

Comprehensive Program Review Report



Program Review - Police Science

Program Summary

2022-2023

Prepared by: Tom Wilson

What are the strengths of your area?: The Tulare Kings Police Academy and the College of Sequoias is committed to the COS Mission statement: Sequoias Community College District provides excellent higher education in a spirit of equity for our diverse student population. We believe in students achieving their full educational potential and support student success in attaining a variety of degrees and certificates, from basic skills to transfer education and workforce development.

The Police Academy and Training Programs have three main groups of students who utilize the department's training: We are committed to training cadets, peace officers, and support personnel in the philosophy of Community Oriented Policing, with strong emphasis on the principles of leadership, ethics, values, partnership development, problem-solving skills, tactical proficiency, and strategic communication.

The department is regulated and certified by the Commission on Peace Officer Standards and Training (POST). The Program is supposed to be reviewed and audited by POST every three years. However, due to the global COVID-19 pandemic, it was postponed to January of 2022. This was a 6-year gap from the previous assessment. The review was finally conducted, and the academy was found to only have a few minor regulation violations. The academy is still waiting for the final report.

The Advanced Officer Training (AOT) courses continue to operate within the department. Prior to March 2020, all AOT courses were managed through the Training Resource Center. The department serves the needs of current law enforcement professionals both in the patrol and detentions occupations. The department offers various courses and topics related to POST mandates as well as the 832 Arrest/Firearms courses. In F21/22 453 attendees received certificates in the AOT courses and 832.

The department serves those who are interested in pursuing a career in law enforcement through attendance at the police academy. The police academy is a modular format-based course which is a strength of the program. A modular format allows for students to attend and enter at different times throughout the year with two format options, Intensive, and Extended classes. The Intensive format is approximately 6 months long and the Extended format is approximately 10 months in length. The Intensive class is the standard school schedule, Monday through Friday with some weekends, and the Extended class is primarily on weekends, with occasional Friday classes. The Extended format allows for a student to continue working while attending the academy, and its schedule is conducive to working adults. Due to low enrollment, the Extended academy was suspended for the 2022 calendar year. At the end of October, early November, we will determine if it will be restarted in 2023. The flexibility of formats with two six-month intensive academies and one ten-month program each year, offers students varied choices.

The success of students in the program continues to show positive outcomes. Module I is the specific course required to obtain the police academy completion certificate. It is the final module for completion of the program. The completion rate has fluctuated from 96% in 19/20 to 98% in 20/21 and back to 96% in 21/22.

In PS310, which is the academy orientation class, success has increased from 86% in 20/21 to 87% in 21/22.

For the 20/21 academic year the overall success of departmental classes was 91.6%. In 21/22 this number stayed in the ninety percentiles at 90.3%.

The overall success rate of 90.3% compared to specific ethnic groups was notable at: African American 95.7%; White 94.4%; and Hispanic 89.8%.

In comparing success rates by gender, the department experienced a 91.6% success rate for both genders in 20/21. This number decreased in 21/22 to 90.3%. The overall success rate for male students held consistent at 91%, and female students were just slightly below the overall average at 87%.

The Police Academy Program and Training Division continues to have strong ongoing support from the local law enforcement community. The Academy is mandated by POST regulations to maintain an Advisory Board consisting of agency executives and COS high level management representatives. The Advisory Board meets three to four times annually to review the program and to provide feedback on training programs and proposed changes.

The Police Academy is committed to the selection of quality instructors and to the continued development of its faculty. Since 2007, POST has required a 40-hour Academy Instructor Certification Course for all police academy instructors, not just the specialized instruction learning domains. This training focuses on Bloom's Taxonomy, adult learning concepts, and assessments of student learning. All staff members must have received AICC training before they are hired. An onboarding interview and assessment process has been implemented as well as an academy staff policy & procedure manual.

Quality of instruction and staff is our greatest strength. We serve our students with an incredible team of three full-time staff, and over 100 part-time personnel to meet the needs of our academy and fulfil the continuing professional training of our students.

