Commission on POST

STRATEGIC PLAN
IMPLEMENTATION

2021

Contents

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 crossed 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**

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**

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 1.A
California law enforcement agencies are prepared to address emerging trends and challenges

STRATEGY 1.A.1
Identify and convey information on emerging trends to the field.

Action Items:

- Determine the role and feasibility of continuing the "IMPACT" team (Investigating, Mitigating, Progressive, and Critical Trends), comprised of POST personnel who will scan and evaluate emerging trends, practices, and technology relevant to California law enforcement agencies.
  - ➢ Partner with subject matter experts and others in the field to expand the range of the IMPACT team including non-governmental organizations and academia.
  - ➢ Provide administrative and logistical support to the IMPACT team.
  - ➢ Establish regular meetings with POST executives and the IMPACT team to discuss trends, findings, and develop strategies.
  - ➢ Make recommendations to Executive Staff on potential projects or programs that could address emerging trends.
  - ➢ Discuss and make recommendations for POST symposiums (based on POST resources, and the subject's importance and timeliness.)

- Enhance resources on the POST Website to highlight news and trends.
  - ➢ Establish criteria for priority and acceptable information.
  - ➢ Establish a process for decision making for rapid and efficient editing and approval of material for website ticker.

STRATEGY 1.A.2
Establish a process to ensure POST-developed courses are relevant and contemporary.

Action Items:
- For POST presenter classroom and instructor-led online courses, ensure annual modification of in-service courses takes place with a staggered approach of odd and even years beginning in June 2021.
  - ➢ Includes all PSP course outlines as a part of the 2-year modification process to ensure they remain updated with current laws and best practices.

- For POST-developed classroom and instructor-led online courses, develop a process to prioritize and assess on a regular basis emerging trends, practices, and technology of current courses.

- For POST-developed self-paced courses and facilitated video trainings and assets, re-establish the Learning Technology Resources Advisory Council (LTRAC) to help identify trends for new topics and video assets in addition to Learning Portal improvements.

- For Force Options Simulator using Virtual Reality (VR), research the need and capabilities of incorporating biometric feedback to VR machines.

- For all Learning Portal products and resources, establish a maintenance plan to formally address areas such as content, learning goals, media, legislation, PCs, tactics, current technologies, research, etc. and ultimately to help make decisions about retirement and/or updates to the products including communications to the field.

- Work collaboratively with stakeholders to ensure that emerging issues and practices are incorporated into the Regular Basic Course and advanced officer training.

  ➢ Evaluate the current process for updating the Regular Basic Course curriculum and advanced officer training with feedback from the field.
  ➢ Identify additional sources of feedback from the field (e.g., Consortium, FTO, TDC, professional organizations and associations.)
  ➢ Formalize a process to incorporate feedback into curriculum updates.

STRATEGY 1.A.3
Review and update Continuous Professional Training (CPT) and Perishable Skills Program (PSP).

Action Items:
- Evaluate Regulation 1070 to require select Train-the-Trainer (T4T) retraining requirements.
- Develop and update standardized ECOs for all PSPs and update Regulations 1005 and 1082 accordingly.
- Explore the option to update Dispatch CPT requirements to specifically include law enforcement dispatcher training, not just "job-related" courses.

GOAL 2:
Increase Efficiency in POST Systems and Operations

OBJECTIVE 2.A
POST regulations are relevant, comprehensible, and consistently applied

STRATEGY 2.A.1
Develop a process to keep POST staff and the field informed of POST regulation changes to ensure consistency in application.

Action Items:
- Add a section to the monthly Regional TDC newsletters that highlights upcoming regulation changes and regulation changes that have been approved by Office of Administrative Law (OAL) (including an effective date).
- Develop an OAL update webpage that is updated frequently with recent regulation approvals from OAL (including effective dates) and link it to a PASS Notice.
- Update the POST Monthly Reports to include a section on approved regulation changes (including an effective date).

STRATEGY 2.A.2
Develop and maintain a single online resource identifying all legislative and regulatory mandates requiring POST action and the location of products satisfying those mandates.

Action Items:
- Use developed online resource for program content reviews.
- Create a "gatekeeper" role to constantly maintain.

