

DEPARTMENT OF DEVELOPMENTAL SERVICES

OFFICE OF PROTECTIVE SERVICES

STRATEGIC PLAN

2020



2025

*Modified from the original for use with Lexipol.

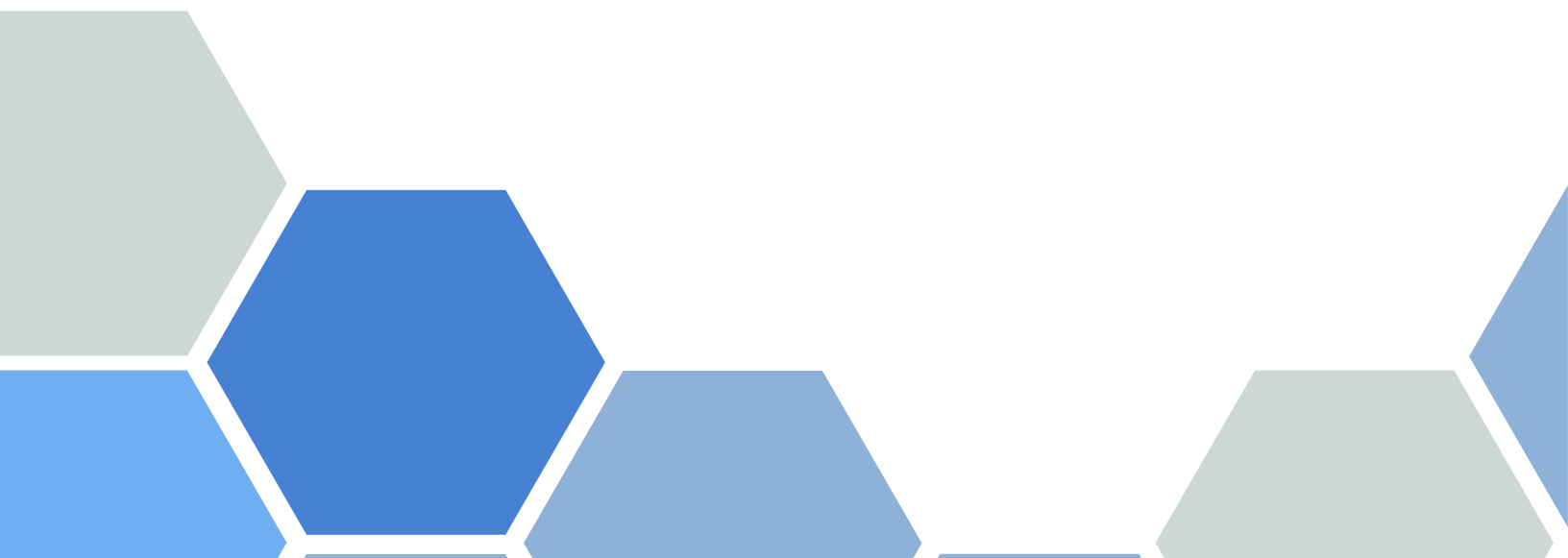
Transparency - Integrity - Expertise



Guiding the Department into the Future...