In late 2019, the academy implemented initiatives to provide opportunities for students who may not normally have been afforded the opportunity to attend the academy based on entry requirements consisting of the PELLETB test. A waiver program was developed which allows for students to apply for equivalency based on any combination of three criteria. This has provided more opportunities for our underserved population of students and all demographic groups. Since January 2020, 410 waivers have been submitted. Of those, 102 started the academy and 60 successfully completed the academy.

The program has completed multiple improvements in the last year including but not limited to: modern training and testing laptops, newer and more modern training vehicles, a new marketing vehicle and pop-up tent, and an electrified classroom with large monitors for ease of viewing training materials.

What improvements are needed?: As identified in the 2021-2022 Program Review, our greatest area for need of improvement continues to be growth. While we have made great gains in equipment, technology and policy updates, we are still seeing the lack of registration interest in the program overall. Much of this continues to be a result of the pandemic and a lack of those interested in returning to the workforce. Agencies across the state and country are seeing a significant number of retirements and resignations all while struggling to find qualified applicants.

Per Police Executive Research Forum-Changes in Hiring, Resignation, and Retirement Rates:

Hiring

For the April 2019-March 2020 period, responding agencies on average hired 8.67 officers per 100 current officers. During the same period a year later, agencies hired only 8.21 new officers per 100 current officers. That is a 5% decrease in the hiring rate.

Resignations

For the 2019-20 period, responding agencies reported 4.15 resignations per 100 officers. During the same period a year later, 4.91 officers resigned per 100 officers. That is an 18% increase in the resignation rate.

Retirements

For the 2019-20 period, agencies reported 2.85 retirements per 100 officers. During the same period a year later, 4.14 officers retired per 100 officers. That is a 45% increase in the retirement rate. Agencies With 250 Or More Sworn Personnel Saw The Biggest Decreases. There was a 29% reduction in the hiring rate for agencies with 250-499 officers. There was a 36% reduction in the hiring rate for agencies with 500 or more officers.

PERF

A 63 Percent Reduction in Hiring Police Officers

Agencies participating in surveys reported that there has been a 63% decrease in applying to become a police officer.

Departments are also having trouble hiring non-white/minority applicants the most, followed by female officers, according to the survey (based on data from the Police Executive Research Forum)

Each of these numbers is expected to widen as we await 2020-2021 updated information. Much of the data points to dissatisfaction with the current status of the profession, and publicization of significant events that shine light on a few incidents involving bad officers and their actions. Furthermore, there is a concern of over regulation and new standards for oversight and decertification of officers coupled with lack of prosecution of repeat offenders. Job satisfaction has declined which may attribute to prospective candidates looking for other career choices.

A solid marketing budget for media, to include social media, television and radio advertisements along with potential billboard marketing will assist in highlighting the program and career opportunities. The Extended Academy was put on hold for the 2022 calendar year due to low enrollment. Strategies need to be identified to perform outreach to what is mostly considered a class of students who are already in a workforce.

The Academy utilizes allied organization's weapons ranges to complete required POST LD 25 - Firearms training. During each academy class the ranges are used multiple times. The Academy renews the rental agreements each fiscal year. For 22/23 the rental agreement is \$6,250.00. The Academy currently has a facility rental annual budget of \$4,200. This fund is supposed to cover the range rentals, facilities for graduations and any other facility rental needs. The current budget line item does not cover the range agreement alone.

A second challenge from last year continues to be with our existing contracts for firearms ranges. Prices continue to increase while range availability dates continue to decrease. Available usage dates for the College of the Sequoias Police Academy and AOT programs are now limited and there is concern that we may not be able to schedule the courses in the mandatory time frame required by CA POST. Efforts should be made to identify and secure suitable locations to conduct this type of training in a controlled environment.

