



DSH LAW ENFORCEMENT STRATEGIC PLAN –GOALS, OBJECTIVES & TASKS

Tasks	Responsible Party	Hours	Due Date	Status	
PILLAR 1: RECRUIT, HIRE & RETAIN					
OBJECTIVE 1A:					
<i>By January 1, 2019, have the HPO pay scale competitive with other agencies. (or have a recruitment and retention bonus in place that is competitive)</i>					
1	Develop Staffing Study for DSH Law Enforcement	Staffing Study Workgroup		TBD	Open
2	Law Enforcement Job Fairs: The HPD Recruitment Team should attend these events to pass out flyers and give firsthand information to prospective applicants. A professional looking banner would need to be purchased to draw applicants to the booth.	D. Hauscarriague/ M. Smith		12/2014	Open
3	Require exit interviews for any employee that retires, transfers to a different career or laterals to another law enforcement agency. This information should be centrally tracked and stored.	D. Hauscarriague/ M. Smith		6/2014	Open
4	Pay Parity: Complete a pay comparison between other state law enforcement agencies to include CDCR as well as local agencies specific to each hospital.	D. Hauscarriague/ M. Smith		12/2014	Open
5	Require HPD management to complete scheduled 'stay' employee interviews to determine what is working for them and what could be improved. This information should be centrally tracked and stored.	D. Hauscarriague/ M. Smith		12/2014	Open
6	Job Flyer: A DSH – Hospital Police Department flyer should be created displaying a synopsis of the information listed on the website, along with a link to the website should prospective applicants desire more detailed information.	D. Hauscarriague/ M. Smith		11/2014	Open
7	Hospital Police Department Recruitment Teams: A Lieutenant, Sergeant, and at least two officers should be identified as a recruitment team. Their function would be to perform the duties outlined below as needed. The Lieutenant would also be responsible for submitting a monthly report to the Chief of Police regarding progress in recruitment to include what actions were taken throughout the month and how many possible applicants showed a level of interest.	D. Hauscarriague/ M. Smith/ HQ Recruitment Coordinator		12/2014	Open
8	Local Publication Advertisements: Career opportunity advertisements should be run in local newspapers.	D. Hauscarriague/ M. Smith/ HQ Recruitment Coordinator		12/2014	Open
9	Academy Recruitment:	D. Hauscarriague/ M. Smith/ HQ		12/2014	Open



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	Tasks	Responsible Party	Hours	Due Date	Status
	The HPD Recruitment Teams should hand out flyers at local Police Academies.	Recruitment Coordinator			
10	Create a Template for Recruitment and Retention that could be used at each hospital.	D. Hauscarriague/ M. Smith/ HQ Recruitment Coordinator		12/2014	Open
11	Develop template and track staffing issues at each hospital. This should include filled positions, overtime worked, mandates worked, and un-worked shift coverage.	D. Hauscarriague/ M. Smith/ HQ Recruitment Coordinator		12/2014	Open
12	Secure a Recruitment and Retention package to mitigate the loss of employees.	D. Hauscarriague/ M. Smith/ HQ Recruitment Coordinator		12/2014	Open
13	DSH – Hospital Police Department website: Develop and maintain a DSH – Hospital Police Department website outlining contact information, career opportunities, pay scale, benefits package, and process to apply. This should include a link to the STD 678 form for applicants.	D. Hauscarriague/ M. Smith/ HQ Recruitment Coordinator		1/2015	Open
14	Delete the PC 832 requirement for applicants. This may prevent some people from applying. Furthermore, this is part of the required training for any new hire that has to attend the Level 3 and 2 academy modules.	D. Hauscarriague/ M. Smith/ HR/ HQ Recruitment Coordinator		1/2015	Open
15	Develop and train/certify HPO's in mental health specific issues. This is to give more identity and pride in their career. DSH –Napa is working with the Violence Reduction Committee on a possible curriculum. Focus on expertise in the mental health law enforcement field to attract viable candidates.	D. Hauscarriague/ M. Smith/ HQ Training Coordinator		1/2015	Open
16	Complete and submit a state wide Recruitment and Retention package for all state hospitals.	D. Hauscarriague/ M. Smith/ HQ Recruitment Coordinator		1/2015	Open



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Tasks	Responsible Party	Hours	Due Date	Status	
PILLAR 2: CONSISTENT STATEWIDE TRAINING					
Objective 2A:					
<i>By January 1, 2019, 100% of all newly hired DSH Law Enforcement Staff will be POST certified by the end of their probationary period (or have qualified for their POST certificate by the end of their probationary period)</i>					
1	Hire statewide POST and training coordinators to develop statewide Law Enforcement training program and work to obtain POST certification for the agency	Chief, Law Enforcement and CALHR		8/2014	Open
2	Develop POST certification plan-meet with POST representatives to identify the plan necessary to obtain POST certification for DSH. See objective 2B	POST /Training Coordinators and various support staff		12/2014	Open
3	Rewrite minimum qualifications for Hospital Police Officer to include: Must successfully complete a DSH approved academy and / or obtain a basic POST certificate prior to the end of their probationary period.	POST/Training Coordinators coordinator, various support staff and CALHR		1/2015	Open
4	New hires with a basic POST certificate must complete a DSH Law Enforcement training program prior to the end of their probationary period.	POST/Training Coordinators coordinator, various support staff and CALHR		TBD	Open
5	Extend the probationary period to 18 months (currently 12 months) for newly hired Hospital Police Officers. This task may also apply to PILLAR 1.	POST/Training Coordinators coordinator, various support staff and CALHR		TBD	Open
6	Existing officers – in conjunction with POST, develop a plan to either obtain POST certification or to be grandfathered into their existing position by identifying any required training each officer may have to complete.	POST /Training Coordinators and various support staff		12/2014	Open
7	Create or expand existing Field Training Program to POST standards	POST /Training Coordinators and various support staff		6/2015	Open
8	Create pay differential/incentive pay for qualified training officers.	POST/Training Coordinators coordinator, various support staff and CALHR		TBD	Open



