

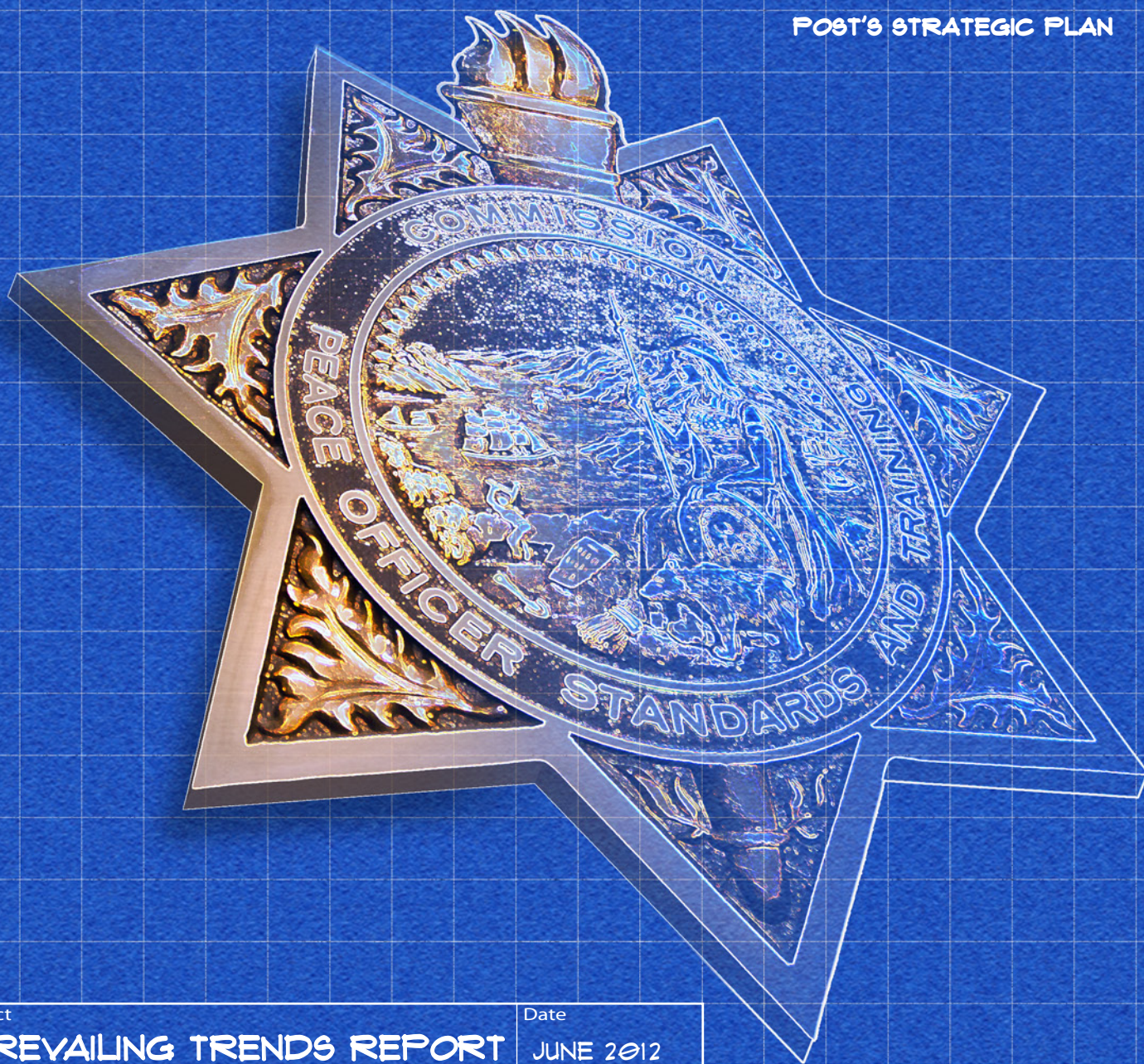
TODAY...

TOMORROW...

PREFERRED FUTURE



VISIONING TO SUPPORT
POST'S STRATEGIC PLAN



Project

PREVAILING TRENDS REPORT

Date

JUNE 2012

Designer(s)

FUTURE VISION TEAM & LEADERSHIP TEAM

Purpose

**ENHANCE THE PROFESSIONALISM OF CALIFORNIA
LAW ENFORCEMENT**

Description

**THIS REPORT ASSESSES THE FUTURE NATURE OF LAW
ENFORCEMENT, AFFECTED BY TECHNOLOGICAL,
SOCIAL, ECONOMIC, AND OPERATIONAL FACTORS**

Prevailing Trends Report



2012

CALIFORNIA COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

Prevailing Trends Report — June 2012

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Standards and Training

April 2012

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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.

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FOREWORD

Prevailing Trends Report – June 2012 analyzes the California law enforcement environment through the end of this decade. This report identifies the trends and driving forces that will exert the greatest influence on standards and training, and it makes specific recommendations to meet those future challenges.