Another concern carried over from the last program review is the Emergency Vehicle Operations Course (EVOC) facilities. The COS Police Academy and Advanced Officer Training (AOT) courses currently utilize the Fresno Police Department's Regional Training Center for high speed EVOC. This RTC is utilized by the Fresno Police Department, the Fresno County Sheriff's Department, The California Highway Patrol, the State Center Community College District Police Academy, and several other law enforcement organizations. Recently, the Fresno County Sheriff's Department also created their own dedicated Police Academy. As a result, the RTC has seen an increased usage of their facility. Available usage dates for the College of the Sequoias Police Academy and AOT programs are now limited and there is concern that we may not be able to schedule the courses in the mandatory timeframe required by CA POST. The RTC currently charges a rental fee of over \$2,100 per day. Efforts should be made to identify and secure suitable locations to conduct this type of training in a controlled environment.

The Driving Simulators have been removed from the facility. The room is to be converted to a much-needed storage space with cabinets, tables and chairs for multi-purpose usage. The space needs to be updated to include carpet replacement, cabinets for storage, and tables and chairs.

Describe any external opportunities or challenges.: POST continues to increase the amount of staffing required for certain types of training (example Scenarios). This impacts the Academy general fund payroll budget. These changes previously were not always been reported to the school administration to determine the financial impacts. An assessment is needed of estimated hourly impact to the budget through review and request for budget augmentation.

Overall SLO Achievement: All of our current line items generally appear to meet the SLO goals. Our SLO's are tied directly to our modules to help reinforce the materials that are being covered in our lectures.

Changes Based on SLO Achievement: We continue to review program SLO's while conducting Courseleaf updates. Many run concurrent with the California Commission on Peace Officer Standards and Training learning domains and training and testing specifications.

Overall PLO Achievement: We have found success and positive outcomes in our current overall PLO achievements. In F21/22 - 453 attendees received certificates in the AOT courses and 832. In F21/22 - 92 students received certificates of completion for the Basic Police Academy.

Changes Based on PLO Achievement: We will continue to market our programs throughout the communities we serve in an effort to increase interest by diverse groups and to expand enrollment in our programs.

Outcome cycle evaluation: The department continues to be making progress and improvements within a majority of its courses during this reporting period. Enhancements have been made to the training equipment and training processes in hopes that registration will continue to improve as we continue to navigate the challenges of a global pandemic.

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Action: 21-22 Scenario Based Learning Activities

Incorporate scenario based learning activities to replace general learning activities that are less interactive. Scenario-based learning is a learning activity that will allow cadets to learn through their own actions and mistakes, observing the consequences of their actions and reflecting on them. It will also help to accelerate the normal path to the development of job expertise.

Leave Blank:

Implementation Timeline: 2021 - 2022

Leave Blank:

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Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Tom Wilson

Rationale (With supporting data): Replace traditional learning methods with the learn by doing concept. The idea that we are capable of learning more about something when we perform the action.

Priority: Medium

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2021-2022

08/18/2022

Status: Continue Action Next Year

Several line instructors were tasked with modifying instruction to determine successes and lessons learned. We are still moving forward with this plan.

Impact on District Objectives/Unit Outcomes (Not Required):

Link Actions to District Objectives

District Objectives: 2021-2025

District Objective 2.1 - Increase the number of students who earn an associate degree or certificate (CTE and non-CTE) by 5% from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

Action: 21-22 Training Vehicle Procurement

The Academy needs to implement a training vehicle rotation and procurement plan. The goal would be to purchase one newer / used model police package training vehicle annually.

Leave Blank:

Implementation Timeline: 2021 - 2022

Leave Blank:

Leave Blank:

Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Tom Wilson

Rationale (With supporting data): Previously the academy utilized training vehicles that were over 10 years old and in unsafe, and at times unusable conditions. A plan should be implemented to procure a newer / used vehicle annually if not every other year while rotating out older vehicles.

Priority: Medium

Safety Issue: Yes

External Mandate: No

Safety/Mandate Explanation: Utilization of safe and well maintained vehicles is a POST BCCR accreditation requirement. It is also necessary to keep students safe during vehicle operations.