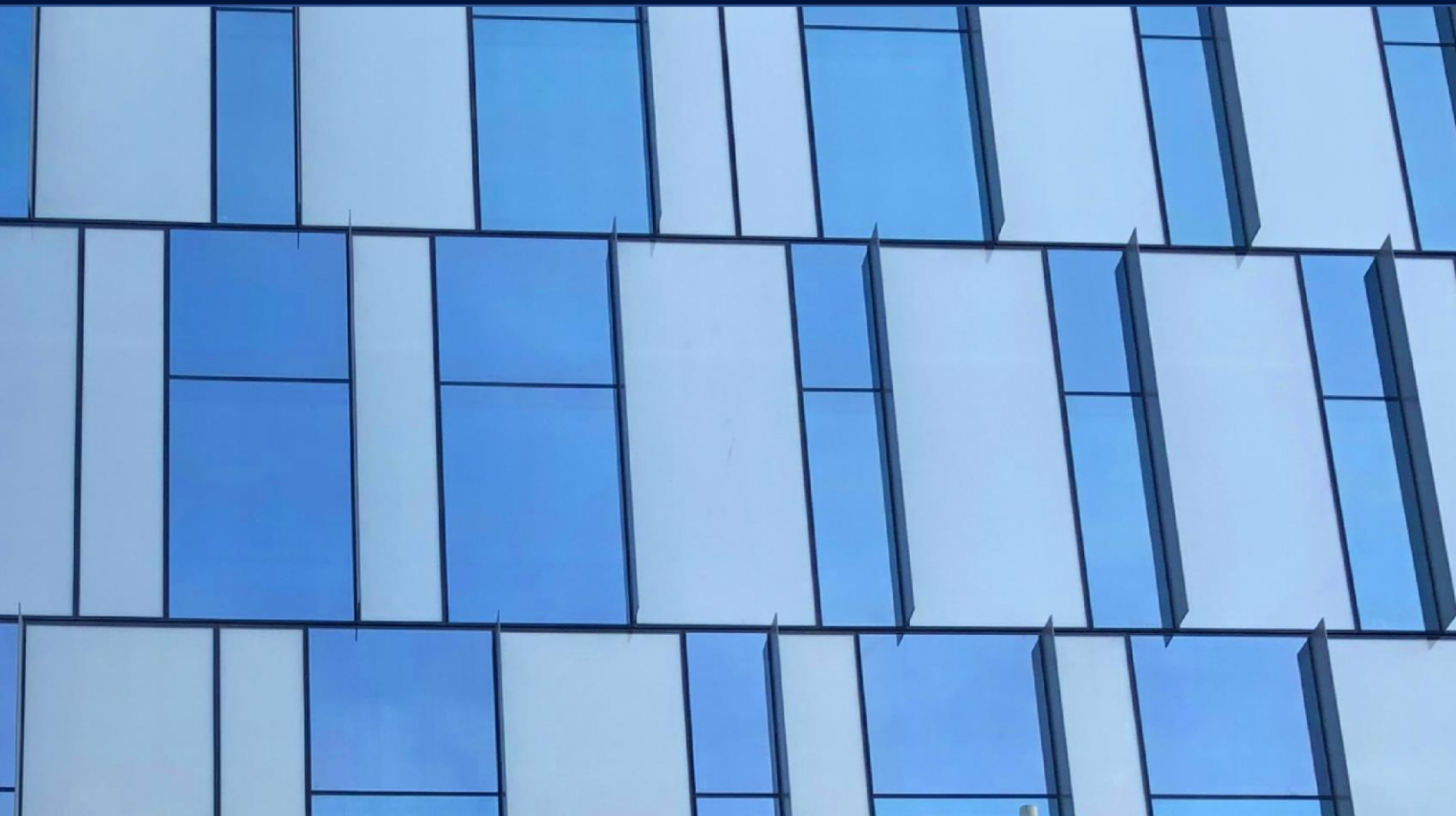
Table of Contents

Committee Message.....	1
Vision.....	3
Mission.....	3
Values.....	3
Goals.....	5



COMMITTEE MESSAGE

“In 2019, the Office of Protective Services (OPS) embarked on creating a new 2020-2025 Strategic Plan. This effort involved the creation of a Strategic Planning Committee, which consisted of staff members, both uniformed and non-uniformed, from each of the facilities, and from all ranks. During a series of strategic planning meetings, the committee members discovered ways to improve performance by providing inputs, outputs, and outcomes for the 2020-2025 Strategic Plan. One of the more noticeable results was the committee’s revision of OPS’ previous Vision, Values, and Mission Statement. These improvements clarify OPS’s direction, beliefs, and behaviors. In short, the committee provided OPS with a roadmap for what the Department intends to accomplish during the next five years. OPS’ success is incumbent upon each employee familiarizing themselves with the new 2020-2025 Strategic Plan, as it sets the foundation for what each of us must contribute to make OPS succeed in revolutionizing its future. We want to encourage each member of the OPS to consider the improvements your co-workers created to help guide us successfully into the future of Client Care and Protection.”



VISION

Trusted Leaders in the Community

MISSION

Revolutionizing Protective Services to Preserve Safety & Quality of Life, through Evolving Relationships with those in the Developmental Services Community.

GOAL 1

Revolutionize Protective Services

Objective 1
Perishable Skills Training

Objective 2
Mentoring Program

Objective 3
Field Training

Objective 4
Commendation Policy

Objective 5
Recruitment Schedule

GOAL 2

Preserve Safety and Quality of Life

Objective 1
Investigative Time Frames

Objective 2
District Attorney Liaison

Objective 3
Emergency Preparedness

Objective 4
Site-Safety and Security

GOAL 3

Evolve Relationships

Objective 1
Allied Services Education

Objective 2
Law Enforcement Education Course

Objective 3
Employee Education

Objective 4
Community Outreach

VALUES

Transparency



Integrity



Expertise

VISION

Trusted Leaders in the Community

The Office of Protective Services (OPS) generally provides specialized law enforcement services to individuals within the Developmental Services Community. Regardless of this, it is our aim to be trusted law enforcement professionals, wherever we can best serve the citizens of California. In order to accomplish this vision, we are dedicated to ever improving our knowledge, skills and abilities, as well as broadening our opportunities to serve.