The process of trend identification has been performed in-house by POST's Future Vision Team, using the same methodology taught in the Law Enforcement Command College. The Future Vision Team is a direct result of the 2008 POST Strategic Planning Stakeholder Conference. It was the consensus of conference stakeholders that the strategic planning process would be greatly improved by having scientifically derived knowledge about the environment in which strategic plan objectives would be developed and implemented.

The content of this report is based upon extensive analysis of "scanning hits" extracted from stakeholder interviews, Command College papers, and academic and mainstream media. Prevailing trends have been identified, and, based on those trends, a preferred future scenario has been developed to update the POST Strategic Plan.

Clearly, the future is uncertain. However, to the extent that insights may be acquired and combined with creative and efficient use of resources, a preferred future can be attained.

Paul Cappitelli

Executive Director
Commission on Peace Officer Standards and Training



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EXECUTIVE SUMMARY

STATEMENT OF PURPOSE

The changing nature of police work, affected by technological, social, economic, and operational factors, has required POST to re-frame its efforts to enhance the professionalism of California law enforcement. Accordingly, the POST Commission requested the formation of a Future Vision Team (FVT) within POST. Since its formation in 2009, this team has been tasked with identifying emergent trends annually, which, in turn, inform the strategic planning process.

PREVAILING TRENDS

The FVT employed the Strategic Foresight methodology (see “[Methodology](#)” p. 17) in reviewing the literature and surveying stakeholders. Two prevailing trends have been identified:

1. Diminishing government resources, and
2. Increasing acceptance of an array of technology platforms

Diminishing government funding for law enforcement is likely to have an impact that will change how policing is accomplished:

- ▶ Consolidation and regionalization of agencies will accelerate.
- ▶ Sworn staff will decrease, while civilianization will increase.
- ▶ Non-sworn managers will become more common.
- ▶ Pressure to reduce operational costs will continue.
- ▶ Reliance on technology as a force multiplier will increase.

At the same time, law enforcement dependence on an increasing array of technology will have implications for standards and training:

- ▶ Use of technology-based or technology-assisted training will increase.
 - ▶▶ Instructor-led distance learning
 - ▶▶ Self-paced Internet-based learning
 - ▶▶ Simulation training
- ▶ Training on the use of technology to support operations will increase (e.g., analysis of social media).
- ▶ New technological platforms will be developed that will facilitate research.
- ▶ Technologies will be used increasingly to support law enforcement performance on the job (e.g., *Search Warrant Writing Tool*).
- ▶ Training organizations may need to evolve to serve the new technologically focused learner.

SUMMARY OF RECOMMENDATIONS

This report presents recommendations from the FVT that are based on analysis of information gathered through the futuring process. These recommendations are intended to help guide POST toward a preferred future. These recommendations include:

1. **Identify critical success factors** that will guide modifications to POST's operating strategy, as well as impact the organizational structure, processes, people, and services
 - ▶ Align POST's structure, people, processes, and rewards with critical success factors
 - ▶ Lead organizational change with minimal disruption
 - ▶ Optimize communication capabilities with the field and within POST
 - ▶ Institute formalized quality control for training programs and course quality assessment of POST-certified courses
 - ▶ Leverage technology to ensure secure, continuously updated standardized tests and ongoing criterion-related research
2. **Foster collaboration** with stakeholders and public/private entities to keep POST current, solvent, and relevant
 - ▶ Identify those political affiliations that need to be maintained, expanded, or established to optimize fulfillment of POST's mission
 - ▶ Partner with educational institutions and "think tanks"
 - ▶ Partner with private industry, the military, and federal, state, and local agencies to meet the POST mission
 - ▶ Collaborate with stakeholders to prioritize resources and services provided by POST
3. **Improve efficiencies** by adopting technologies and business practices that maximize POST's resources
 - ▶ Identify, procure, and maintain technology that will assist each POST bureau in completing its mission and functions
 - ▶ Review and revise POST business processes to reduce duplication and streamline processes
 - ▶ Consider what human resource options (e.g., expanded use of interns, volunteers, or other forms of cost-effective staff assistance) could be implemented/expanded in order to obtain the staffing and/or expertise necessary to fulfill POST's mission, given diminishing funding
 - ▶ Enhance knowledge management
4. **Seek alternate funding sources** so that POST can fulfill its vision/mission despite economic challenges
 - ▶ Seek grant funding to improve/expand use of technology-based training platforms
 - ▶ Seek partnerships with vendors to develop and/or test promising technologies
 - ▶ Work with state, federal, and local agencies and universities on research projects
 - ▶ Increase marketing of POST products/expertise outside California

5. Improve accessibility to POST services

- ▶ Consider what technologies offer the greatest potential benefit to agencies, given time, cost, and other constraints, as well as how constraints can be minimized
- ▶ Establish regional training centers for classroom training as a way to minimize travel and training costs
- ▶ Develop mechanisms enabling skilled officers to waive (“test out”) training in areas in which they are already proficient
- ▶ Promote POST as a law enforcement knowledge center