DSH LAW ENFORCEMENT STRATEGIC PLAN –GOALS, OBJECTIVES & TASKS

	Tasks	Responsible Party	Hours	Due Date	Status
Objective 2B:					
<i>Attain POST certification for DSH Law Enforcement program by January 2019</i>					
1	Hire statewide POST Coordinator to serve as a liaison between DSH and POST in order to obtain POST certification for the agency	Chief, Law Enforcement and CALHR		10/2014	Open
2	Each hospital will create or identify a Law Enforcement Training Coordinator/POST Training Manager to liaison with the HQ POST coordinator.	Chief, Law Enforcement, CALHR and Hospital Chiefs		10/2014	Open
3	Enter into discussion with POST	HQ POST Coordinator		6/2014	Open
4	Build out a POST implementation plan	HQ POST Coordinator, Chief- Law Enforcement, Hospital Chiefs, and Training Managers		1/2015	Open
5	Request POST to conduct a review of all relevant records necessary to meet this goal.	HQ POST coordinator		7/2014	Open
Objective 2C:					
<i>The Department of State Hospitals will develop a POST certified statewide Law Enforcement Training Academy by January 1, 2019</i>					
1	Standardized Peace Officer training, under one curriculum/training standard, utilizing the DSH- A established academy program (August 2014), while the DSH pursues the implementation of a POST specialized academy.	DSH Hospital Administrators, DSH Chiefs (HQ and Local), POST Coordinator		8/2014	Open
2	Identify a permanent Academy Coordinator	CALHR, HA's, and Chiefs (HQ and local)		1/2015	Open
3	Request POST to evaluate current curriculum to identify areas of the curriculum which requires updating.	HQ POST coordinator		8/2014	Open
4	Identify permanent and ADHOC academy staff, support, and clerical positions.	CALHR, HA's, and Chiefs (HQ and local)		1/2015	Open
5	100% of academy instructors will complete the POST Academy Instructor Certification Course.	Academy Coordinator, Training Managers		TBD	Open
6	Identify a permanent DSH Law Enforcement Training Facility, which will accommodate all of the POST required training, necessary housing and dining accommodations.	Chiefs (HQ and Local), HA's, Academy Coordinator, POST Coordinator		1/2015	Open
7	Identify and procure all of the necessary equipment to safely operate the DSH Law Enforcement Training facility.	Chiefs (HQ and Local), HA's, Academy Coordinator		1/2016	Open



DSH LAW ENFORCEMENT STRATEGIC PLAN –GOALS, OBJECTIVES & TASKS

Tasks		Responsible Party	Hours	Due Date	Status
8	Establish an annual training budget to fully operate the DSH Law Enforcement Training facility.	Chiefs (HQ and Local), HA's, Academy Coordinator		6/2015	Open
9	Continue to work with Allan Hancock College for accreditation.	Academy Coordinator and DSH Accounting		6/2014	Open
Objective 2D:					
<i>Obtain CALEA accreditation between January 2019 and January 2021 as a measure of achieving our ultimate goal as identified in the Departments Law Enforcement Strategic Plan.</i>					
1	Investigate requirements/eligibility	Chiefs (HQ and local)		6/2014	Open
2	Attend CALEA Conference in July 2014 to begin the process.	Chiefs (HQ and local)		7/2014	Open
3	Develop the implementation Plan	Chiefs (HQ and local)		TBD	Open
Objective 2E:					
<i>By January 1, 2015 develop a comprehensive supervisor and manager training program for DSH Law Enforcement Staff</i>					
1	Support Law Enforcement managers and supervisors attending a variety of Professional Development Programs to include: <ul style="list-style-type: none"> • Command College • Develop a partnership with the Naval Post Graduate School • FBI National Academy • Sherman Block Leadership Institute • POST Leadership Development Course • Robert Presley Investigator Course 	HQ Training Coordinator and Chief-Law Enforcement		1/2015	Open
PILLAR 3: CONSISTENT DISCIPLINARY AND ACCOUNTABILITY PROCESSES					
Objective 3A:					
<i>By 1-1-15, establish an office of Professional Standards to provide consistent disciplinary and accountability processes</i>					
1	Within the office of Professional Standards, create an Administrative Oversight Board consisting of at least three members from the Administrative Services Division, to include the Chief of Law Enforcement	Administrative Services Division		10/2014	Open
2	Within the office of Professional Standards, create and train an investigative team of at least two investigators to assist the oversight board and to respond to any request for assistance from any hospital, or at the direction of the Oversight Board	Administrative Services Division		7/2014	Open
3	Establish accountability and consistency by reviewing past practices and implementing a tracking and disposition data base to develop a disciplinary guidelines matrix ensuring an appropriate response is applied to each incident	Professional Standards		1/2015	Open