OBJECTIVE 2.B
Course certification and modification processes are streamlined and efficient

STRATEGY 2.B.1
Improve the course certification and modification process.

Action Items:
- Conduct frequent reviews of POST regulations to ensure they are current and meeting needs.
- Resolve the instructor resume problem through the course modification process. During the bi-annual review process, presenters must confirm course instructors. (Once instructors are approved for a specific course in Electronic Data Interchange (EDI), they might never get reviewed again, which means some are very old, no longer used, or are deceased.)
- Use Training Needs Assessment (TNA) to identify ongoing needs on a state-wide and a regional level both online and in-person.

OBJECTIVE 2.C
Public Safety Dispatch standards are relevant and contemporary

STRATEGY 2.C.1
Establish mandatory requirements for select dispatch courses.

Action Items:
- Propose and establish the Dispatch Supervisory Course as a mandatory requirement within one year of promotion.
- Propose and establish obtaining a Dispatch Supervisory Certificate within one year of promotion as a mandatory requirement.
- Propose and establish the Communications Training Officer Course as a mandatory requirement.

STRATEGY 2.C.2
Evaluate standardized minimum content for Public Safety Dispatch courses.

Action Items:
- Propose and create minimum content for de-escalation and mental health courses.
- Propose and create a Public Safety Answering Point Management course to include computer aided dispatch (CAD) and telephone acquisition, State 9-1-1 laws and requirements, etc.
- Require dispatchers to attend the academy prior to active employment.

OBJECTIVE 2.D
POST structure and systems support efficiency, productivity, and quality, and are appropriately resourced

STRATEGY 2.D.1
Establish uniform contracting procedures and a standard annual contracting cycle.

Action Items:
- Train staff on contracting policies and procedures, including ensuring staff is aware of State offered courses, through the Department of General Services, and the California Procurement and Contracting Academy.
- Develop a tutorial (i.e., PowerPoint) that gives a refresher training on POST's contract procedures.
- Add "Indirect Costs" definition to Regulation 1001 to clarify what types of services are included.

STRATEGY 2.D.2
Evaluate current proofing and editing processes and improve where necessary to ensure all POST materials are properly edited prior to being distributed.

Action Items:
- Develop and simplify the bulletin review and approval process.

OBJECTIVE 2.E
The efficiency of operations and business processes is increased

STRATEGY 2.E.1
Explore and create new enhancements to EDI.

Action Items:
- Conduct research to see if EDI is compatible with other platforms to keep contact information for all agencies organized and easier to disseminate information out to the field.
- Create a new space in EDI for the Field Training Officer (FTO) program, showing a record on one's EDI profile of when an officer completes the Field Training Program.
- Consider enhancing EDI to identify members of sheriff departments that work 100% of the time in a custody setting, so they do not appear as out of compliance when they fall under Standards of Training in Corrections (STC) compliance.
- Research the feasibility to update and increase EDI agency contacts technology to increase outreach and communications to the field while reducing time spent on independent contacts lists.
  - ➢ Update the EDI agency contacts page so that it requires agencies to list contact persons for the following positions:
    - ◆ Chief
    - ◆ Command Staff for Personnel & Training
    - ◆ Training Supervisors, Managers & Coordinators
    - ◆ Background Supervisors (possibly Investigators)
    - ◆ Field Training Officer (FTO) Program Supervisors & Managers
    - ◆ Field Training Officers (FTOs)
    - ◆ Academy Coordinators
    - ◆ Academy Directors
    - ◆ Recruit Training Officers (RTOs)
  - ➢ Update EDI so that there are several ways in which this data could be directly used.
  - ➢ Create a way to keep current on agency head changes.

STRATEGY 2.E.2
Continue to develop an automated reimbursement process.

Action Items:
- Finish integration of electronic Training Reimbursement Request (eTRR) and Letter of Agreement (LOA) handling.
  - ➢ For eTRR, finish Phase 3-4: FI$CAL integration, month-end rewrite, elimination of PowerBuilder.
  - ➢ For eLOA, convert eLOA process to electronic submissions for form data and receipts, create POST staff review and approval process.

STRATEGY 2.E.3
Automate professional certificates application process.

Action Items:
- Eliminate paper certificates process for select certificates (with the exception of Executive Certificates.)
- Provide paper copies of professional certificates to those who request and pay for them (with the exception of Executive Certificates.)