MISSION

Revolutionizing Protective Services to Preserve Safety & Quality of Life, through Evolving Relationships with those in the Developmental Services Community.

The Office of Protective Services has devoted ourselves to revolutionizing Protective Services through building strong relationships with various Stakeholders and Experts within the Developmental Services Community. It is our belief that we all will benefit from our shared experiences.

As Law Enforcement professionals, the OPS has the responsibility to teach the realities about protecting the most vulnerable individuals in our communities. By cross-sharing ideas, we will be able to better collaborate with experts, in order to improve the safety of individuals with Developmental Disabilities.

VALUES

Transparency – Integrity – Expertise

In choosing the Values we wished to embody, the Strategic Planning Committee opted for a simpler approach. The values we chose, Transparency, Integrity, Expertise, embody many of the value-options we considered. One side-benefit of our selection is that the words spell-out “T.I.E.”, making it easy for everyone to remember our departmental values.



“Remember to Wear your T.I.E.”

GOALS

In order to accomplish the Mission and Vision of the Department, the Strategic Planning Committee has established three main Goals, supported by several Objectives each. These Objectives guide department members' efforts in achieving our Mission, ultimately, fulfilling our Vision of becoming "Trusted Leaders in the Community."

Goal 1: Revolutionize Protective Services

Objective 1 - In house trainers trained by 12/31/2021. 100% in house Perishable Skills by 12/31/2025: The California Legislature mandates Peace Officers from the Office of Protective Services maintain specific biennial training proficiencies in the following areas: Arrest & control, Driver training, Tactical firearms, Tactical communications. The Office of Protective Services currently outsources all perishable skills training to various outside vendors. Outsourcing the training of these skills exposes our officers to a wide array of techniques and tactics, not all of which may fit into our department's policies and procedures. Outsourcing further misses the opportunity to improve our collective knowledge base by making our OPS Peace Officers Subject Matter Experts (SME) in these areas. Certifying in-house trainers develop OPS officers and provides further development opportunities. Currently, OPS spends \$400.00 every two years, per officer to send an individual officer to a full contingent of perishable skills training. This cost only covers the course and does not reflect the expense of travel, lodging, and accommodations, which can exponentially increase the impact to the department's budget. The cost to train OPS officers as POST Certified Instructors would be approximately \$800.00 per Instructor. By utilizing in-house Instructors for Perishable Skills, the OPS would see an approximate savings of \$34,000 annually.*

Objective 2 - Establishing a Mentoring Program by 12/31/2020: All promotion positions are to be assigned a coach and mentor, and tracked through 12/31/2025: The benefits of establishing a coaching and mentoring program provides an opportunity, between the mentor and mentee, to share ideas, try new skills, and take risks. The program will improve awareness of personal biases, assumptions, and identify possible areas for improvement. In doing so, we create a culture of acceptance, inclusion, reinforces cultural norms and values, and allow a mentee to have a smoother transition into their new position. A mentoring program offers a knowledgeable veteran employee an avenue to provide insight, guidance, and recommendations to less experienced colleagues. The program will promote interpersonal and leadership skills, fostering networking with others, while reaffirming values, goals, and mission of the Department. OPS plans to initiate this program by January 1, 2021.

*These figures were estimated, based on actual staffing positions filled and do not account for unfilled positions.

Objective 3 - Revise and Standardized FTO by 12/31/2020: The Peace Officer Standards and Training (POST) Field Training Officer (FTO) program provides comprehensive guidelines and structured learning content to facilitate newly assigned peace officers transitioning from an academic setting to field training. Field training provides initial formal and informal training specific to DDS OPS and the day-to-day duties of its officers. This hands-on experience forms the foundation for their career. As part of our 2020-2025 Strategic Plan, OPS will standardize the FTO program across all OPS facilities and submit it for POST approval. OPS plans to submit its FTO Program to POST by December 31, 2020.

Objective 4 - Revise Commendation Policy by 6/30/2020 and track OPS command's use of the new documents annually for applicable use: The Office of Protective Services expects a high level of professional conduct from all employees. Frequently OPS members perform their duties in a manner exceeding the highest standards of the agency. Awards and commendations are recognition for exemplary employee conduct based on demonstrated performance and/or knowledge. Awards and commendations are effective methods to show appreciation, motivate employees, and document exceptional employees and a history of expertise, behavior and initiative.