DSH LAW ENFORCEMENT STRATEGIC PLAN –GOALS, OBJECTIVES & TASKS

Tasks		Responsible Party	Hours	Due Date	Status
Objective 3B:					
<i>By 7-1-16 provide all DSH Law Enforcement staff with consistent training sufficient to comply with the Preventive Actions component of the State's progressive discipline policy.</i>					
1	Utilize POST compliant Academy and FTO Programs to instruct, remediate, and document the employee's knowledge as to work product expectations	Respective HPD training staff/Academy training staff		On-going	Open
2	Utilize Lexipol to train each employee, and then document that training, so as to define appropriate behavior and adherence to policy	Respective HPD training staff		7/2016	Open

Tasks		Responsible Party	Hours	Due Date	Status
Objective 3C:					
<i>By 7-1-15 provide all DSH Law Enforcement supervisors and managers with training to detect, investigate, and discipline policy and law violations by law enforcement personnel</i>					
1	Implement and utilize the IA Pro early warning program to identify emerging administrative issues	Supervisors/Managers		1/2015	Open
2	Update the DSH Investigations Manual	Professional Standards		1/2015	Open
3	Develop a consistent statewide investigation report format	Professional Standards		1/2015	Open
4	Send supervisors, managers, and investigators to POST compliant POBR and Administrative Investigations courses	Supervisors/Managers/Investigators		7/2015	Open

PILLAR 4: CONSISTENT POLICY

Objective 4A:					
<i>By January 1, 2016, 100 percent of all DSH police agencies will have consistent policies utilizing Lexipol</i>					
1	Establish policy workgroups at each hospital.	Chiefs of each hospital		6/2014	Open
2	Have the legal department involved in each workgroup	Sacramento legal		6/2014	Open
3	Each hospital workgroup selects a representative	Chief of each hospital		6/2014	Open
4	A DSH wide workgroup is established with members from each workgroup	DSH Chief		7/2014	Open
5	Ensure all policies are consistent through all five pillars	State workgroup		8/2014	Open
6	Obtain Lexipol	DSH Chief		8/2014	Open
7	The DSH wide workgroup meets with Lexipol	State workgroup/Lexipol		10/2014	Open
8	Lexipol meets with the hospital workgroup for development of individual policies	Chiefs of each		11/2014	Open



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Tasks		Responsible Party	Hours	Due Date	Status
		hospital/Lexipol			
9	Draft policies are developed and distributed to all stake holders	Lexipol		5/2015	Open
10	Final draft policies are prepared	Lexipol		10/2015	Open
11	Policies are distributed	DSH Chief		1/2016	Open
12	Training on Lexipol policies	Each hospital		1/2016	Open
Tasks		Responsible Party	Hours	Due Date	Status
PILLAR 5: SUPERVISION AND MANAGEMENT DEVELOPMENT					
Objective 5A: Add Captain/Deputy Chief Position each hospital					
1	Prepare Position Justification	Chief L.E.		1/2015	Open
2	I.D. Appropriate Classification from other agencies	Chief L.E./H.Q. HR/ Cal H/R		1/2015	Open
3	Complete Job Analysis	Chief L.E./H.Q. HR/ Cal H/R		6/2015	Open
4	Create Specific Duty Statement/Job Specification for position	Chief L.E./H.Q. HR/ Cal H/R		9/2015	Open
Objective 5B: All Supervisory and Management Ranks shall receive appropriate POST Level Training for their Classification by July 2016					
1	Identify POST Training Requirements by Classification	Chief L.E. and Hospital Chiefs of Police		6/2014	Open
2	Update S.O. 416.02 to an Administrative Letter, include the rank of Chief and Supervising Special Investigator for appropriate level of training as mandated by POST	Chief L.E. and Hospital Chiefs of Police		6/2014	Open
3	Determine Availability of Training	Chief L.E. and Hospital Chiefs of Police		6/2014	Open
4	Develop Training Schedule based on Availability of Training to Ensure Completion by Target Date	Chief L.E. and Hospital Chiefs of Police		8/2014	Open
5	Sgt. To POST Supervisory Class	Chief L.E. and Hospital Chiefs of Police		1/2015	Open
6	Lt.'s and SSI's to POST Management Class	Chief L.E. and Hospital Chiefs of Police		6/2015	Open
7	Chief's to POST Executive Class	Chief L.E. and Hospital Chiefs of Police		6/2015	Open



DSH LAW ENFORCEMENT STRATEGIC PLAN –GOALS, OBJECTIVES & TASKS

Tasks		Responsible Party	Hours	Due Date	Status
Objective 5C: <i>All Law Enforcement Supervisors with less than 5 years of Supervisory experience will participate in the DSH L.E. Coaching and Mentoring Plan</i>					
1	Evaluate the CHP Mentoring Plan as Well as Other L.E. Mentoring Plans	Chief L.E., Hospital Chiefs, H.A.'s		12/2014	Open
2	Evaluate the CHP Mentoring Plan for modification use by DSH HPD/OSI	Chief L.E., Hospital Chiefs, H.A.'s		12/2014	Open
3	Develop Coaching Mentoring Plan, Selecting and Incorporating Best Practices	Chief L.E., Hospital Chiefs, H.A.'s		1/2015	Open
4	Develop Expectations for Mentors and Participants. Incorporate Signed Agreements for Both Mentors and Participants	Chief L.E., Hospital Chiefs, H.A.'s		1/2015	Open
5	Develop Selection Criteria for Mentors	Chief L.E., Hospital Chiefs, H.A.'s		1/2015	Open
6	Provide Training for Mentors	Chief L.E., Hospital Chiefs, H.A.'s		6/2015	Open
7	Implement Program, Including Program Review Schedule	Chief L.E., Hospital Chiefs, H.A.'s		1/2016	Open
8	Adjust Program as Warranted	Chief L.E., Hospital Chiefs, H.A.'s		1/2016	Open