STRATEGY 2.E.4
Complete automation of agency compliance inspections.

Action Items:
- Create an additional compliance report to be added to EDI for the Field Training Program (FTP) (i.e., completion of the FTO Course, FTO Update Course, and FTP SAC Course.)
- Create an additional record within each officer's POST Profile to document completion of a POST-approved Field Training Program.

STRATEGY 2.E.5
Assess current course evaluation feedback methods.

Action Items:
- Formalize the process for addressing instructor performance issues.
- Update the functionality of feedback mechanisms (i.e., Course Evaluation Instrument - CEI) that are currently being used.
- Research the feedback mechanisms based on product to collect real time feedback electronically.

STRATEGY 2.E.6
Procure an Examination Development and Administration Delivery system.

Action Items:
- Complete the development of the POST-Level Law Enforcement Test Battery (PELLETB) online test administration using the Learning Portal platform.
- Explore/research vendors that allow for a comprehensive modified off-the-shelf (MOTS) testing development and computer-based delivery system to support the PELLETB and the Dispatcher test.

STRATEGY 2.E.7
Evaluate the feasibility of electronic completion and submission of POST forms.

Action Items:
- Research and implement an electronic approval routing system.
- Have each bureau conduct a self-assessment of processes that are still paper based to explore feasibility of converting to paperless.

STRATEGY 2.E.8
Make all digital resources available online for POST staff.

Action Items:
- Continue the process of scanning archived paper documents.
- Finish adding remaining archived documents to SharePoint/Microsoft Teams and organizing of files per bureau.
- Automate internal processes such as time off requests and travel reimbursements.

STRATEGY 2.E.9
Have bureaus monitor record retention schedules.

Action Items:
- Conduct and complete an annual record inventory.
- Create a set of guidelines for POST staff on record retention expectations and processes.

STRATEGY 2.E.10
Expand utilization of tools for automating in-person event management to include notification, pre-registration, identification cards, attendance scanning, and course rosters.

Action Items:
- Research online platforms that could help assist with in-person event management to streamline processes.

STRATEGY 2.E.11
Update the internal Safety Policy Manual/employee safety protocols.

Action Items:
- Conduct an emergency drill at POST biannually.
- Conduct quarterly checks on bureau safety officers and red safety bags.

STRATEGY 2.E.12
Update method of payment for renting training rooms to outside organizations.

Action Items:
- Create an electronic method of payment.

STRATEGY 2.E.13
Research and execute a contracted out Strategic Plan for 2025.

Action Items:
- Enter into a contract with an entity to facilitate a brand-new POST Strategic Plan.

OBJECTIVE 2.F
POST staff communicates effectively across divisions and bureaus

STRATEGY 2.F.1
Increase the awareness of existing Office 365 directory of POST staff functions and responsibilities.

Action Items:
- Update directory when staff is added, removed, or reassigned responsibilities.
- Share training video with new staff at onboarding orientation.
- Promote an annual review of staff's Office 365 profile to update functions and responsibilities as needed.
- Have bureaus create a list of responsibilities/tasks assigned to each staff for assisting onboarding new employees.

STRATEGY 2.F.2
Develop inter-bureau communication procedures when planning projects and programs to encourage collaboration and to avoid duplication of effort.

Action Items:
- Review and evaluate the Management Counseling and Projects Bureau (MCPB) project form when collaborating with multiple bureaus on a project.
  - ➢ Consider project briefing at Management Team Meetings to ensure Bureau Chief (BC) awareness and avoid duplication of work/assignments.
  - ➢ Define "projects" and "programs" to provide guidance.
- Consider maintaining a POST-wide project dashboard where all projects are listed once assigned and tracked until completion.
- MCPB to conduct POST-wide survey to determine current communications methods and request suggestions for increased inter-bureau communications.

STRATEGY 2.F.3
Improve organization-wide use of online communication tools.

Action Items:
- Ensure POST staff utilize Teams Bureau Calendar (update on a regular basis.)
- Ensure POST staff utilizes POST Knowledge Library calendar with events and ongoing activities.
- Continue building and adding to the tutorial video library in the POST Knowledge Library.

