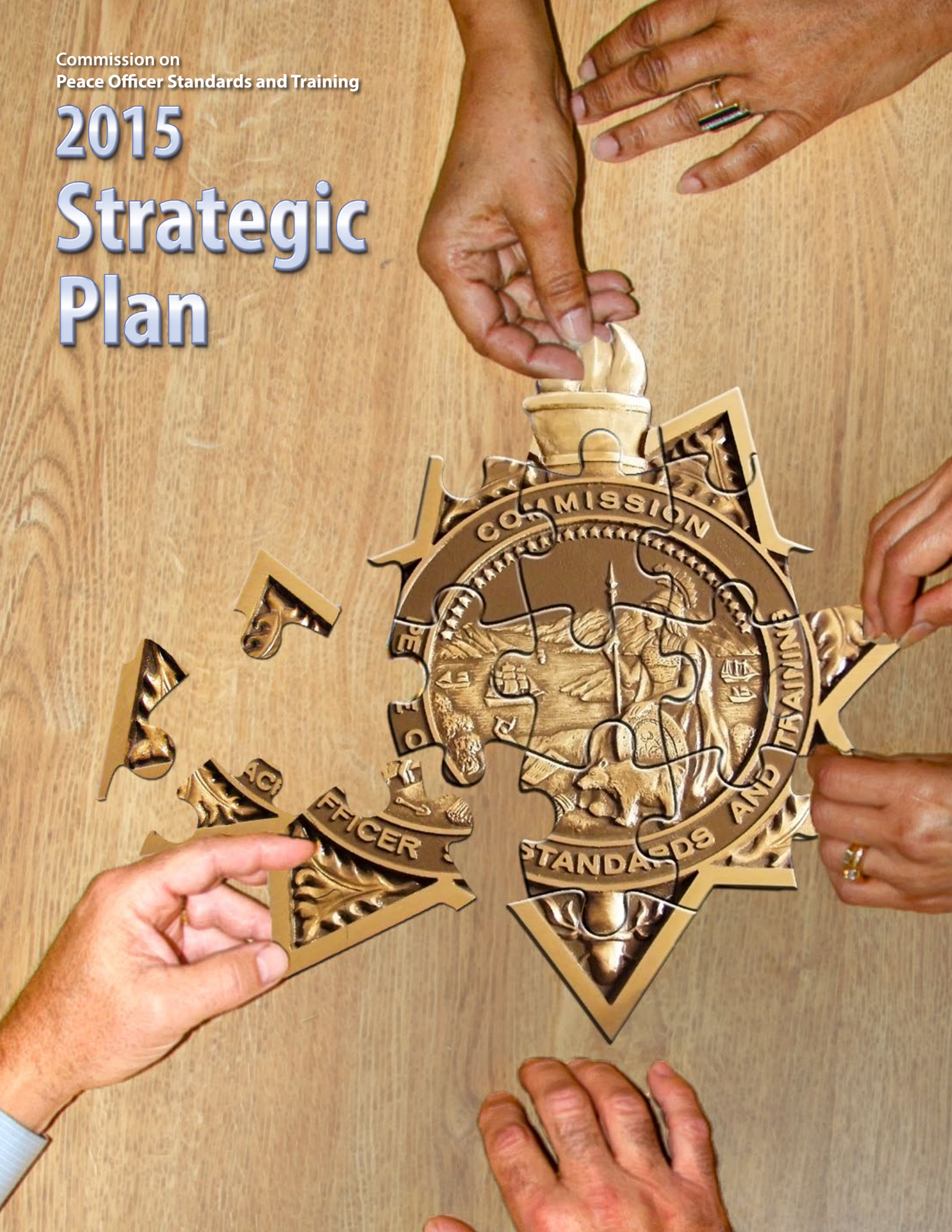
Commission on
Peace Officer Standards and Training

2015 Strategic Plan



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Introduction and Overview 1

Purpose and Need for the Strategic Plan

The *California Commission on Peace Officer Standards and Training (POST) 2015 Strategic Plan* was developed to serve as a roadmap to coordinate and direct the organization's efforts and resources. It is a document that unifies the efforts of staff and brings cohesiveness to their work and energy.

The Mission of POST is to: continually enhance the professionalism of California law enforcement in serving its communities. It was with this outcome in mind that POST staff and representatives of California law enforcement worked to define the goals, objectives, and strategies included in this document.