Action Items					
#	Action Items	Responsible Party	Due Date	Status	
RECRUIT, HIRE & RETAIN					
	Tasks	Responsible Party	Hours	Due Date	Status
PILLAR 1:					
OBJECTIVE 1A:					
<i>By January 1, 2019, have the HPO pay scale competitive with other agencies. (or have a recruitment and retention bonus in place that is competitive)</i>					
1	Develop Staffing Study for DSH Law Enforcement. This project is underway DSH-OPS is preparing a recommendation with supporting documents. CHHS is doing the same. (Hire outside company to complete the analysis)	Staffing Study Workgroup / Steve B, Ann Job	TBD	07/2016	Ongoing
2	Law Enforcement Job Fairs: Outreach The HPD Recruitment Team should attend these events to pass out flyers and give firsthand information to prospective applicants. A professional looking banner would need to be purchased to draw applicants to the booth. The OPS Recruitment Team has attended more than ten events to pass out recruitment flyers and give firsthand information to hundreds of prospective applicants this year so far: Ontario Career Fair (DC Events) The Rock Community Outreach Event American River College Career Fair Mt. San Jacinto Com. College Career Fair Cuesta College Career Fair Crafton Career Event March AFB Recruitment Event UC Davis Extension Event Travis AFB Hire-A-Hero Event San Bernardino College Recruitment Event	D. Hauscarriague/ M. Smith John Fink (DSH Recruitment Unit) / Christy Correa		12/2014 02/31/2015	Open Ongoing



	Tasks	Responsible Party	Hours	Due Date	Status
	<p>Lemoore NAS Job Fair</p> <p>Hire-A-Hero Ontario Veterans Event (EDD)</p> <p>EDD Veterans' Event</p> <p>CSU Dominguez Hills (BOE) Career Fair</p> <p>A new implementation process which is ongoing and developing is a candidate pipeline from several areas, which have been established to produce highly skilled applicants to all DSH Police Departments:</p> <ul style="list-style-type: none"> a. Educational Institutions Career Centers <ul style="list-style-type: none"> i. Colleges b. Military Separations <ul style="list-style-type: none"> i. Transition Assistance Programs (TAP) for Separating Service Members ii. Veterans Affairs (U.S. & State Offices) c. Civilian Community <ul style="list-style-type: none"> i. Employment Development Department ii. Academy Students attending as Unaffiliated 				
3	<p>Require exit interviews for any employee that retires, transfers to a different career or laterals to another law enforcement agency. This information should be centrally tracked and stored.</p> <p>OPS is organizing an exit interview tool for both the exiting employee and Hospital Police Chief, or designee, to be completed and returned to OPS/DSH-S.</p>	<p>D. Hauscarriague/ M. Smith</p> <p>Robert Bayze / Latricia Leach / Christy Correa</p>		<p>6/2014 09/2015</p>	<p>Open</p>
4	<p>Pay Parity:</p> <p>Complete a pay comparison between other state law enforcement agencies to include CDCR as well as local agencies specific to each hospital.</p> <p>This pay comparison was completed 12/2013 and was sent to OPS Sacramento.</p>	<p>Chiefs</p>		<p>12/2014</p>	<p>Complete</p>
5	<p>Require HPD management to complete scheduled 'stay' employee interviews to determine what is working for them and what could be improved. This information should be centrally tracked and stored.</p> <p>DSH-S / OPS implemented a command assessment; at this time the assessment has begun at; DSH-A, DSH-C, DSH-M, DSH-N. DSH-P will be deferred until late 2015 or early 2016 due to recent appointment of the Hospital Police Chief.</p>	<p>D. Hauscarriague/ M. Smith</p> <p>Steve Beeuwsaert / Latricia Leach</p>		<p>12/2014</p>	<p>Open Ongoing</p>

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Project Manager: Robert Bayze AGPA

	Tasks	Responsible Party	Hours	Due Date	Status
6	<p>Marketing Materials Job Flyer:</p> <p>A DSH – Hospital Police Department flyer should be created displaying a synopsis of the information listed on the website, along with a link to the website should prospective applicants desire more detailed information.</p> <p>Standard Banners and recruitment materials are in production by the HR Recruitment Unit and DGS. Drafts have been submitted to the Executive Management Team for approval.</p> <p>A DSH – Hospital Police Department advertisement displaying a synopsis of the information listed on the website, along with a link to the website directing prospective applicants to detailed information about vacancies and upcoming exams has been designed.</p> <ul style="list-style-type: none"> • Unified Look & Marketing Materials (Systemic Look) need to be created for all hospitals. <ul style="list-style-type: none"> ○ Tri-fold or Flyer Brochures ○ Banners & Tablecloth ○ HPO in action images • Enhance Web Outreach & Social Media Facebook, Twitter & LinkedIn <ul style="list-style-type: none"> ○ How to Apply ○ Benefits ○ Day to Day ○ In Action (Video) –Ask current HPOs to tell their story (on camera or in writing) about what attracted and keeps them working for the agency, and put those stories on the agency web site. <p>E-Newsletters, Advertisements, & E-Blasts via email campaigns</p> <ul style="list-style-type: none"> • Junior High school students • Junior High school students • High school students • Academies • Professional Journals 	<p>D. Hauscarriague/ M. Smith John Fink (DSH Recruitment Unit) / Christy Correa</p>		<p>11/2014 12/31/2015</p>	<p>Open</p>
7	<p>Hospital Police Department Recruitment Teams:</p>	<p>D. Hauscarriague/</p>		<p>12/2014</p>	<p>Open</p>

