

Comprehensive Program Review Report



Program Review - Police Science

Program Summary

2020-2021

Prepared by: Darrell Smith

What are the strengths of your area?: The Police Academy and Training Programs have three main groups of students who utilize the department's training. The Tulare Kings Police Academy and the College of Sequoias is deeply committed to the COS Mission statement: "Sequoias Community College District is dedicated to student learning, success, and equity by providing transfer education, basic skills, and workforce development for our diverse student population".

The Police Academy and Training Programs are committed to training cadets, peace officers, and support personnel in the underlying philosophy of Community Oriented Policing, emphasizing principles of leadership, ethics, values, partnership development, problem-solving skills, tactical proficiency, and communication.

The department is regulated and certified by the Commission on Peace Officer Standards and Training (POST). The Program is reviewed and audited by POST every three years. Our review was planned for July 2020, however due to the global COVID-19 pandemic, it has been postponed to a later date.

1. The Advanced Officer Training (AOT) courses now 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 industries. The department offers various courses and topics related to POST mandates as well as the 832 Arrest/Firearms courses.

2. 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. Intensive class is the standard 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. 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 rise. When looking at specific courses for the police academy certificate, Module 1, which is the final module before completion of the program, has risen from 92% in 2017-2018 to 96% in 2019-2020. In fact, module 1 success has risen over the past 3 years. In PS310, which is the academy orientation class, success has increased from 91% in 2017-2018 to 96% in 2019-2020.

For the 2019-2020 academic year the overall success of departmental classes was 89%. The overall success rate of 89% compared to specific ethnic groups was notable at: African-American (92%); White (92%); Hispanic (89%). The two ethnic groups that fell below the overall average were lower only by a slim margin: Multi-Ethnicity (81%) and Unknown (86%).

In comparing success rates by gender, the department experienced an 88.4% success rate for both genders. The overall success rate for male students slightly exceeded the overall average at 88.9%, and female students were just slightly below the overall average at 87.4%.

For PS310, Academy Orientation course, overall success rates experienced 93.4% for both genders in 2019-2020. Female students exceeded the overall average with 95%, and male students were slightly below at 93%.

Equity continues to be one of the Police Science program's greatest strengths.

The Police Academy Program and Training Division continues to have strong support from the local law enforcement community. The Academy is mandated by POST to maintain an Advisory Board consisting of agency executives and COS high level management representatives. The Advisory Board meets three 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.

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

Enhanced recently implemented initiatives 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.

What improvements are needed?: As identified in the 2019-2020 Program Review, our greatest area for need of improvement is growth within the program. Prior to this review cycle, the program suffered a significant decline over a three year period. The cycle has begun to trend upwards, as 2019-2020 has experienced an uptick in FTES (174), compared to (152) in 2018-2019. Although this is a good sign, there is still much work to do.

The staff, in conjunction with the Advisory Board has implemented many initiatives, as noted during the most recent Program Review in identifying entry requirements, to expanding marketing efforts to help offset the decline. Initiatives that have been developed and implemented include: Strategic Recruitment Plan; Social and News Media Campaigns; Police Academy Public Informational Meetings; Community Open House Events; Outreach in local high schools, community colleges, military bases, and job fairs.

Perhaps the most significant initiative now in place is the Waiver Process created to allow waiver of the written PELLETB test. Waivers can be submitted for approval if a student meets one of three criteria: completion of an Associate's degree or higher, completion of a college level English course with a "C" or better grade, or served our Country and received Honorable separation from any US Armed Forces Branch.

In the short period of time since implementation of these initiatives, we have had great success in increased attendance. Our most recent Intensive academy class which began in August 2020 is at full capacity, and a waiting list has been created for our next two upcoming classes.

Those students who do not meet the waiver requirements and fail the PELLETB test are encouraged to enroll in the PS313 Basic Academy Preparation course. This course focuses on the PELLETB exam and includes reading, writing, test taking strategies, and academy structure and discipline.

POST has developed and will implement training mandates effective October 1, 2020 in the areas of Implicit Bias training for the basic police academy. This is above and beyond the current hours mandated by POST in these areas. The Department is working on curriculum to expand our emphasis on fair and impartial based policing for students in the basic academy as well as students in the academy preparation, and academy orientation course.