6. Invest in resource development to maintain pace with technological advancements and emergent research

- ▶ Re-invest in technology through aggressive research and development
- ▶ Hire technology-savvy, forward-thinking staff to fill vacancies that arise
- ▶ Expand resources to meet the increasing demand for distance learning via the Learning Portal
- ▶ Leverage knowledge capital by the continued development of law enforcement research and information services





CURRENT CONDITIONS

THE ECONOMY

Today, POST faces substantial financial challenges as the world slowly recovers from the worst economic downturn since POST's inception over 50 years ago (see Addendum —“POST's Evolution” p. 20 for a list of accomplishments amid previous decades' budgetary ebbs and flows). California faces billions of dollars in shortfalls, and the federal government is reporting deficits in the trillions of dollars. This translates to reduced government funding for public safety services to cities and counties. Hiring freezes have been imposed and unemployment remains high in California and the nation. As cities approach bankruptcy, law enforcement agencies throughout California are cutting back and consolidating. Police agencies are faced with mandatory budget reductions for both equipment and programs. These organizations are flattening, and tasks are being analyzed to determine whether they can be accomplished by civilian employees rather than sworn officers.

Other effects of the downturn in the economy include:

- ▶ The merging of police with other public safety services to optimize tax dollars
- ▶ A decline in the number of officers, resulting in a reduction in police services
- ▶ A reduction in training budgets
- ▶ Demand from police chiefs and sheriffs for training options that minimize travel and reduce the amount of time an officer is away from the station
- ▶ Private security starting to fill the perceived reduction in service
- ▶ Requests from agencies to use Level II and III reserves in active policing roles
- ▶ Consolidation of state offices due to reduction in government funding, which pushes responsibilities to the local level
- ▶ Shifting of prisoners from the state to the local level, as well as an increased number of early releases, returning them to the community

Law enforcement agencies need more assistance from POST than ever before.

TECHNOLOGY

Despite the economic downturn, POST and its stakeholders continue to value and support the expansion of technology for delivery of testing and training. Moreover, generations of law enforcement practitioners coming up in the field expect to use a wide range of mobile and simulation technologies.

In the current economic climate, POST and its stakeholders are especially interested in technologies that will reduce costs and maximize the efficient delivery of services. However, implementing these technologies can be costly. Some costs have been reduced by automating delivery of training and publishing materials over the Internet. Remote training can also reduce travel costs and facility rental; although, meeting face-to-face has its benefits.

The forecast looks at the two highest priority trends—technology availability and diminishing government funding—and considers what opportunities, threats, allies, and competitors may exist. Ultimately, this forecast should inform POST strategy.



FORECAST

TECHNOLOGY

Opportunities

- ▶ Enhanced training delivery to the field
- ▶ Enhanced internal support and delivery of POST mission
- ▶ Broad acceptance and reliance on technology
- ▶ National recognition for POST
- ▶ Reinvestment into research and development to stay on the cutting edge
- ▶ Growing acceptance/demand for Learning Portal training and performance support tools
- ▶ Development of advanced designs of training/performance support
- ▶ Better technical support to clients and POST employees
- ▶ Acknowledgement, development of, and reward for high levels of technical skills among POST employees
- ▶ Development of software to facilitate:
 - ▶▶ Rapid information analysis and dissemination
 - ▶▶ Visual depictions of complex data and relationships
- ▶ Increased sales of POST Web-based Training (WBT) and other products outside the state
- ▶ Partnering with private industry, military, research universities, and other state and local agencies to meet the POST mission
- ▶ Creation of a joint powers training venture with federal agency law enforcement training centers, e.g., FBI and Federal Law Enforcement Training Center (FLETC).

Threats

- ▶ Lack of funding to support technology goals
- ▶ Obsolete technology at POST results in agencies turning to outside vendors
- ▶ Internal and external technology naysayers
- ▶ State bureaucratic purchasing policies obstruct new technology-based endeavors
- ▶ Occurrence of a major POST test security breach, or a breach in EDI
- ▶ Occurrence of a major external security breach with a nexus to POST data, undermining confidence in the integrity of POST data systems

- ▶ POST data systems not integrated
 - ▶▶ Contributes to a lack of standards compliance
 - ▶▶ Makes it difficult or impossible for consultants to do their work
- ▶ Low state pay cannot compete with private sector salaries, inhibiting recruitment and retention of high-level employees
- ▶ Instructor pushback to online training
- ▶ Clients may not be supportive of new training technology, preferring traditional approaches
- ▶ Infringement of technology on civil liberties

