



*Commission on POST*

# STRATEGIC PLAN



# 2021

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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) 2021 Strategic Plan was developed to serve as a roadmap to continue directing the organization's efforts and resources, picking up where the 2015 Strategic Plan left off. This revised and refreshed 2021 document unifies the efforts of POST staff and brings cohesiveness to their work.

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 update the goals, objectives, and strategies included in this document. Historically, POST has used strategic planning to commit resources and guide the work of staff toward completion of objectives that are meaningful to POST's stakeholders. This still rings true today. Developed with the input of POST staff and key external stakeholders, this document is a unified plan 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 2021 Strategic Plan will be presented to the Commission for approval in September 2021. Included within the strategic plan are tasks/action items underneath each strategy, outlining how it will be completed. The Strategic Plan team, consisting of a cross representation of POST staff, has been involved with the development of the Strategic Plan from the early stages. Beginning with the implementation of the Strategic Plan, a new cross bureau group will be formed to 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, several are in progress already. However, there are many items that are more complex and will take longer to plan and execute, resulting in going outside of the three to five year target date. It is the intent of the Strategic Plan implementation team 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. The 2021 Strategic Plan will be a living document in order to remain relevant and effective in supporting POST's mission.

## Overview of Methodology and Strategic Plan Process

In September 2020, POST staff, representing each bureau, formed a team to facilitate an update of the POST Strategic Plan. POST staff met with the Executive staff to discuss the project and the desired outcomes. It was agreed that the 2021 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. The Strategic Plan team was tasked with:

- Refining the goals, objectives, strategies, and action items, making them relevant to today's issues
- Developing new action plans: tasks, timelines, roles, and responsibilities



The team developed the Strategic Plan document based on extensive research, thorough reviews of the 2015 plan, an external stakeholders survey, and consultation with POST staff. Meeting on a weekly basis, the Strategic Plan team started the process of putting together a new, revised plan by going through all of the goals, objectives, and strategies, researching their current status. The Executive Office also provided feedback at this stage, providing insight on where the 2015 plan left off. After this review process, it was discovered that 25% of the items were completed from the 2015 Strategic Plan. The remainder of the items were either no longer relevant or evolved over time, which prompted the need to update accordingly and create/add in new strategies. Once a draft document was formed, the team requested POST staff feedback by taking the plan back to each of their respective bureaus. From there, new items were added in and irrelevant items were updated to reflect attainable actions that can be accomplish within the next three to five years. After several rounds of draft documents going back and forth with POST staff on revisions and additions, the team opted for input from the field to fully round out the new Strategic Plan.

With input from the Executive Office, the team developed a survey and identified individuals externally who offered a broad representation. More than 250 surveys were completed by various 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 academy directors. The information was compiled into a Key Findings Summary. Using the collected information and key findings, POST staff cross referenced the plan to see if there were any gaps missing that needed to be added in regard to the addressing concerns from the field.

Once the Strategic Plan team updated the draft document, it was presented to POST Executive staff for final review and input. The final draft was approved by the Executive Director. It will be presented to the Commission for approval on September 1, 2021.

# POST Vision, Mission and Values **2**

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## **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, support, and work in partnership with 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 incorporate 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 2021-2025 **3**

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The California Commission on Peace Officer Standards and Training (POST) is nationally and internationally recognized for excellence in training and standards for peace officers. For 2021-2025, 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
- Enhance law enforcement certification/decertification (Senate Bill (SB) 2)\*

*\*(NOTE: As SB 2 is still being amended in the CA Legislature and has not be signed by the Governor, Goal 5 will need to be adjusted with an addendum once/if SB 2 goes into effect.)*





## GOAL 1: Maintain Leadership in Emerging Issues in Law Enforcement

OBJECTIVE	STRATEGY
<b>1.A</b> <b>California law enforcement agencies are prepared to address emerging trends &amp; challenges</b>	<b>1.A.1</b> Identify and convey information on emerging trends to the field.
	<b>1.A.2</b> Establish a process to ensure POST-developed courses are relevant and contemporary.
	<b>1.A.3</b> Review and update Continuous Professional Training (CPT) and Perishable Skills Program (PSP).

## GOAL 2: Increase Efficiency in POST Systems and Operations

OBJECTIVE	STRATEGY
<b>2.A</b> <b>POST regulations are relevant, comprehensible, and consistently applied</b>	<b>2.A.1</b> Develop a process to keep POST staff and the field informed of POST regulation changes to ensure consistency in application.
	<b>2.A.2</b> Develop and maintain a single online resource identifying all legislative and regulatory mandates requiring POST action and the location of products satisfying those mandates.
<b>2.B</b> <b>Course certification and modification processes are streamlined and efficient</b>	<b>2.B.1</b> Improve the course certification and modification process.
<b>2.C</b> <b>Public Safety Dispatch standards are relevant and contemporary</b>	<b>2.C.1</b> Establish mandatory requirements for select dispatch courses.
	<b>2.C.2</b> Evaluate standardized minimum content for Public Safety Dispatch courses.
<b>2.D</b> <b>POST structure and systems support efficiency, productivity, and quality, and are appropriately resourced</b>	<b>2.D.1</b> Establish uniform contracting procedures and a standard annual contracting cycle.
	<b>2.D.2</b> Evaluate current proofing and editing processes and improve where necessary to ensure all POST materials are properly edited prior to being distributed.