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Update on Action

Updates

Update Year: 2021-2022

08/18/2022

Status: Continue Action Next Year

All of the fleet from the latest modernization in 21 are holding well with no need for replacement. The plan is till being drafted based on POST reimbursement revenue estimates.

Impact on District Objectives/Unit Outcomes (Not Required):

Resources Description

Equipment - Instructional - Police Package Training Vehicle (Active)

Why is this resource required for this action?: Implementation of ongoing modernization of training equipment. To meet best organizational practices to sustain effective operations.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 7000

Link Actions to District Objectives

District Objectives: 2021-2025

District Objective 2.1 - Increase the number of students who earn an associate degree or certificate (CTE and non-CTE) by 5% from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

Action: 21-22 Classroom Technology

Expand computer usage in the classroom setting.

Leave Blank:

Implementation Timeline: 2021 - 2022

Leave Blank:

Leave Blank:

Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Tom Wilson

Rationale (With supporting data): Currently, computers are only utilized for report writing and testing. This action will direct further utilization of computer use for note taking, and research. This will in turn assist cadets with real world technology use similar to what they will encounter in the field of law enforcement.

Priority: Medium

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2022 - 2023

08/18/2022

Status: Action Completed

During the month of July 22 the classroom upgrades for desk mounted electrical access was completed. This will lead to more usage and we are transitioning into the implementation phase.

Impact on District Objectives/Unit Outcomes (Not Required):

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Equipment - Instructional - Power supplies ran to each desk area x 60, additional / 2 modern wireless printers for class projects. Scope of work requires fixed tables with a central shared electrical outlet for each student. (Active)

Why is this resource required for this action?: To supply ongoing power for laptop batteries to run throughout the course day.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 45000

Link Actions to District Objectives

District Objectives: 2021-2025

District Objective 2.1 - Increase the number of students who earn an associate degree or certificate (CTE and non-CTE) by 5% from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

Action: Printer Acquisition

Obtain 2 replacement printers. 1 for the Academy classroom and the other for the Academy Office.

Leave Blank:

Implementation Timeline: 2021 - 2022

Leave Blank:

Leave Blank:

Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Tom Wilson

Rationale (With supporting data): The Academy has 2 existing printers that are non contract. Both are outdated and mostly non-functional. The 1st printer is located in the classroom and is utilized by all class students to print practice reports and test reports. The 2nd is in the Academy office and is used to print secure POST test materials. It also is used to print sensitive student documents.

Priority: High

Safety Issue: No

External Mandate: Yes

Safety/Mandate Explanation: POST regulations require strong test security and controls be implemented around test materials. Printing documents in a separate room that is unattended could be deemed a violation.

Update on Action

Updates

Update Year: 2021-2022

10/06/2022

Status: Continue Action Next Year

2 Printers were acquired. The Academy office printer is working well. The classroom printer could not keep up with the output needs. A large capacity printer has been requested for swap and is in the works now.

Impact on District Objectives/Unit Outcomes (Not Required):

Resources Description

Technology - Laser or Inkjet Business Printer w/ Wireless Networking, Duplex & Dual Paper Trays Business monochrome laser printer for offices and small workgroups. Cost-efficient output thanks to a high-yield 8,000-page replacement toner cartridge (approx. yield based on ISO/IEC 19752). Prints up to 42ppm, at up to 1200 x 1200 dpi resolution. Advanced security features helps restrict against unauthorized printing and protect sensitive documents. 250-sheet and 520-sheet capacity adjustable paper trays standard, plus 50-sheet capacity multi-purpose tray for an 820-sheet total paper capacity. Expandable to 1,340 sheet capacity with optional add-on tray. Automatic duplex printing helps save paper. Easy sharing via Ethernet or wireless network. Print from mobile devices over wireless network. Backlit LCD display for easy menu

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navigation. (Active)

Why is this resource required for this action?: To aid in classroom workflow and obtain security for sensitive testing documents.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 1300

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 2.1 - Increase the percentage of students who earn an associate degree or certificate (CTE and Non-CTE) by 5 percentage points over three years

District Objective 2.4 - By 2021, Increase the percentage of CTE students who achieve their employment objectives by 5 percentage points

District Objectives: 2021-2025

District Objective 2.1 - Increase the number of students who earn an associate degree or certificate (CTE and non-CTE) by 5% from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

Action: 22-23 Marketing Police Academy Program

A solid marketing budget for media, to include social media, television and radio advertisements along with potential billboard marketing will assist in highlighting the program and career opportunities.