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	Tasks	Responsible Party	Hours	Due Date	Status
	A Lieutenant, Sergeant, and at least two officers should be identified as a recruitment team. Their function would be to perform the duties outlined below as needed. The Lieutenant would also be responsible for submitting a monthly report to the Chief of Police regarding progress in recruitment to include what actions were taken throughout the month and how many possible applicants showed a level of interest. OPS-S is currently working with the facilities to identify specific docs.	M. Smith/ HQ Recruitment Coordinator John Fink / Christy Correa		08/2015	
8	Local Publication Advertisements: Career opportunity advertisements should be run in local newspapers. The DSH Recruitment Unit can assist with a statewide ad to standardize across the board. Career opportunity advertisements will be run in local newspapers and association publications. The DSH Recruitment Unit can assist OPS with a statewide ad to standardize across the board. Advertisements will be placed by the DSH Recruitment Unit in Law Enforcement Associations Journals, and military magazines, such as Stars& Stripes, as well as advertising in local media sources surrounding the locations of the five hospitals.	D. Hauscarriague/ M. Smith/ HQ Recruitment Coordinator John Fink (DSH Recruitment Unit) / Christy Correa		12/2014 Ongoing	Open Ongoing
9	Academy Recruitment: The HPD Recruitment Teams should hand out flyers at local Police Academies. The OPS Recruitment Team is working with local police academies, such as Alan Hancock, South Bay Training Consortium, CHP Academy, and others to promote DSH law enforcement opportunities and distribute OPS Marketing Materials and upcoming examination notifications.	D. Hauscarriague/ M. Smith/ HQ Recruitment Coordinator John Fink (DSH Recruitment Unit) / Christy Correa / Facility Designated Personnel		12/2014 Ongoing	Open Ongoing
10	Create a Template for Recruitment and Retention that could be used at each hospital. This task was incorporated into #9.	D. Hauscarriague/ M. Smith/ HQ Recruitment Coordinator		12/2014	Open
11	Develop template and track staffing issues at each hospital. This should include filled positions, overtime worked, mandates worked, and un-worked shift coverage. Template is in Progress	D. Hauscarriague/ M. Smith/ HQ Recruitment Coordinator Laticia Leach		12/2014 Ongoing	Open
12	Secure a Recruitment and Retention package to mitigate the loss of employees. Plan was submitted to CalHR and added to budget pending adoption of budget by legislature and governor.	D. Hauscarriague/ M. Smith/ HQ Recruitment		07/01/2015	Open Complete



	Tasks	Responsible Party	Hours	Due Date	Status
		Coordinator DSH HR			
13	<p>DSH – Hospital Police Department website: Develop and maintain a DSH – Hospital Police Department website outlining contact information, career opportunities, pay scale, benefits package, and process to apply. This should include a link to the STD 678 form for applicants. DSH TSD is developing a new website template.</p>	Office of Communications / Recruitment team / Robert Bayze		01/2016	Pending
14	<p>Delete the PC 832 requirement for applicants. This may prevent some people from applying. Furthermore, this is part of the required training for any new hire that has to attend the Level 3 and 2 academy modules. In active discussions with DSH HR to revise MQ's for HPO and investigators.</p>	D. Hauscarriague/ M. Smith/ HR/ HQ Recruitment Coordinator / HQ Ops Chief of Law Enforcement / Christy Correa		TBD	Open
15	<p>Develop and train/certify HPO's in mental health specific issues. This is to give more identity and pride in their career. DSH –Napa is working with the Violence Reduction Committee on a possible curriculum. Focus on expertise in the mental health law enforcement field to attract viable candidates. In conjunction with CHHS, OLES OPS is developing specific mental health training for DSH Law Enforcement Personnel.</p>	D. Hauscarriague/ M. Smith/ HQ Training Coordinator CHHS-OLES Scott Hall		1/2015 Ongoing	Open
16	<p>Complete and submit a state wide Recruitment and Retention package for all state hospitals. Ongoing developments with the DSH Recruitment Unit will continue, as the finalization of recruitment materials for distribution and retention measures are rolled out. OPS has worked with Personnel and Selections to implement quarterly HPO Exams at all five hospitals to simplify the hiring and testing sequencing. The OPS has established law enforcement recruiting teams at each of the five hospitals, made up of lieutenants, sergeants, and officers. OPS along with the recruitment officers have coordinated and participated in over ten recruitment events in the last six months to address vacancy rates and overtime at all hospitals. Through these recent events we now have an applicant pool of over a hundred qualified individuals that will take the next HPO exam in August. With the recruitment & retention (Pay Differential 222) compensation package for hospital police officers DSH recruitment will be increasingly successful as we are able</p>	D. Hauscarriague/ M. Smith/ HQ Recruitment Coordinator John Fink (DSH Recruitment Unit / Org Development) / Christy Correa		1/2015 07/01/2015	Complete