OBJECTIVE	STRATEGY
<p><b>2.E</b> The efficiency of operations and business processes is increased</p>	<p><b>2.E.1</b> Explore and create new enhancements to EDI.</p>
	<p><b>2.E.2</b> Continue to develop an automated reimbursement process.</p>
	<p><b>2.E.3</b> Automate professional certificates application process.</p>
	<p><b>2.E.4</b> Complete automation of agency compliance inspections.</p>
	<p><b>2.E.5</b> Assess current course evaluation feedback methods.</p>
	<p><b>2.E.6</b> Procure an Examination Development and Administration Delivery system.</p>
	<p><b>2.E.7</b> Evaluate the feasibility of electronic completion and submission of POST forms.</p>
	<p><b>2.E.8</b> Make all digital resources available online for POST staff.</p>
	<p><b>2.E.9</b> Have bureaus monitor record retention schedules.</p>
	<p><b>2.E.10</b> Expand utilization of tools for automating in-person event management to include notification, pre-registration, identification cards, attendance scanning, and course rosters.</p>
	<p><b>2.E.11</b> Update the internal Safety Policy Manual/employee safety protocols.</p>
	<p><b>2.E.12</b> Update method of payment for renting training rooms to outside organizations.</p>
	<p><b>2.E.13</b> Research and execute a contracted out Strategic Plan for 2025.</p>
<p><b>2.F</b> POST staff communicates effectively across divisions and bureaus</p>	<p><b>2.F.1</b> Increase the awareness of existing Office 365 directory of POST staff functions and responsibilities.</p>
	<p><b>2.F.2</b> Develop inter-bureau communication procedures when planning projects and programs to encourage collaboration and to avoid duplication of effort.</p>
	<p><b>2.F.3</b> Improve organization-wide use of online communication tools.</p>

OBJECTIVE	STRATEGY
<b>2.G</b> <b>POST systems and technology are secure and support business functions</b>	<b>2.G.1</b> Utilize technology to increase business efficiency and outreach to the field.
<b>2.H</b> <b>POST courses, products, resources, and services are more widely accessible and user-friendly</b>	<b>2.H.1</b> Complete the development of electronic student workbooks.
	<b>2.H.2</b> Develop more products that support agency goals and needs delivered via the POST Learning Portal.
	<b>2.H.3</b> Ensure development of training delivered electronically is consistent, valuable, and accessible.
	<b>2.H.4</b> Develop training for new EDI administrators that is helpful in navigating EDI and applying for certificates.
<b>2.I</b> <b>Instructors of POST-certified courses are highly skilled and well prepared</b>	<b>2.I.1</b> Ensure instructor certification and training requirements in POST regulations are current.
	<b>2.I.2</b> Ensure instructors have access to training and resources that enhance student learning.
	<b>2.I.3</b> Ensure instructors of distance learning courses conduct effective online training.
<b>2.J</b> <b>POST recruits and maintains a qualified and engaged workforce</b>	<b>2.J.1</b> All POST employees have expanded opportunities for skills training and professional growth.
	<b>2.J.2</b> Explore strategies for recruiting mid-career professionals.
	<b>2.J.3</b> Ensure the Workforce Succession Plan is up-to-date.
	<b>2.J.4</b> Foster an environment that improves communication and cohesiveness.
	<b>2.J.5</b> Explore the feasibility of continuing to use technology to increase efficiency and morale post-pandemic.
<b>2.K</b> <b>POST stakeholders have access to resources to improve performance and efficiency in the field</b>	<b>2.K.1</b> Research the means to enhance feedback from external stakeholders to better POST programs.
	<b>2.K.2</b> Update and analyze the need to expand online communities.
	<b>2.K.3</b> Research technologies to determine how they might be applied to enhance the performance and training of law enforcement personnel.

### GOAL 3: Increase Awareness and Access to POST Services and Products

OBJECTIVE	STRATEGY
<b>3.A</b> <b>California law enforcement agencies are knowledgeable and aware of POST products and services</b>	<b>3.A.1</b> Ensure POST staff is knowledgeable of and can communicate effectively about POST products, resources, and services.
	<b>3.A.2</b> Ensure the POST Website is continually being reviewed and improved.
	<b>3.A.3</b> Establish a social media strategy.
<b>3.B</b> <b>The POST brand is distinct and identifiable across all products, resources, and media</b>	<b>3.B.1</b> Develop a consistent look and feel for all POST products, resources, and materials.
	<b>3.B.2</b> Develop a marketing plan to increase awareness and distribution of POST training products to non-POST agencies.

### GOAL 4: Enhance Law Enforcement’s Ability to Serve Their Communities

OBJECTIVE	STRATEGY
<b>4.A</b> <b>California law enforcement agencies are better able to select and train highly qualified law enforcement personnel</b>	<b>4.A.1</b> Continue to assist agencies, academies, and applicable organizations/individuals with screening candidates for employment.

### GOAL 5: Enhance Law Enforcement Certification/Decertification (SB 2)

*(NOTE: As Senate Bill (SB) No. 2 is still being amended in the CA Legislature and has not been signed by the Governor, Goal 5 will need to be adjusted with an addendum once/if SB 2 goes into effect.)*

**Objective: TBD**