In this time of economic and social challenges for law enforcement and POST itself, this strategic plan becomes even more vital to influencing the decisions to focus decreasing funds and staffing on identified priorities. Because of its overarching importance, the strategic plan was developed with the input of all POST staff, the POST Commission Advisory Committee, and members of the POST Commission. This document is a unified directive that will guide the organization for the next three to five years.

As a living document, the Strategic Plan allows POST the agility to meet the emerging needs of California law enforcement into the next decade.

Timeline for Implementation of this Strategic Plan

The *2015 Strategic Plan* will be presented to the Commission for approval on June 25, 2015. The companion *Implementation Plan* outlines task or action items identified for each strategic plan objective. The Design Implementation Team (DIT), consisting of a cross representation of POST staff, has been involved with the development of the strategic plan from the early stages, and will assume the role of monitoring the progress of the organization through the completion of the tasks and objectives.

Some of the tasks or action items will be quickly accomplished; however, some are complex and will take longer to plan and execute, taking completion out to the five-year target date.

It is the intent of the DIT to meet regularly on an internal basis and, annually with the external contributors to discuss progress and the potential to redirect efforts based on emerging trends or needs. In this way, the document will remain relevant and effective in supporting POST's mission.

Overview of Methodology and Strategic Plan Process

At the February 2013 meeting, the Commission authorized the Executive Director to enter into a contract with an entity, later identified as California State University Sacramento Center for Collaborate Policy (CCP), to facilitate an update of the POST Strategic Plan.

CCP staff met with the Executive staff to discuss the project and the desired outcomes. It was agreed that the 2015 strategic plan would serve to prioritize the efforts and resources of POST for the next three to five years, and should be developed in collaboration with POST staff and representatives of those who POST serves.

POST identified a cross representation of employees to serve as members of the Design Team, to collaborate with CCP in the development of the strategy for the completion of the document. It was determined that the strategic plan update would be based on extensive research, surveys, interviews, and consultation with POST staff and POST external stakeholders.

CCP completed research to identify all existing POST programs and activities to document where efforts are currently expended.

The Design Team and CCP developed interview questions and a survey instrument and identified individuals internally and externally who offered a broad representation. CCP conducted over 100 interviews and sent over 80 surveys to obtain input from POST staff, Advisory Committee and Commission members, and representatives of law enforcement (executive, command, management, supervision, and line level), as well as public safety dispatchers, training managers, coroners, records supervisors, district attorney investigators, and investigators for state agencies.

The information was compiled into an Assessment Summary. Working from that document CCP conducted a two-day internal validation workshop to develop goals and objectives pertaining to POST staff and the functionality of the organization. After the workshop, the Design Team was expanded to include additional POST staff and became the Design Implementation Team (DIT) tasked with:

- Refining the vision statement, areas of focus, and the goals and objective (strategies)
- Developing action plans: tasks, timelines, roles, and responsibilities
- Developing metrics and performance measures to track the progress within the action plans
- Collaborating with CCP staff to develop the 2015 Strategic Plan draft

Another two-day workshop was then held with representatives of the Commission Advisory Committee, designated Commissioners, and the Design Implementation Team to focus on the goals and objectives pertaining to the needs of POST's clients, and the prioritization of POST's efforts and resources for the next three to five years.

Using the collected information, the DIT worked with CCP to develop the draft document and presented it to all POST staff for review and input.

The final draft was approved by the Executive Director. It will be presented to the Commission for approval on June 25, 2015.

2 POST Vision, Mission and Values

Vision

The vision of the California Commission on Peace Officer Standards and Training (POST) is to be the leading organization in establishing professional standards, assuring top-quality training, and providing effective services to develop and support the world's finest peace officers and law enforcement organizations.

Mission

The mission of the California Commission on Peace Officer Standards and Training (POST) is to continually enhance the professionalism of California law enforcement in serving its communities.

Recognizing that effective law enforcement is the cornerstone of a free and safe society, POST is committed to a vision of the future that ensures quality, integrity, accountability, and cooperation; encourages new ideas; explores and uses appropriate technologies; and delivers relevant, client-based programs and services.

POST fulfills its mission through:

Cooperation
POST is a partner with law enforcement and other public and private entities. POST communicates actively, clearly, and candidly among its staff and with its partners to enhance cooperation in meeting the needs of law enforcement.

Advocacy
POST is an advocate and serves as a catalyst for advancing the profession and the image of law enforcement. POST works with its partners to educate members of the public about their crucial role in supporting quality law enforcement.