OBJECTIVE 2.G
POST systems and technology are secure and support business functions

STRATEGY 2.G.1
Utilize technology to increase business efficiency and outreach to the field.

Action Items:
- When possible, utilize online meeting tools, such as web conferencing, to reduce travel costs and transaction time for POST external meetings (includes workshops, symposiums, conferences, etc.)
- Create/establish business rules for webinars/online settings.
- Evaluate what items still need to be addressed to increase the use of technology in business efficiency and outreach to the field (i.e., online survey tools for distribution of meeting materials, etc.)

OBJECTIVE 2.H
POST courses, products, resources, and services are more widely accessible and user-friendly

STRATEGY 2.H.1
Complete the development of electronic student workbooks.

Action Items:
- Update interactive workbooks to include embedded POST-approved Learning Portal videos assets, if feasibly possible.

STRATEGY 2.H.2
Develop more products that support agency goals and needs delivered via the POST Learning Portal.

Action Items:
- Analyze topics suitable for development of smaller self-paced mini courses for CPT and possible mobile delivery.
- Convert and update legacy self-paced courses per Fiscal Year (FY) 2020-2021 Governor directed funds for Distance Learning for CPT.
- Develop at least one additional customizable course similar to Vehicle Pursuit Policy.
- Acquire tablets, iPads, etc. with various operating systems and browsers for development and testing to ensure POST courses, products, resources, and services are not unnecessarily limited by technology platforms.
- Research additional performance support products which may help meet agency needs including but not limited to training that offers CPT and/or meets mandates.
- Once the Dispatch Basic Course and CPT requirements are updated, explore opportunities for dispatch content on the Learning Portal.

STRATEGY 2.H.3
Ensure development of training delivered electronically is consistent, valuable, and accessible.

Action Items:
- Continue to develop the Code3 course authoring tool (Code 3 is Learning Training Resources (LTR's) internal framework to maintain and create courses.)
- Develop a mechanism in Code3 to conduct item-level evaluations (e.g., monitoring performance of test items.)
- Develop a Code3 mechanism to record and provide course specific customization data (including photos, videos, etc.)
- Ensure media is searchable by word or phrase.

STRATEGY 2.H.4
Develop training for new EDI administrators that is helpful in navigating EDI and applying for certificates.

Action Items:
- Create a video tutorial that shows step-by-step of how to apply and train new EDI administrators.

OBJECTIVE 2.I
Instructors of POST-certified courses are highly skilled and well prepared

STRATEGY 2.I.1
Ensure instructor certification and training requirements in POST regulations are current.

Action Items:
- Review minimum training standards for instructors of specialized POST-certified courses (Commission Regulation 1070) and make revisions as necessary.
  - ➢ Consider mandatory update courses under Regulation 1070 for instructors every five years.

STRATEGY 2.I.2
Ensure instructors have access to training and resources that enhance student learning.

Action Items:
- Update the Learning Portal's self-paced instructor course series on how best to instruct in the physical classroom and in a distanced, virtual class (instructor-led online.)

STRATEGY 2.I.3
Ensure instructors of distance learning courses conduct effective online training.

Action Items:
- Provide course presenters tools, tutorials, resources, and support on how to use the online training features and design learning in this environment.

OBJECTIVE 2.J
POST recruits and maintains a qualified and engaged workforce

STRATEGY 2.J.1
All POST employees have expanded opportunities for skills training and professional growth.

Action Items:
- Develop an online tutorial for new employee orientation.
  - ➢ Update new employee PowerPoint OR create a new version.
  - ➢ Complete in-house POST HR training videos and publish in the POST Knowledge Library.
- Develop ongoing professional training opportunities for staff.
  - ➢ Offer "requested only" informal job task analyses to employees to develop relevant training.
  - ➢ New employees should attend a Commission Meeting virtually or in West Sacramento.
- Promote awareness of expectation and resources for career paths and advancement (i.e., Upward Mobility Program.)
- Implement programs to enhance knowledge of all POST employees regarding the innerworkings of POST programs.
- Provide information on CalLearns to POST staff.
- Bureaus to develop an independent "check-off" list of relevant professional development experiences for POST staff to attend.

STRATEGY 2.J.2
Explore strategies for recruiting mid-career professionals.