Describe any external opportunities or challenges.: According to a Police Executive Research Forum (PERF) report titled " The Workforce Crisis, and What Police Agencies Are Doing About It" published in September of 2019, reveals that fewer people are applying to become police officers. In fact, as stated in the publication, Sixty-three percent of agencies that responded to PERF's survey said the number of applicants for police officer positions had decreased, either significantly (36%) or slightly (27%) over the past five years. This lack of interest in the law enforcement profession in general has adversely impacted the attendance in police academies throughout our nation, and COS is not immune to this trend.

This decline, in conjunction with changing laws which are seen to make the job more difficult to be a police officer, and negative media coverage about the law enforcement profession, add to these challenges.

In fact, the policing profession is the subject of heated public debate following high-profile incidents, including many involving the use of lethal force. These events have resulted in what many refer to as the "post Ferguson effect", in which members of the public lose trust in the police. Negativity towards police officers are creating additional challenges for recruiting, hiring, and retaining well qualified police officers, causing individuals who might otherwise consider a career in policing to seek other options.

As we navigate through the challenges of a global pandemic (COVID-19) we must continue to provide a safe learning environment for our students, staff and outside recruiters from local and state agencies. Our profession is an essential workforce, therefore we must continue to prepare essential workers to meet the rigorous demands and challenges that COVID-19 presents.

Sources: <https://www.policeforum.org/assets/WorkforceCrisis.pdf>

Overall SLO Achievement: There were no SLOs to be assessed for this program review year. Review of all SLOs have been necessary because of POST changes, all SLOs and PLOs have been completed and will be applied for this upcoming academic year.

Changes Based on SLO Achievement: The Department has evaluated all SLOs and PLOs because of POST changes and will implement newly established SLOs and PLOs for this upcoming academic year.

Overall PLO Achievement: During classes 146 and 148, 56 cadets completed their required training and successfully passed the academy.

Changes Based on PLO Achievement: No changes recommended.

Outcome cycle evaluation: The department has revamped all SLOs and PLOs for the upcoming academic year. Every three years the program level assessment will be reviewed.

Action: Develop training with a focus on Fair and Impartial Policing

In partnership with POST and College of Sequoias leadership, develop and implement training to address recent trends in the areas of Fair and Impartial Policing.

Leave Blank:

Implementation Timeline: 2020 - 2021

Leave Blank:

Leave Blank:

Identify related course/program outcomes: To develop basic competency in critical knowledge, skills and abilities necessary to perform

the job of an entry-level peace officer and to foster the development of professional values, principles, ethics and a spirit of service for and partnership with, the community.

Person(s) Responsible (Name and Position): Darrell Smith

Rationale (With supporting data): Our current and future law enforcement officers will continue to be challenged to be problem solvers well beyond the traditional scope of the field. Public scrutiny has continued to increase, and nationally, it is at an all time high. With such broad and critical responsibilities in the hands of local law enforcement agencies, it is more important than ever to provide our students with up to date and proven methods of training which address the many challenges they will face in their field.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

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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: 2020-2021 Increase Enrollment in the PS Program

Through marketing and social media campaigns increase overall enrollment and boost diversity in the PS program. PS313 student quality should increase due to an instructor change plus the encouragement to enroll and then become a feeder into the Police Academy.

Leave Blank:

Implementation Timeline: 2019 - 2020, 2020 - 2021

Leave Blank: 10/01/2019

Leave Blank:

Identify related course/program outcomes: Using basic English skills students will be more prepared for the Academy Entrance examination as well as for the Academy itself.

Person(s) Responsible (Name and Position): Darrell Smith

Rationale (With supporting data): The decrease from 271 to 152 in FTES

The client agencies are in need of increased eligible cadets pool to fill the available positions throughout the central valley.

Priority: High

Safety Issue: No

External Mandate: Yes

Safety/Mandate Explanation: Client agencies are asking for increase number of quality cadets that can be recruited to their agencies to fill available positions.

Update on Action

Updates

Update Year: 2020 - 2021

09/22/2020

Status: Continue Action Next Year

Action Continued. Growth continues to be an area for improvement. A Recruitment Strategy Plan was developed and implemented during this academic year which has had positive results on attendance. Although we are heading in the right direction, there is much work to do.

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

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 1.1 - The District will increase FTES by 1.75% over the three years

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: 2019-2020 Workout Area and Agility Course Remodel / Upgrade

Remodel of the Agility Course. Using all weather track, the workout area would be remodeled / upgraded to allow use year round and specifically during inclement weather.