Advancing Professionalism
POST, with its partners, establishes and maintains the highest relevant statewide standards for selecting and training law enforcement personnel and ensures compliance with those standards. POST strives to ensure that all California law enforcement agencies have access to high-quality, cost-effective training for the development of the skills, knowledge, ethics, and attitudes necessary for achieving and maintaining professional excellence.

Exchanging Information
POST is a center for the collection, review, evaluation, sharing, development, and referral of ideas and information on selection, training, technology, law enforcement operations, management, leadership, and other relevant topics. This includes identifying trends and emerging needs to enable law enforcement to focus on and address society's changing issues.

Resource Stewardship
POST works in concert with law enforcement to establish priorities for the use of resources. POST allocates its resources in the most productive, equitable, and cost-effective manner. POST and its partners actively work to assure sufficient resources to meet the needs of law enforcement and the communities it serves.

Values

Central to the California Commission on Peace Officer Standards and Training (POST) mission are the values that guide our work and decisions, and help us contribute to the quality of programs and services we provide.

We value:

Service and Respect
We believe in providing quality services in a timely and professional manner. We are service-driven and client-oriented. We strive for excellence in all that we do. We provide service in a fair, friendly, and respectful manner. We sincerely care about people. By respecting one another, we encourage respect for all.

Cooperation and Teamwork
We value cooperation, partnership, and teamwork. We recognize that only through cooperation with our partners and others can we accomplish our mission. We foster teamwork by encouraging participation and a shared commitment to success.

Pride and Contribution
We believe each of us is crucial to performing the mission of POST. We are proud of our agency, one another, and our contributions to law enforcement. We are empowered to use our best judgment in everything we do. We are encouraged to contribute ideas to improve our services and the way POST functions.

Learning and Accountability
We believe learning and advancing professionalism are life-long endeavors. We welcome the challenge of learning whatever is necessary to grow, both personally and professionally. We set high standards, work with positive attitudes, assume responsibility, and are accountable for our behaviors, decisions, and actions.

Innovation and Diversity
We value innovation and creativity. We recognize that change is constant and we must proactively seek new and better ways to assist law enforcement. We appreciate diversity and recognize that different viewpoints and experiences are central to our understanding and meeting the unique needs of agencies throughout the state.

Communication and Decision Making
We value clear and open communication and objective research and analysis. We encourage employee involvement and information sharing and provide an environment for active participation in the decision-making process. We value the synergistic effects of participation and group discussions which improve our understanding and help us make sound decisions.

Goals For POST 2015-2020 3

The California Commission on POST is nationally and internationally recognized for excellence in training and standards for peace officers. For 2015-2020, POST will continue to serve law enforcement by focusing on the following goals:

- **Maintain leadership in emerging issues in law enforcement**
- **Increase efficiency in POST systems and operations**
- **Increase awareness and access to POST services and products**
- **Enhance law enforcement's ability to serve their communities**

A. Goal: Maintain Leadership in Emerging Issues in Law Enforcement

Objective	Strategy
A.1 California law enforcement agencies are prepared to address emerging trends and challenges	A.1.1 Identify and convey information on emerging trends to the field
	A.1.2 Establish a process to ensure POST- developed courses are relevant and contemporary
	A.1.3 Review and update Continuous Professional Training (CPT) and Perishable Skills Program (PSP)
	A.1.4 Enhance and continue study of driver training methods and vehicle related high-risk activities to improve training and enhance safety

B. Goal: Increase Efficiency in POST Systems and Operations

Objective	Strategy
B.1 POST regulations are relevant, comprehensible, and consistently applied	B.1.1 Complete the update of the POST Administrative Manual (PAM)
	B.1.2 Create a process to review and update POST regulations regularly
	B.1.3 Develop a process to keep POST staff informed of POST regulation changes to ensure consistency in application
	B.1.4 Assess the need for improvements in notifying the field regarding changes in POST regulations
B.2 Course certification and modification processes are streamlined and efficient	B.2.1 Improve the course certification and modification process
	B.2.2 Assess the need for a resource to ensure consistency in course certification standards

