the information below (optional):

Name

Email

Phone number

Please click "submit" below to complete the survey, you will then be taken to the NACOLE homepage.

**Thank you for your time!**



## NACOLE Interview Protocol

*Thank you for taking time to participate in this interview. NACOLE is conducting these interviews as it develops a strategic plan for the next five years. In this interview, we want to hear your honest and straightforward opinions about what you see as the needs of constituents, members, and the community, and NACOLE's role in meeting those needs. Your individual responses will be held confidential. We will be combining them with the results of approximately 7 additional interviews and sharing important themes with NACOLE.*

*Please use the visuals I sent you as we progress in our conversation. When I ask a question, I will let you know which visual to reference.*

1. Tell me about your involvement with NACOLE.
2. Tell me what you know about NACOLE.
3. What does NACOLE do really well?
4. What could NACOLE do to enhance or leverage these strengths?
5. What opportunities should NACOLE consider in planning its work for the next five years?
6. In what ways could you, your organization, or any other organization you may be familiar with, partner with NACOLE to better serve the community? *(prompt for other organization/agency names)*
7. What can NACOLE do to strengthen its existing partnerships?
8. What should NACOLE consider changing if it wants to increase its impact?
9. What obstacles does NACOLE face that can hinder its efforts? *(prompt for: in the environment, people being served, or those who conduct the work)*