Leave Blank:

Implementation Timeline: 2022 - 2023

Leave Blank:

Leave Blank:

Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Tom Wilson

Rationale (With supporting data): Promoting the program to reach a diverse population is important to program growth. Many do not know this program exists at COS and that it is operated at the Hanford Campus.

Priority: Medium

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Resources Description

Adjustment to Base Budget - Marketing Budget (Active)

Why is this resource required for this action?: Funding is needed to create a localized marketing campaign to include a billboard, bus wrap, media and radio.

Notes (optional): This would be for this next year as costing may increase or decrease depending on conditions.

Cost of Request (Nothing will be funded over the amount listed.): 10000

Link Actions to District Objectives

District Objectives: 2021-2025

District Objective 2.1 - Increase the number of students who earn an associate degree or certificate (CTE and non-CTE) by 5% from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

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Action: 22-23 Facility Rental and Budget

Annual rental facility budget is in the minus due to a lack of line item funding that matches encumbrances. A budget augmentation will correct this issue.

Leave Blank:

Implementation Timeline: 2022 - 2023

Leave Blank:

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Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Tom Wilson

Rationale (With supporting data): The Academy renews the rental agreements each fiscal year. For 22/23 the rental agreement is \$6,250.00. The Academy currently has a facility rental annual budget of \$4,200. This fund is supposed to cover the range rentals, facilities for graduations and any other facility rental needs. The current budget line item does not cover the range agreement alone.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Resources Description

Adjustment to Base Budget - The Academy utilizes allied organization's weapons ranges to complete required POST LD 25 - Firearms training. During each academy class the ranges are used multiple times. The Academy renews the rental agreements each fiscal year. For 22/23 the rental agreement is \$6,250.00. The Academy currently has a facility rental annual budget of \$4,200. This fund is supposed to cover the range rentals, facilities for graduations and any other facility rental needs. The current budget line item does not cover the range agreement alone. The difference between the budget and encumbrance is \$2,050. (Active)

Why is this resource required for this action?: The academy is not budgeted for the amount to rent required range facilities and graduation venues.

Notes (optional): Requested addition to base budget is \$3,550

Cost of Request (Nothing will be funded over the amount listed.): 3550

Link Actions to District Objectives

District Objectives: 2021-2025

District Objective 2.1 - Increase the number of students who earn an associate degree or certificate (CTE and non-CTE) by 5% from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

Action: 22-23 Update PS-16

Add storage cabinets, conference table and chairs.

Leave Blank:

Implementation Timeline: 2022 - 2023

Leave Blank:

Leave Blank:

Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Tom Wilson

Rationale (With supporting data): The Driving Simulators have been removed from the facility. The room is to be converted to a combined storage, small classroom and meeting area. This will help provide additional meeting, interview and small class space while also freeing up the Fire Academy storage area. The space needs to be updated to include carpet replacement, cabinets for storage, a conference table and additional chairs.

Priority: High

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Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Resources Description

Equipment - Non-Instructional - Tables, Chairs & Cabinets (Active)

Why is this resource required for this action?: Modifying the former driving simulator room and turning it into a classroom and storage area as existing storage needs to be vacated.

Notes (optional): 3 rows of cabinets

12 Tables

24 Chairs

Total Cost is an estimate only.

Cost of Request (Nothing will be funded over the amount listed.): 45000

Link Actions to District Objectives

District Objectives: 2021-2025

District Objective 2.1 - Increase the number of students who earn an associate degree or certificate (CTE and non-CTE) by 5% from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.