Allies

- ▶ POST staff
- ▶ Law enforcement agencies
- ▶ Law enforcement staff (e.g., officers, dispatchers, and trainees)
- ▶ Regional training centers
- ▶ Professional associations: CSSA, CPCA, CPOA, etc.
- ▶ Colleges/universities
- ▶ Private sector tech firms (as vendors to POST)
- ▶ Other states' POST agencies
- ▶ State government (e.g., Governor's "green" efforts)
- ▶ Vendors used by POST to create software and programs for training
- ▶ Practitioner-proponents of evidence-based and predictive policing strategies
- ▶ Citizenry
- ▶ Software/gaming/simulator creators
- ▶ Federal agencies
- ▶ Academies
- ▶ Presenters
- ▶ Media (potentially)

Competitors

- ▶ Private sector tech firms
- ▶ Private sector training providers
- ▶ Non-tech-dependent functions of POST
- ▶ Internal competition for available funds
- ▶ State technical bureaucracy (move toward centralizing technology in state)
- ▶ Private security
- ▶ Other states (e.g., Florida) moving ahead of POST in technology applications
- ▶ Private "for-profit" businesses seeking to deliver non-classroom training platforms and compliance tools

DIMINISHED GOVERNMENT FUNDING

Opportunities

- ▶ Show return on investment (ROI) for technology
- ▶ Show ROI for process improvements, which have come from refocusing staff and resources to critical success factors
- ▶ Maximize POST training resources via 24/7 access to the Learning Portal
- ▶ Marketing efforts make way for gains from sale of POST products outside California, and national recognition for POST
- ▶ Increased focus on securing grant funding in areas of POST priorities
- ▶ Reinforcement of POST's mission due to the need for greater efficiencies
- ▶ Agencies find no-cost solutions for training requirements
- ▶ Increased number of elderly available to serve as volunteers
- ▶ Partnering with the military, private industry, and other states

Threats

- ▶ Extended economic downturn
- ▶ Reduction of POST funds
- ▶ Diminished or eliminated penalty assessment funds
- ▶ Special Fund status could be eliminated
- ▶ Reimbursements to local government restricted or eliminated
- ▶ Consolidation of POST with another state agency
- ▶ Pressures to lessen or eliminate POST regulations
- ▶ Reduced POST staffing due to retirements and inability to fill vacancies due to hiring freezes and recruiting challenges
- ▶ Loss of ability to require compliance with regulations
- ▶ Reduced number of POST participating agencies
- ▶ Citizens, feeling financial pressure, may be against extra funding and technology for law enforcement
- ▶ Rising energy/natural resources costs
- ▶ Technology improvements result in a reduction in fines (e.g., safer vehicles, anti-collision devices, and installation of breathalyzers)
- ▶ Increased use of privately funded law enforcement

Allies

- ▶ Largely same as with "Technology" above, but for different purposes and contributions
- ▶ Pro-law enforcement legislators in the capitol
- ▶ Cities, counties, and special districts that receive reimbursements from POST

Competitors

- ▶ Other state and local entities
- ▶ National standards groups like the Commission on Accreditation for Law Enforcement Agencies, Inc. ([CALEA](#))
- ▶ Negative public sentiment affecting legislators to stem the flow of funding to POST
- ▶ Health care funding for the increasingly aging population
- ▶ Other programs that benefit from the State Penalty Fund



PREFERRED FUTURE

The following is one example of what POST could resemble over the course of the decade ending in 2020. The purpose in constructing a “preferred future” scenario is to encourage the organization to take a break from its focus on present day responsibilities and to envision a future it would most prefer be realized. The scenario is grounded in the opportunities, threats, allies, and competitors associated with the primary drivers of technology and diminished government funding. Erring on the side of being overly ambitious is preferable since the vision can be scaled back in the planning phase. The value of identifying a preferred future is to not merely identify a future condition that we sincerely hope will materialize; the greater value lies in identifying a future we believe is ideal, and then figuring a way to make that vision a reality.¹

POST ORGANIZATION 2020

Through organizational changes and the use of cutting-edge technology, POST remains a knowledge leader in law enforcement training and standards.

POST has ensured technological proficiency among its existing staff and carefully selected its new hires to ensure their expertise in technology and knowledge management. Mission-critical functions are clearly communicated throughout the agency. Staff is able to work flexibly across bureaus, using current technological tools to achieve goals creatively. A robust internship program ensures an in-flow of current skills.

POST’s new functions include marketing, technology transfer, and a legislative unit. These programs promote POST’s mission in several ways:

- ▶ Marketing POST’s services for a fee outside of California has proven to be a viable means for offsetting diminished funding.
- ▶ Appropriately situated agencies have become test sites for new technologies.
- ▶ Partnerships with universities, the military, and the private sector have enabled robust applications of technology.
- ▶ A designated legislative unit allows POST to promote the changing needs of law enforcement.

Technology advances in the areas of communications, the Internet, data management, and applications play out for POST in several ways:

- ▶ Web-Based Training (WBT) has become the norm and is an integral component of law enforcement training. Classes on criminal investigation, leadership, dispatch, and special operations have been packaged and marketed outside California.
- ▶ Distance learning platforms have been adopted by many community colleges and academies.
- ▶ Compliance checks can now be done remotely, limiting the need for travel by law enforcement consultants.