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<p>to compete with other agencies recruitment efforts and pay.</p> <p>Training standardization for all hospital police officers will improve retention rates and lead to achieving the DSH Strategic Plan goals.</p>					
PILLAR 2: CONSISTENT STATEWIDE TRAINING					
Objective 2A:					
<i>By January 1, 2019, 100% of all newly hired DSH Law Enforcement Staff will be POST certified by the end of their probationary period (or have qualified for their POST certificate by the end of their probationary period)</i>					
1	Hire statewide POST and training coordinators to develop statewide Law Enforcement training program and work to obtain POST certification for the agency. A POST implementation plan has been developed and is being re-signed.	Chief, Law Enforcement and CALHR / Scott Hall		8/2014	Open Complete
2	Develop POST certification plan-meet with POST representatives to identify the plan necessary to obtain POST certification for DSH. See objective 2B	POST /Training Coordinators and various support staff / Scott Hall		12/2014	Complete
3	Rewrite minimum qualifications for Hospital Police Officer to include: Must successfully complete a DSH approved academy and / or obtain a basic POST certificate prior to the end of their probationary period. OPS staff is in active discussions with DSH HR to change the MQ's to include the requirement that all new hires must complete department mandated trainings.	POST/Training Coordinators coordinator, various support staff and CALHR Scott Hall / Chief of Law Enforcement		1/2015 Ongoing	Open
4	New hires with a basic POST certificate must complete a DSH Law Enforcement training program prior to the end of their probationary period. OPS, in conjunction with OLES, are in the process of developing this curriculum.	POST/Training Coordinators coordinator, various support staff and CALHR DSH OPS / CHHS OLES / Scott Hall / Latricia Leach		TBD	Open
5	Extend the probationary period to 18 months (currently 12 months) for newly hired Hospital Police Officers. This task may also apply to PILLAR 1.	POST/Training Coordinators coordinator, various support staff and CALHR		TBD	Open



**Strategic Plan Update
California Department of State Hospitals**

Project Manager: Robert Bayze AGPA

**Action Items
June 12th, 2014 Meeting**

	Tasks	Responsible Party	Hours	Due Date	Status
6	Existing officers – in conjunction with POST, develop a plan to either obtain POST certification or to be grandfathered into their existing position by identifying any required training each officer may have to complete.	See Post Implementation Plan		12/2014	Complete
7	Create or expand existing Field Training Program to POST standards. <i>OPS is in the process of creating training programs for all levels of OPS employees</i>	POST /Training Coordinators and various support staff <i>Latricia Leach / Scott Hall</i>		6/2015 <i>01/2016</i>	Open
8	Create pay differential/incentive pay for qualified training officers.	POST/Training Coordinators coordinator, various support staff and CALHR		TBD	Open
Objective 2B:					
<i>Attain POST certification for DSH Law Enforcement program by January 2019</i>					
1	Hire statewide POST Coordinator to serve as a liaison between DSH and POST in order to obtain POST certification for the agency	Chief, Law Enforcement and CALHR		10/2014	Completed
2	Each hospital will create or identify a Law Enforcement Training Coordinator/POST Training Manager to liaison with the HQ POST coordinator. <i>Atascadero</i> <ul style="list-style-type: none"> • <i>Lt. Mary Simonson</i> • <i>Sgt. Troy Parker</i> <i>Coalinga</i> <ul style="list-style-type: none"> • <i>Officer Karen Felix</i> <i>Napa</i> <ul style="list-style-type: none"> • <i>Officer Arsenio Aqui</i> <i>Metropolitan</i> <ul style="list-style-type: none"> • <i>Lt. Tamika Price (Smith)</i> • <i>Sgt. Orlando Ceretti</i> <i>Patton</i> <ul style="list-style-type: none"> • <i>Lt. Thomas Maune</i> • <i>Sgt. Frederick Villalpando</i> 	Chief, Law Enforcement, CALHR and Hospital Chiefs		10/2014	Open
3	Enter into discussion with POST	HQ POST Coordinator		6/2014	Completed
4	Build out a POST implementation plan	HQ POST Coordinator,		1/2015	Completed



Project Manager: Robert Bayze AGPA

Tasks	Responsible Party	Hours	Due Date	Status
	Chief- Law Enforcement, Hospital Chiefs, and Training Managers			
5 Request POST to conduct a review of all relevant records necessary to meet this goal.	HQ POST coordinator		7/2014	Completed
Objective 2C:				
<i>The Department of State Hospitals will develop a POST certified statewide Law Enforcement Training Academy by January 1, 2019</i>				
1 Standardized Peace Officer training, under one curriculum/training standard, utilizing the DSH- A established academy program (August 2014), while the DSH pursues the implementation of a POST specialized academy. <i>All DSH will use State Hospitals Police Academy beginning with the August 2015 session.</i>	DSH Hospital Administrators, DSH Chiefs (HQ and Local), POST Coordinator		8/2014 08/2015	Open Complete
2 Identify a permanent Academy Coordinator	CALHR, HA's, and Chiefs (HQ and local)		1/2015 TBD	Open
3 Request POST to evaluate current curriculum to identify areas of the curriculum which requires updating.	HQ POST coordinator		8/2014 TBD	Open
4 Identify permanent and ADHOC academy staff, support, and clerical positions.	CALHR, HA's, and Chiefs (HQ and local)		1/2015 TBD	Open
5 100% of academy instructors will complete the POST Academy Instructor Certification Course. <i>All current instructors have completed course, any new instructors added will attend the course.</i>	Academy Coordinator, Training Managers		TBD Ongoing	Open Ongoing
6 Identify a permanent DSH Law Enforcement Training Facility, which will accommodate all of the POST required training, necessary housing and dining accommodations. <i>A proposed plan has been submitted to DSH architect and BCP discussions are occurring.</i>	Chiefs (HQ and Local), HA's, Academy Coordinator, POST Coordinator		1/2015 05/2015	Open Complete
7 Identify and procure all of the necessary equipment to safely operate the DSH Law Enforcement Training facility. <i>See task #6 above.</i>	Chiefs (HQ and Local), HA's, Academy Coordinator		1/2016 05/2015	Open Complete
8 Establish an annual training budget to fully operate the DSH Law Enforcement Training facility.	Chiefs (HQ and Local), HA's, Academy Coordinator DSH Budget Office		6/2015 12/2015	Open
9 Continue to work with Allan Hancock College for accreditation.	Academy Coordinator		6/2014	Open