B. Goal: Increase Efficiency in POST Systems and Operations (cont)

Objective	Strategy
B.3 POST structure and systems support efficiency, productivity, and quality, and are appropriately resourced	B.3.1 Complete an organizational workload study of POST utilizing internal resources
	B.3.2 Establish uniform contracting procedures
	B.3.3 Evaluate current proofing and editing processes and improve where necessary to ensure all POST materials are properly edited prior to being distributed
B.4 The efficiency of operations and business processes is increased	B.4.1 Continue to develop an automated reimbursement process
	B.4.2 Automate professional certificates application process
	B.4.3 Complete automation of agency compliance inspections
	B.4.4 Improve the course evaluation process to ensure feedback gets to course instructors
	B.4.5 Procure a broad range of computer-based testing and automated scoring tools
	B.4.6 Evaluate the feasibility of electronic completion and submission of POST forms
	B.4.7 Make all digital resources available online for POST staff
	B.4.8 Expand utilization of tools for automating event management to include notification, pre-registration, identification cards, attendance scanning, and course rosters
	B.4.9 Update the POST Internal Manual (PIM)
B.5 POST staff communicates effectively across divisions and bureaus	B.5.1 Increase the awareness of the existing directory of POST staff functions and responsibilities
	B.5.2 Develop inter-bureau communication procedures when planning projects and programs to encourage collaboration and to avoid duplication of effort
	B.5.3 Improve organization-wide use of communication protocols

B. Goal: Increase Efficiency in POST Systems and Operations (cont)

Objective	Strategy
B.6 POST systems and technology are secure and support business functions	B.6.1 Continuously evaluate information technology security and implement upgrades where necessary
	B.6.2 Utilize technology to increase business efficiency and outreach to the field
B.7 POST courses, products, resources, and services are more widely accessible and user-friendly	B.7.1 Complete the development of electronic student workbooks
	B.7.2 Develop more self-paced courses delivered via the POST Learning Portal
	B.7.3 Study feasibility of converting POST training videos from DVD to digital storage and streaming
	B.7.4 Develop training that can be delivered on mobile devices
B.8 Instructors of POST certified courses are highly skilled and well prepared	B.8.1 Ensure instructor certification and training requirements in POST regulations are current
	B.8.2 Ensure instructors have access to training and resources that enhance student learning
	B.8.3 Identify and assess current feedback methods for input on instructor performance
B.9 POST recruits and maintains a qualified and engaged workforce	B.9.1 All POST employees have expanded opportunities for skills training and professional growth
	B.9.2 Refine performance reviews and Individual Development Plans (IDPs)
	B.9.3 Explore strategies for recruiting mid-career professionals
	B.9.4 Develop policies, systems, and tools for transition and succession planning
	B.9.5 Foster an environment that improves communication and cohesiveness

B. Goal: Increase Efficiency in POST Systems and Operations (cont)

Objective	Strategy
B.10 POST stakeholders have access to tools and applications to improve performance and efficiency in the field	B.10.1 Expand the availability of online communities
	B.10.2 Research technologies to determine how they might be applied to enhance the performance and training of law enforcement personnel
B.11 Diverse funding sources are available to POST	B.11.1 Analyze and identify additional funding sources

C. Goal: Increase Awareness and Access to POST Services and Products

Objective	Strategy
C.1 California Law Enforcement agencies are knowledgeable and aware of POST products and services	C.1.1 Increase awareness of the POST Library resources for staff and constituents
	C.1.2 Assign staff to attend conferences and events to promote awareness of POST products and services
	C.1.3 Ensure POST staff is knowledgeable of and can communicate effectively about POST products, resources, and services
	C.1.4 Ensure the POST Website is continually being reviewed and improved
	C.1.5 Establish a social media strategy
C.2 The POST brand is distinct and identifiable across all products, resources, and media	C.2.1 Develop a consistent look and feel for all POST products, resources, and materials
	C.2.2 Develop a marketing plan to increase awareness and sales of POST training products to non-POST agencies
	C.2.3 Establish and strengthen ties with POST organizations in other states

D. Goal: Enhance Law Enforcement's Ability to Serve Their Communities

Objective	Strategy
D.1 **POST supports law enforcement agencies in developing positive, durable, and collaborative relationships with their communities**	D.1.1 Develop resources to support agency creation of community outreach programs
	D.1.2 Provide online resources for agencies on Procedural Justice and Police Legitimacy
D.2 **California Law Enforcement Agencies are better able to recruit, train, and maintain highly qualified law enforcement personnel**	D.2.1 Continue to help agencies develop career pipelines
	D.2.2 Continue to assist agencies, academies, and applicable organizations/ individuals with screening candidates for employment