Objective 5 - Revise recruitment schedule by 12/31/2020 and track location and number of recruitment events annually: As of December 2019, the OPS vacancy rate is 21%. To attract qualified candidates for OPS, a comprehensive recruitment strategy will be revised and implemented by December 31, 2020.

The revised recruitment schedule will cultivate transparent and fair hiring practices while enlisting a diverse group of applicants that have distinguished themselves as being outstanding. Through the utilization of available resources the revised recruitment schedule would promote consistency throughout the selection process. Additionally, it will provide awareness and credibility for the Department of Developmental Services and encourage growth throughout the organization.



Goal 2: Preserve Safety & Quality of Life

Objective 1 - Beginning January 1, 2020 Investigations will be completed and submitted for review within 60 days, and Supervisory review completed by day 90. All OPS Commands will track and report their SIU investigation time frames on a quarterly basis, by 12/31/2025: Currently OPS completes 60% of their SIU investigations within 120 days. In order to improve our overall efficiency and expertise and ensure we always meet or exceed OLES guidelines, OPS will strive to submit its investigations for supervisory review within 60 days. The supervisory review along with any necessary edits will be completed within 30 days allowing OPS to accomplish a completion of investigations within 90 days.

Objective 2 - Review and close existing cases filed with the DA by 6/30/2020. Cases requiring DA follow up will be completed within 30 days. Establish DA Liaison: The Office of Protective Services (OPS) investigates various cases ranging from Administrative to Criminal. Criminal cases are sometimes submitted to the local District Attorneys' (DA) offices. Generally, cases are reviewed by the DA's office and if needed are returned to OPS typically within 2 to 12 months for additional follow up. OPS currently has cases pending investigator follow up which exceed 30 days. As part of our 2020-2025 Strategic Plan, OPS will close 100% of its existing open cases by June 30, 2020. In an effort to improve efficiency, each OPS office will establish a DA liaison, who will ensure cases requiring follow up from the DA's office will be assigned, completed, and resubmitted within 30 days.

Objective 3 - Annual OPS Emergency/Critical Incident preparedness: By 3/1/2021, OPS desires to effectively prepare its employees to recognize, anticipate, respond, and mitigate potential hazards; while also acting decisively and appropriately during an emergency or unusual incident. The purpose of instituting a preparedness training program is to enhance employee safety awareness and ensure employee preparedness. As part of this effort, two exercises will be conducted annually. One exercise will consist of a practical work location exercise, while the other exercise will be a table-top exercise. The exercises will be conducted for the purposes of testing personnel regarding their response, roles, and responsibilities in an emergency or unusual incident and to enhance their proficiency in implementing established processes under a simulated emergency/unusual incident.

Objective 4 - Site-Safety & Security: Conduct Biannual site-safety and security checks of all DDS facilities, to aid in identifying and correcting potential security and safety issues, through 2025. These site-safety and security checks will benefit DDS Clients, by ensuring their living environment is safe from outside disturbances.

Goal 3: Evolve Relationships

Objective 1 - Standardize presentations for awareness to allied agencies in response to facilities and client issues (local law enforcement, hospitals, etc.) by 12/31/2021: The Department of Developmental Services' (DDS) Developmental Centers (DC) and Community Facility (CF) experience a myriad of incidents which require first responders and allied agencies to respond and assist with client issues. In an effort to better prepare our fellow first responders, the Office of Protective Services (OPS) will design a training presentation. The presentation will be afforded to all surrounding first responders and local hospitals, in effort to better prepare their awareness of DDS/OPS procedures while on DC and CF grounds or when OPS staff transport clients for medical procedures.

Objective 2 - POST approved Interactions with Developmentally Disabled Training by 12/31/2021: Create and present a Peace Officer Standards and Training (POST) course, improving relationships between California Law Enforcement and individuals with developmental disabilities, by 12/31/2021. This course will increase Client's safety and improve their trust in and interactions with California Law Enforcement.

Objective 3 - What to Expect Video Clip by 1/1/2021: By 1/1/2021, OPS will publish a series of short easy-to-follow videos dedicated to training new employees about expectations set by OPS. This training hopes to facilitate communications, promote transparency and improve their trust in and interactions with California Law Enforcement.

Objective 4 - Extend invitations to local disability rights organizations for soliciting training and awareness starting 12/31/2020.

Report quarterly on progress. The Office of Protective Services (OPS) will develop an outreach program for soliciting training and awareness from local disability rights organizations. Partnering with organizations such as the National Alliance on Mental Illness (NAMI) and Autism Speaks creates an opportunity for community outreach, while keeping in line with our core values.



1215 'O' Street, Sacramento

The Future Home of OPS