Action Items:
- Research options for marketing through Law Enforcement Officer (LEO) organizations and associations.
- Look into using popular job advertising sites to promote available positions at POST.

STRATEGY 2.J.3
Ensure the Workforce Succession Plan is up-to-date.

Action Items:
- Review the Workforce Succession Plan on an annual basis.

STRATEGY 2.J.4
Foster an environment that improves communication and cohesiveness.

Action Items:
- Research and implement effective employee recognition processes (Define what "recognition" is.)
- Leadership continues to support two-way communication and transparency.
- Bureau Chiefs foster cross-bureau communication.

STRATEGY 2.J.5

Explore the feasibility of continuing to use technology to increase efficiency and morale post-pandemic.

Action Items:
- Assess a hybrid teleworking/in office work internal POST policy.

OBJECTIVE 2.K

POST stakeholders have access to resources to improve performance and efficiency in the field

---

STRATEGY 2.K.1

Research the means to enhance feedback from external stakeholders to better POST programs.

Action Items:
- Use Course Evaluator Instrument (CEI) as a reference to adopt new feedback processes.
- Implement a comprehensive survey procedure ensuring survey information is captured, channeled to appropriate personnel, and responded to as needed.

STRATEGY 2.K.2

Update and analyze the need to expand online communities.

Action Items:
- Continue to update and improve the Training Manager Network section within the Learning Portal.
- Designate staff from the appropriate bureaus to maintain the content of specific online communities within the Portal or within the POST Website (i.e., TDC for the Training Manager Network and TPS for the Dispatch Center.)

STRATEGY 2.K.3

Research technologies to determine how they might be applied to enhance the performance and training of law enforcement personnel.

Action Items:
- Research the feasibility and process of internal or external costs/options to update current apps and tools.
- Research impact of virtual reality training (specific impacts around performance improvement for specific areas such as de-escalation, communication, and officer safety for example.)
- Research technologies including but not limited to augmented reality and artificial intelligence to enhance in-field programs.

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

OBJECTIVE 3.A
California law enforcement agencies are knowledgeable and aware of POST products and services

STRATEGY 3.A.1
Ensure POST staff is knowledgeable of and can communicate effectively about POST products, resources, and services.

Action Items:
- POST staff will receive annual training on the latest marketing strategies and methods to increase social media exposure.
- Communications Unit will disseminate annual surveys/feedback to internal and external stakeholders regarding POST products and communication efforts.
- Develop a portal through the Communications Unit for POST staff to market products and resources via social media outlets.

STRATEGY 3.A.2
Ensure the POST Website is continually being reviewed and improved.

Action Items:
- Increase social media exposure.
- Tailor keywords and meta tags for search engine results.
- Use internet analytics tools to identify ways to improve the website.

STRATEGY 3.A.3
Establish a social media strategy.

Action Items:
- Designate and empower a Social Media Coordinator.
- Ensure information about applicable POST programs is provided to the Social Media Coordinator for public outreach.
- Establish protocols for quick review, editing and approval of social media materials.
- Facilitate the posting of informational videos for the POST website and social media channels.

OBJECTIVE 3.B
The POST brand is distinct and identifiable across all products, resources, and media

STRATEGY 3.B.1
Develop a consistent look and feel for all POST products, resources, and materials.

Action Items:
- Evaluate current process for proof-editing POST materials and improve where necessary to ensure all POST materials are reviewed/edited prior to being distributed/published.

STRATEGY 3.B.2
Develop a marketing plan to increase awareness and distribution of POST training products to non-POST agencies.

Action Items:
- Conduct an audit of current social media presence, strategies, and internal structures to include the developments of a process for proof-editing POST materials and improve where necessary to ensure all POST materials are reviewed/edited prior to being distributed/published.
- Establish media mission goals/statements.
- Identify distribution channels and platforms.
- Create social content calendar.

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

OBJECTIVE 4.A
California law enforcement agencies are better able to select and train highly qualified law enforcement personnel

STRATEGY 4.A.1
Continue to assist agencies, academies, and applicable organizations/individuals with screening candidates for employment.

Action Items:
- Assess the feasibility of a central repository for law enforcement applicants (may need legislative assistance for PRA exemptions.)
- Propose and create mandatory background investigator training.

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

OBJECTIVE 5.A.1
TBD

(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.)