- ▶ Communication with the field has improved greatly with the use of visual teleconferencing and other communication technologies.
- ▶ Simulator training has increased and employs virtual reality, biometric feedback, and other new technologies.

While the cost for developing these technologies would normally be out of reach for POST, partnerships with universities, private industry, and the military make them possible.

Results

Focused marketing efforts offer constituents a better understanding of POST's mission and services. Partnerships and other outreach activities allow POST to provide high-quality products and services (despite staffing and budgetary limitations). This impresses law enforcement agencies, thus reducing competitive threats from private vendors. Out-of-state sales of POST products generate revenues that supplement the budget for online training programs, enabling production to keep pace with demand. POST's legislative unit promotes regulations and other mandates to support POST's vision of high-quality, low-cost, technology-rich training and testing.

POST has proactively addressed the state's changing demographics, i.e., both the increasing diversity and the "graying" of the population. It has stimulated concentrated training in cultural competency and provided best practices guidance for recruiting a diverse work force. At the same time, the POST-sponsored, school-based "career pipeline" program has grown markedly since its inception in 2012. A suite of training programs on elder abuse has been well received both within and outside California.

The encouragement for agencies to partner with the private sector to combat the exponential increase in cybercrime has taken hold firmly. Moreover, this has led to some of the best and brightest teams of peace officers and private sector partners becoming Management Fellows, designing state-of-the-art training for the field.

Our Environment Is Challenging

The decade of 2011-2020 is one of unprecedented volatility in the California economy and government. Budget constraints have forced reductions in staffing, consolidation, and regionalization of police services. Funding reductions have resulted in decreased public services.

At the same time, emerging technology provides bountiful hope. Not only does it afford POST and students efficiency in training delivery, it also serves as a force multiplier to agencies by providing operational help (e.g., crime identification, investigation, and prevention) in fulfilling responsibilities to the public. The challenges of the upcoming decade are to identify, among the myriad technological advances, those that are most effective and to then develop and deliver the training to institutionalize the desired practices.

POSSIBLE DISRUPTIVE VARIABLES

These are unpredictable intervening variables that could disrupt POST's ability to fulfill its mission.

Wild Card	Mitigation Ideas
Loss or shifting of earmarked funding	<ul style="list-style-type: none"> ▶ Identify critical success factors and identify necessary funding to support those factors ▶ Align political forces to fight such a plan ▶ Conduct a study to determine ROI for POST dollars spent to support local agencies through training and other support ▶ Develop reduction budgets given cuts of 20-50 percent
Foreign or domestic terrorism in California, such as bombings or cyber terrorism, that cripples the internet or state databases	<ul style="list-style-type: none"> ▶ Ensure that POST data has redundant backup systems, including one off-site ▶ Develop security measures to protect POST databases ▶ Develop a report for dissemination of protective measures local agencies should consider
POST merged with another state agency	<ul style="list-style-type: none"> ▶ Evaluate the pros and cons of such a merger ▶ Align political forces consistent with a preferred approach
The U.S. dollar deteriorates as an international currency	<ul style="list-style-type: none"> ▶ Secure products and services needed to sustain POST's mission ▶ Identify minimal operational protocols

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RECOMMENDATIONS

The following are recommendations to help POST move toward a preferred future:

Identify Critical Success Factors

Critical success factors are those activities that an organization must be especially good at for it to be successful. Often, an organization takes on performing tasks or providing services that are not necessarily tied to its core mission, diluting the organization's impact where it matters most. The organization's structure, people, processes, and rewards must be aligned with its mission. Failing to do so undermines achieving optimal organizational success. This process could ultimately result in POST stopping some activities and reassigning those resources to more critical tasks. Additionally, there could be a re-prioritization or reduction in mandates due to reinterpreting Penal Code mandates/POST

Administrative Manual regulations. In order to achieve some goals, POST may need to take a longer planning view and break down projects into meaningful component parts where they can be phased in over multiple years. Regardless, the environment is one where creative thinking is imperative.

Recommended actions for attaining maximum performance begin with the critical factor of leadership. Leaders with foresight and influence must help others let go of old attitudes, values, and behaviors tightly held. Creative thinking about preferred futures and their potential impacts must be encouraged.² Strong, two-way communication, both within and outside the organization, allows knowledge to flow to the right people at the right time so that assets can be appropriately applied to create more value for the organization. Implementation of formalized quality control for training programs would enable ongoing assessment of responsiveness of content to training needs, efficiency of course delivery, and quality of instruction. Technology should be leveraged to ensure secure, continuously updated standardized tests and ongoing criterion-related research.

Foster Collaboration

Collaboration will become increasingly vital in meeting POST's mandate in a changing world. It is especially important to partner closely with allies and stakeholders who will support legislation conducive to POST's mission. Other fruitful partnerships can be made with private industry, the military, academia, and federal, state, and local agencies. Examples of collaboration include finding and employing new technology to expand Web-based training and other services, leveraging influence to gain support, and helping local agencies improve processes and training while meeting budgetary and community expectations. The synergy created by working closely with allies will in turn enable POST to collaborate actively with stakeholders to prioritize and deliver resources and services needed in the field.