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	Tasks	Responsible Party	Hours	Due Date	Status
	OPS is in active discussion w/AHC to ensure accreditation continues.	and DSH Accounting		Ongoing	
Objective 2D:					
Obtain CALEA accreditation between January 2019 and January 2021 as a measure of achieving our ultimate goal as identified in the Departments Law Enforcement Strategic Plan.					
<i>Objective initiation dates have been adjusted pending the completion of higher priority objectives.</i>					
1	Investigate requirements/eligibility	Chiefs (HQ and local)		6/2014 TBD	Open
2	Attend CALEA Conference in July 2014 to begin the process.	Chiefs (HQ and local)		7/2014 TBD	Open
3	Develop the implementation Plan	Chiefs (HQ and local)		TBD	Open
Objective 2E:					
By January 1, 2015 develop a comprehensive supervisor and manager training program for DSH Law Enforcement Staff					
1	Support Law Enforcement managers and supervisors attending a variety of Professional Development Programs to include: <ul style="list-style-type: none"> • Command College • Develop a partnership with the Naval Post Graduate School • FBI National Academy • Sherman Block Leadership Institute • POST Leadership Development Course • Robert Presley Investigator Course <i>All the facility and HQ OPS staff are attending these and other career development courses.</i>	See Department Training Plan / HQ Training Coordinator and Chief-Law Enforcement Hospital Police Chiefs		1/2015 Ongoing	Open Ongoing
PILLAR 3: CONSISTENT DISCIPLINARY AND ACCOUNTABILITY PROCESSES					
Objective 3A:					
By 1-1-15, establish an office of Professional Standards to provide consistent disciplinary and accountability processes					
<i>This objective is being suspended until such time as OPS-Sacramento has sufficient staff to begin implementation.</i> UPDATED 06/18/2015					
1	Within the office of Professional Standards, create an Administrative Oversight Board consisting of at least three members from the Administrative Services Division, to include the Chief of Law Enforcement	Administrative Services Division		10/2015	In Progress
2	Within the office of Professional Standards, create and train an investigative team of at least two investigators to assist the oversight board and to respond to any request for assistance from any hospital, or at the direction of the Oversight Board	Administrative Services Division		12/2015	In Progress



	Tasks	Responsible Party	Hours	Due Date	Status
3	Establish accountability and consistency by reviewing past practices and implementing a tracking and disposition data base to develop a disciplinary guidelines matrix ensuring an appropriate response is applied to each incident	Professional Standards		1/2015	In Progress
	<p>Status from John C - Since I am assigned Pillar 3: Consistent Disciplinary & Accountability Process, I would say that any input I may have would be determined after DSH has decided on the policies and procedures adopted by Lexipol, I-A Pro and evaluation of a Use of Force Policy. The assigned personnel to this project would be:</p> <ol style="list-style-type: none"> 1. Lt. Hector Guerra 909-425-6572 (Lead contact) 2. Lt. Bryce Mibeck 909-425-6795 3. Lt. Thomas Maune 909-425-6551 <p>Completion date will be determined by the above factors. Any questions, please don't hesitate to contact me. John C.</p>				

Objective 3B:

By 7-1-16 provide all DSH Law Enforcement staff with consistent training sufficient to comply with the Preventive Actions component of the State's progressive discipline policy.

1	Utilize POST compliant Academy and FTO Programs to instruct, remediate, and document the employee's knowledge as to work product expectations	Respective HPD training staff/Academy training staff		On-going	Open
2	Utilize Lexipol to train each employee, and then document that training, so as to define appropriate behavior and adherence to policy. Daily Training Bulletins	Respective HPD training staff		12/2015	Ongoing

	Tasks	Responsible Party	Hours	Due Date	Status
Objective 3C:					
<i>By 7-1-15 provide all DSH Law Enforcement supervisors and managers with training to detect, investigate, and discipline policy and law violations by law enforcement personnel</i>					
1	Implement and utilize the IA Pro early warning program to identify emerging administrative issues	IA Pro Subcommittee / Supervisors/Managers		01/2016	Open
2	Update the DSH Investigations Manual	Professional Standards / Mike Davis		07/2015	In Progress
3	Develop a consistent statewide investigation report format	Professional Standards / Mike Davis / Latricia Leach		08/2015	In Progress
4	Send supervisors, managers, and investigators to POST compliant training and Administrative Investigations courses (Command College, SBSLI, ICI, Backgrounds)	Supervisors/Managers / Facility OPS / Latricia		07/2016	Ongoing

