

# Comprehensive Program Review Report



## Program Review - Police Science

### Program Summary

#### 2023-2024

**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 continue to be 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 academy is regulated and certified by the Commission on Peace Officer Standards and Training (POST). The Program continues to operate in good standing and has been recognized in POST consortiums as an outstanding college academy.

The Advanced Officer Training (AOT) courses continue to operate within the department. 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 F22/23 680 attendees received certificates in the AOT courses and 832. This number significantly increased from the previous year count which was 453. This is a 50% increase with an additional 227 attendees.

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 this Intensive format option. The Intensive format is approximately 6 months long. The Intensive class is the standard school schedule, Monday through Friday with some weekends.

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 98% in 20/21 and back to 96% in 21/22. In 22/23 the success rate dropped to 92%.

In PS310, which is the academy orientation class, success has increased from 86% in 20/21 to 87% in 21/22. In 22/23 the success rate rose to 94%

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%. In 22/23 the success rate increased to 94.3%.

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%. This raised to 94.3% for 22/23. The overall success rate for male students held consistent at 91% for 20/21 but rose to 94.2% for 22/23, and female students were just slightly below the overall average at 87% in 20/21 and rose

to 94.2% in 22/23.

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. These staffers come from all ranks of officers, detectives, sergeants, lieutenants, deputy chiefs and chiefs from multiple agencies in the 3-county area.

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.

The program has completed multiple improvements in the last few years 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, new ground fighting mats and upgraded rental equipment and firearms for those who are non-sponsored or who may not be able to afford the high cost of equipment. We have also seen great success in marketing through our new social media pages on both Facebook and Instagram. Both pages continue to grow daily and have sparked interest amongst people who previously had no knowledge of our program.

**What improvements are needed?:** As identified in the 21/22 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. The positive news is we have seen some new growth and interest.

1. A solid marketing budget for media, to include social media sponsored advertisements, 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 2022-2023 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.

2. 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 was \$6,250.00. In fiscal 2023 the price again increased to \$7,000. 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 here 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.

3. 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 \$2,200 per day. Efforts should be made to identify and secure suitable locations to conduct this type of training in a controlled environment.

4. Outdated baton equipment needs to be procured. An application for Perkins (VTEA) grant was completed requesting \$11,224 for 60 new training batons. \$5,000 was awarded which only covered the purchase of 26, at the cost of \$172.43 each. Additional funds are needed to purchase the outstanding 34 batons.

**Describe any external opportunities or challenges.:** As has been previously reported, 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 F22/23 - 683 attendees received certificates in the AOT courses and 832. In F22/23 - 76 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 ever-changing job landscape.

## 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:**

### Update on Action

#### Updates

**Update Year:** 2023 - 2024

08/15/2023

**Status:** Action Discontinued

Moved into new category in error. Will continue with 23/24 entry.

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

## 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.

# Program Review - Police Science

**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: 2018-2021
<b>District Objective 2.1</b> - Increase the percentage of students who earn an associate degree or certificate (CTE and Non-CTE) by 5 percentage points over three years
<b>District Objective 2.4</b> - By 2021, Increase the percentage of CTE students who achieve their employment objectives by 5 percentage points
District Objectives: 2021-2025
<b>District Objective 2.1</b> - Increase the number of students who earn an associate degree or certificate (CTE and non-CTE) by 5% from 2021-2025.
<b>District Objective 4.3</b> - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

## 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:**

**Leave Blank:**

**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:**

<b>Update on Action</b>
<i>Updates</i>
<b>Update Year:</b> 2022 - 2023 <span style="float: right;">08/15/2023</span>
<b>Status:</b> Action Discontinued
Moved into new category in error. Will move forward with new 23/24 entry.
<b>Impact on District Objectives/Unit Outcomes (Not Required):</b> No action new entry.

## 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)

# Program Review - Police Science

**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: 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 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

**Safety Issue:** No

**External Mandate:** No

**Safety/Mandate Explanation:**

### Update on Action

#### Updates

**Update Year:** 2023 - 2024

08/15/2023

**Status:** Continue Action Next Year

Cabinets almost complete and request is in for tables and chairs.

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

## 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

# Program Review - Police Science

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.

## Action: 23/24 Contract Funding

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 was \$6,250.00. In fiscal 2023 the price again increased to \$7,000. 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.

**Leave Blank:**

**Implementation Timeline:** 2023 - 2024

**Leave Blank:**

**Leave Blank:**

**Identify related course/program outcomes:**

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

**Rationale (With supporting data):**

**Priority:** Medium

**Safety Issue:** No

**External Mandate:** Yes

**Safety/Mandate Explanation:** CA POST requires certified range training at a location pre-approved by POST.

## Link Actions to District Objectives

District Objectives: 2018-2021

**District Objective 4.3** - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

## Action: 23/24 Marketing Budget

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

**Leave Blank:**

**Implementation Timeline:** 2023 - 2024

**Leave Blank:**

**Leave Blank:**

**Identify related course/program outcomes:**

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

**Rationale (With supporting data):** This will help increase registration into the course.

**Priority:** Medium

**Safety Issue:** No

**External Mandate:** No

**Safety/Mandate Explanation:**

# Program Review - Police Science

---

## *Link Actions to District Objectives*

District Objectives: 2018-2021

**District Objective 4.3** - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.