Improve Efficiencies

While the need for POST leadership in training and standards for law enforcement is more crucial than ever, the way POST does its work (and the way the population served does its work) is changing rapidly. POST internal business processes need to be reviewed and updated for maximum efficiency. Paper processes can be automated and internal data can be consolidated and integrated for easy access. An important aspect of this process is prioritizing the adoption of new technologies that will have the greatest impact on improving efficiencies in delivery of training and standards. After thoroughly vetting technology-supported training delivery systems, POST can actively promote these systems to the field. Human resource options such as expanded use of interns, management fellows, volunteers, or other forms of cost-effective staff assistance should be explored.

The most elaborate knowledge-sharing procedures will not be useful if the knowledge shared does not enable the potential users to gain value through its timely receipt and application. Processes must be implemented to ensure the availability and distribution of knowledge assets in the most efficient manner. At the same time, a method should be developed to obtain feedback from the field on a regular basis.

Seek Alternate Funding Sources

Funds must be secured to ensure that POST can develop and maintain cutting-edge training and testing technology. Traditional funding sources are at risk. Federal funding could be sought to "jump start" and maintain some of the new technologies; intensive grant-writing activities could generate funds. Partnerships with vendors could be sought to develop and test promising technologies. Outreach to other state, federal, and local agencies, as well as universities, may yield opportunities to participate in funded research and development that would be mutually beneficial.

POST should create a dedicated function to focus on the generation of alternate revenue streams and to promote POST products and services. Thus, technology development can be supported even when funds are scarce.

Improve Accessibility to POST Services

Constraints on local agency resources, such as reduced budgets and staffing, make it imperative to maximize access to training while minimizing related costs. Establishment of regional training centers could reduce travel and training costs for many agencies. POST should clearly define technology “best practices” for training delivery and standards and selection. A mechanism could be developed for “testing out” of training, thus allowing skilled officers to waive training in areas in which they are already proficient. In addition, POST should promote its status as a law enforcement knowledge center.

Invest in Resource Development

POST should re-invest in technology through aggressive research and development efforts. There is increasing demand for training via the Learning Portal and for other technology-based training.

New skill sets are needed in order to perform the tasks of the new POST organization. This means hiring technology-savvy, forward-thinking staff to fill vacancies that arise, and investing in training for existing staff. In addition, POST possesses a large knowledge capital in the form of professional staff. POST can leverage this capital by the continued development of law enforcement research and information services (e.g., research reports, white papers, and research services).

¹ Joseph A. Schafer, Michael E. Buerger, Richard W. Myers, Carl J. Jensen, III, and Bernard H. Levin, *The Future of Policing: A Practical Guide for Police Managers and Leaders* (Boca Raton, FL: CRC Press, 2012), 3.

² John R. Hoyle, *Leadership and Futuring: Making Visions Happen* (Thousand Oaks, CA: Corwin Press, 2007), 12-13.



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ADDENDA

METHODOLOGY

Initially, the FVT studied the futures planning process using these resources:

- ▶ *Thinking about the Future* (Washington: Social Technologies, 2006) by Andy Hines and Dr. Peter Bishop
- ▶ *The Scenario Planning Handbook* (Mason: Thompson/South-Western, 2006) by Bill Ralston and Ian Wilson
- ▶ Articles such as Richard Slaughter's *Futures Concepts* (Futures, April 1993) and Andy Hines' *Strategic Foresight: The State of the Art* (The Futurist, September-October 2006).

Representatives of the FVT also attended an off-site meeting that included a presentation by futurist Dr. Peter Bishop.

The responses from a POST employee survey were analyzed, and POST's operational environment was mapped (see Addendum "[Mapping the POST System](#)" p. 18).