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Tasks	Responsible Party	Hours	Due Date	Status
	Leach			
PILLAR 4: CONSISTENT POLICY				
Objective 4A:				
<i>By January 1, 2016, 100 percent of all DSH police agencies will have consistent policies utilizing Lexipol</i>				
1	Establish policy workgroups at each hospital.	Chiefs of each hospital	6/2014	Cancelled
2	Have the legal department involved in each workgroup	Sacramento legal	6/2014	Cancelled
3	Each hospital workgroup selects a representative	Chief of each hospital	6/2014	Cancelled
4	A DSH wide workgroup is established with members from each workgroup	CLE	10/2014	Complete
5	Ensure all policies are consistent through all five pillars	State workgroup	07/2015	Ongoing
6	Obtain Lexipol	CLE	10/2014	Complete
7	The DSH wide workgroup meets with Lexipol	State workgroup/Lexipol	10/2014	Complete
8	Lexipol meets with the Hospital workgroups for development of individual procedures established.	Chiefs of each hospital/ Lexipol	08/2015	Open
9	Draft policies are developed and distributed to all stake holders	Lexipol	07/2015	Open
10	Final draft policies are prepared	Lexipol	07/2015	Open
11	Policies are distributed	CLE	1/2016	Open
12	Training on Lexipol policies	CLE	1/2016	Open

Tasks	Responsible Party	Hours	Due Date	Status
PILLAR 5: SUPERVISION AND MANAGEMENT DEVELOPMENT				
Objective 5A: <i>Add Captain/Deputy Chief Position each hospital</i>				
<i>This objective is delayed pending the completion of other objectives, it will be reviewed at a later date.</i>				
1	Prepare Position Justification	Chief L.E.	1/2015 TBD	Open Suspended
2	I.D. Appropriate Classification from other agencies	Chief L.E./H.Q. HR/ Cal H/R	1/2015 TBD	Open Suspended
3	Complete Job Analysis	Chief L.E./H.Q. HR/ Cal H/R	6/2015 TBD	Open Suspended
4	Create Specific Duty Statement/Job Specification for position	Chief L.E./H.Q. HR/ Cal	9/2015	Open

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Tasks		Responsible Party	Hours	Due Date	Status
		H/R		TBD	Suspended
Objective 5B: All Supervisory and Management Ranks shall receive appropriate POST Level Training for their Classification by July 2016 <i>UPDATED 10/23/14</i>					
1	Identify Department and/or POST Training Requirements by Classification	Chief L.E. and Hospital Chiefs of Police		6/2014 01/2016	Open
2	Update S.O. 416.02 to an Administrative Letter, include the rank of Chief and Supervising Special Investigator for appropriate level of training as mandated by POST	Chief L.E. and Hospital Chiefs of Police		6/2014 TBD	Open
3	Determine Availability of Training	Chief L.E. and Hospital Chiefs of Police		6/2014 Ongoing	Complete, but on-going
4	Develop Training Schedule based on Availability of Training to Ensure Completion by Target Date	Chief L.E. and Hospital Chiefs of Police		8/2014	Open Complete
5	Sgt. To POST Supervisory Class	Chief L.E. and Hospital Chiefs of Police		1/2015 Ongoing	In progress
6	Lt.'s and SSI's to POST Management Class <i>OPS currently have several employees attending this course.</i>	Chief L.E. and Hospital Chiefs of Police		6/2015 Ongoing	In progress Have Sgt. And Lts. Applying for POST Leadership and POST Command College
7	Chief's to POST Executive Class	Chief L.E. and Hospital Chiefs of Police		6/2015 Ongoing	Open
Objective 5C: All Law Enforcement Supervisors with less than 5 years of Supervisory experience will participate in the DSH L.E. Coaching and Mentoring Plan					
1	Evaluate the CHP Mentoring Plan as Well as Other L.E. Mentoring Plans	Chief L.E., Hospital Chiefs, H.A.'s		12/2014	Open
2	Evaluate the CHP Mentoring Plan for modification use by DSH HPD/OSI	Chief L.E., Hospital Chiefs, H.A.'s		12/2014	Open
3	Develop Coaching Mentoring Plan, Selecting and Incorporating Best Practices	Chief L.E., Hospital Chiefs, H.A.'s		1/2015	Open
4	Develop Expectations for Mentors and Participants. Incorporate Signed Agreements for Both Mentors and Participants	Chief L.E., Hospital Chiefs, H.A.'s		1/2015	Open



Strategic Plan Update
California Department of State Hospitals

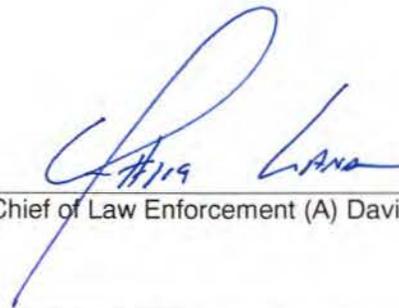
Project Manager: Robert Bayze AGPA

Action Items
June 12th, 2014 Meeting

	Tasks	Responsible Party	Hours	Due Date	Status
5	Develop Selection Criteria for Mentors	Chief L.E., Hospital Chiefs, H.A.'s		1/2015	Open
6	Provide Training for Mentors	Chief L.E., Hospital Chiefs, H.A.'s		6/2015	Open
7	Implement Program, Including Program Review Schedule	Chief L.E., Hospital Chiefs, H.A.'s		1/2016	Open
8	Adjust Program as Warranted	Chief L.E., Hospital Chiefs, H.A.'s		1/2016	Open

Reviewed and Updated:

July 2015 Update (Red Font)

 #119 LANDRUM 08-03-2015

 Chief of Law Enforcement (A) David Landrum Date

 Chief of Law Enforcement Date

 Chief of Law Enforcement Date