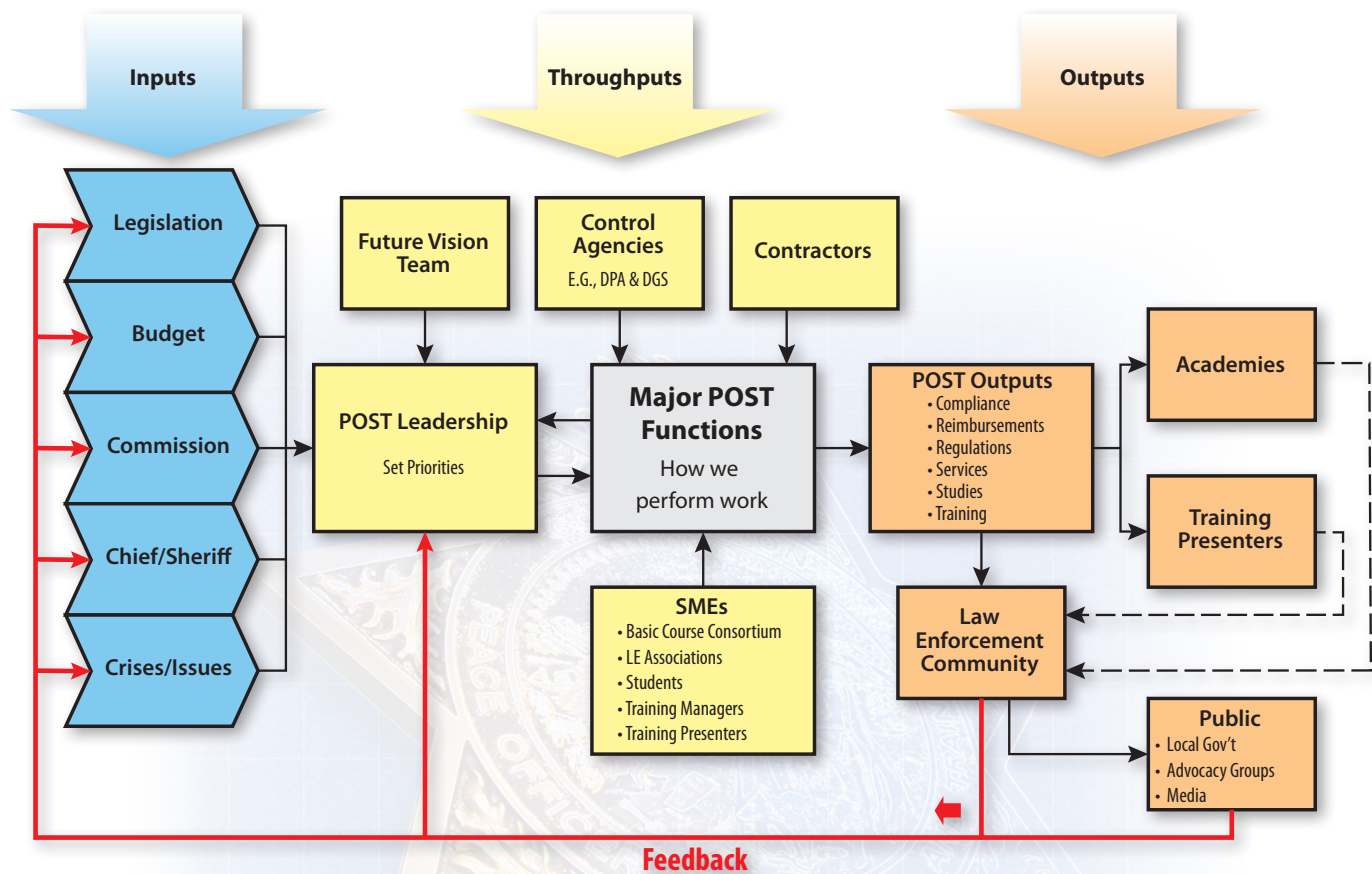
Next came a survey of the literature, review of Command College papers, and interviews of stakeholders. See Addendum "[Information Sources](#)" p. 22 for a comprehensive listing of sources scanned.

A database was developed to organize and analyze information found during the scanning process. The FVT has met monthly from November 2009 to sort and distill information into relevant, plausible future scenarios.

Four Command College classes developed group projects and presentations around what POST might look like in 2020. Their input was informative and confirmed what the FVT was finding in its own scanning process: the trends appearing most impactful are:

1. Rapidly expanding employment of technology, and
2. Diminishing government resources

MAPPING THE POST SYSTEM



In any strategic foresight effort, it is important to understand how the organization operates, the driving forces influencing the organization, and the key stakeholders. By identifying the relationships between these elements, the organization can ensure that no external factor is overlooked.

The *system map* is a visual tool used to represent the organization and those elements influencing its functions, as well as those elements impacted by or benefitting from its outputs. Further, the system map helps one identify the relationships, stakeholders, driving forces, inputs, and outputs.

This brief description of the POST System Map is broken down into three categories: Inputs, Throughputs, and Outputs.

Inputs

Several groups/factors provide input to the organization and influence the way POST functions. These influences are directed toward POST Leadership, who must evaluate the inputs, make decisions, and then direct the internal functions of the organization. They include:

- ▶ Legislation – may identify new training mandates or services to be provided
- ▶ Budget – sets the fiscal parameters for internal operations and reimbursement policies

- ▶ Commission – sets the direction for POST leadership
- ▶ Chiefs/Sheriffs – identify issues affecting local law enforcement
- ▶ Crisis/Issues – impact law enforcement training (e.g., terrorism) or selection standards
- ▶ Future Vision Team – findings may influence planning and operational decisions

Throughputs

Throughputs relate to how work gets done. Several groups have a more direct influence on POST functions. They include:

- ▶ Control Agencies — examples include the state Department of Personnel Administration (staffing) and the Department of General Services (contracts), among others
- ▶ Subject Matter Experts — provide expertise and advocacy; used primarily in curriculum development, e.g., Basic Course Consortium, Training Managers, etc.
- ▶ Training Presenters — submit curriculum for POST certification in response to identified training needs
- ▶ Students – provide feedback on the effectiveness of POST-certified training
- ▶ Law Enforcement Associations — contribute the perspective of their membership
- ▶ Contractors – provide specialized consulting services, research and analysis, etc. (does not include training presenter contracts)

Outputs

POST provides many products/services (e.g., reimbursement, regulations, training courses, studies, etc.). Those impacted by these outputs include:

- ▶ Academies — receive POST-approved curricula, workbooks, etc.
- ▶ Training Presenters — comply with POST regulations in the presentation of POST-certified courses
- ▶ Law Enforcement Community — includes agency executives, training managers, students, academies, etc.; receives the majority of POST outputs
- ▶ Public – benefits from well-trained law enforcement personnel
 - ▶▶ Local Government — receives reimbursement monies
 - ▶▶ Advocacy Groups — benefits include wider understanding of constituent needs/issues by the law enforcement community
 - ▶▶ Media — receives information on law enforcement training and selection standards

Due to the circular nature of the process, groups directly affected by POST outputs may also influence POST Leadership. This influence can occur directly, or may work through one or more conduits (e.g., legislation, Commission, Chiefs/Sheriffs, crises/issues).

POST'S EVOLUTION

Inception

The California Commission on Peace Officer Standards and Training was formed in 1959 through the lobbying efforts of several organizations (including CPOA, PORAC, CPCA, and CSSA). It was the first state organization of its kind in the U.S. and remains a leader in the area of law enforcement standards and training. In the years since its inception, despite inevitable budgetary ebbs and flows, POST has sought to provide the most advanced, relevant training for the California law enforcement community. What began in 1959 as a Commission with four staff members serving one agency expanded to become a Commission with 125 staff members serving over 600 agencies.

1960s–1970s: Establishing the Programs

POST, in collaboration with its constituents, established initial selection standards and minimum training requirements (the 160-hour Basic Course). Soon background investigation was required prior to the hiring of peace officers. Reimbursements for training were instigated by Director Gene Muehleisen. The Basic Certificate Program and mandatory Supervisory Course were formed, and Basic Course hours were gradually increased. POST adopted a code of ethics and incorporated it into the oath of office required of all peace officers. With basic standards established, POST then created promotional and specialty training programs and a Continuing Professional Training (CPT) requirement.

1980s–1990s

POST's influence grew to include the certification of reserve police officers, school district officers, transit police, public safety dispatchers, and investigators. Some training milestones include:

- ▶ 1986 — First class of Command College graduated
- ▶ 1988 — Sherman Block Supervisory Leadership Institute established
- ▶ 1990 — 80-hour Basic Death Investigation course established for coroners
- ▶ 1990 — Developmentally Disabled/Mentally Ill course required
- ▶ 1990 — Public Safety Dispatcher Program established
- ▶ 1994 — Robert Presley Institute of Criminal Investigation established
- ▶ 1999 — Patrol Field Training required as part of the Basic Training Program

At the same time, POST continued in its role as a “thought” leader in the area of peace officer standards and training:

- ▶ 1991 — POST publishes “A Vision of Excellence” which expands the role of law enforcement professionalism
- ▶ 1992 — Cultural Awareness Guidelines published and required as training
- ▶ 1997 — POST publishes the Medical Screening Manual, making California the first state to provide this guidance for law enforcement

Technology Becomes an Important Tool: New Methods of Training Delivery

POST began to explore opportunities for disseminating training and testing through technology.

Notable examples of POST's use of technology in the area of standards include:

- ▶ 1981 — Standardized scanning and scoring for entry-level and academy tests
- ▶ 2001 — Secure delivery of academy tests through the Internet
- ▶ 2005 — Secure scoring of academy tests through the Internet
- ▶ 2010 — Online proctor training through the POST Learning Portal

Technology applications are applied to more areas of training:

- ▶ 1988 — Piloting of Force Options Simulators
- ▶ 1989 — California POST Training Network (CPTN) implements satellite broadcasts
- ▶ Early 1990s — Learning Technology Resources Center (now a bureau) established
- ▶ 1992 — Development of computer-based training
- ▶ 1993 — Law Enforcement Driving Simulator program piloted
- ▶ 1995 — Delivery of Multimedia Training via CD-ROM
- ▶ 2003 — Conversion of CPTN courses to DVD
- ▶ 2005 — POST Learning Portal launched, providing 24/7 access to training via the Internet
- ▶ 2006 — Basic Course website deployed, providing continually updated content and curriculum for academy staff and cadets

Technology improves POST's internal operations and service to the field:

- ▶ 1995 — Internet e-mail to aid consultants in the field
- ▶ 1996 — POST website established
- ▶ 2000 — Automation of Notices of Appointment and Termination
- ▶ 2006 — Course Certification through POST's Electronic Data Interchange (EDI)

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