Leave Blank:

Implementation Timeline: 2019 - 2020

Leave Blank:

Leave Blank:

Identify related course/program outcomes: We will use the next year to evaluate the obstacle course and the best way to keep

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the obstacle course in good repair.

Cadets must complete the Physical Training mandated by POST to graduate from the Academy and receive certification. The agility course becomes unstable due to weather.

Person(s) Responsible (Name and Position): Darrell Smith, Academy Director

Rationale (With supporting data): The remodel / Upgrade of the Agility Course will benefit the cadets who are using the course under testing conditions that directly relate to their pending employment. While the use of the course for required cadet testing is the obvious reason for the remodel / upgrade, the significant reduction in maintenance cannot be ignored. The all weather Track in the agility area would provide solid footing for years as witnessed by the Wall portion of the existing course which has all weather surface runways that are in excellent condition.

Priority: High

Safety Issue: Yes

External Mandate: No

Safety/Mandate Explanation: The 99 yard agility course is constructed of a decomposed granite surface which has been in place for approximately nine years. This surface had thinned during the years and deteriorated to a combination of dirt and DG. Because of weather conditions the surface becomes uneven and causes minor injuries (sprains and pulled muscles) to occur during its use. (Second layer of DG was applied in July 2019 in an effort to provide cadets with usable agility course area.)

When the Agility Course has becomes uneven it causes the cadets to run at a slower more controlled pace to avoid losing balance and control during the timed run. (Because cadets must run at a slower, more controlled pace, they lose valuable points toward successful passing of the POST required Work Sample Test Battery physical testing. The agility course is bordered by a wood frame that causes the DG to retain puddles of water, requiring longer periods of time for dry out and extended periods where the track is unusable.

Update on Action

Updates

Update Year: 2020 - 2021

09/04/2020

Status: Continue Action Next Year

Improvement in this area is of high priority due to safety measures. Rodents have burrowed holes on running track, causing significant risk of injury to our students.

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

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: 2019-2020 Replacement of Police Academy Classroom Chairs

The current chairs located in the Police Academy are aging and breaking down on a monthly basis. It is necessary to replace the chairs with more a current model that allows for cadets to wear gun belts as well as move smoothly on the carpeted floor.

Leave Blank:

Implementation Timeline: 2019 - 2020

Leave Blank:

Leave Blank:

Identify related course/program outcomes: Cadets are wearing Bullet Resistant Vests and duty equipment (Gun belt, with duty equipment, holster, cuff case, magazine pouch, impact weapon holster, etc. This equipment adds minimal weight, but causes the cadet to have to slide the chair back when exiting and thus dragging it across the carpet.

Person(s) Responsible (Name and Position): Darrell Smith

Rationale (With supporting data): Cadets moving chairs during every break during instruction, often cause the legs of the chairs to catch on the carpet and on occasion the legs buckle and break under the movement and weight of the cadet. While the

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academy has accommodations for 62 cadets we are currently at 56 available chairs.

Priority: High

Safety Issue: Yes

External Mandate: No

Safety/Mandate Explanation: The high level of disciplined movement in the Academy requires cadets to move as one during the entry and exit of the classroom. During these movements cadets are expected to move as a unit. The current style of chair make this more difficult, as the chairs must be lifted as opposed to sliding across the carpet. This movement alone causes wear on the carpet and the catching of the chair leg on the carpet.

Update on Action

Updates

Update Year: 2020 - 2021

09/04/2020

Status: Continue Action Next Year

Funds were granted through VTEA grant, however we were unable to get a vendor to come to the facility due to shut down of retail business due to COVID 19.

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

Resources Description

Equipment - Instructional - Police Academy Classroom Chairs (Active)

Why is this resource required for this action?: Chairs are needed for the Police Academy Classroom based on monthly breaking

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 16200

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: 2018/19 Develop Procedures Manual for the Police Science Division

Due to the amount of specific processes and procedures related to the operation of POST training, it is necessary to develop a formal Procedure manual outlining specific actions required on a day-to-day basis. While some progress has been made toward this with covid-19 impacts, this project has been placed on hold.

Leave Blank: Essential for Operation

Implementation Timeline: 2020 - 2021

Leave Blank:

Leave Blank:

Identify related course/program outcomes: While some progress has been made toward this with the last full-time Director, this action still needs addition work.

Person(s) Responsible (Name and Position): Darrell Smith

Rationale (With supporting data): The Police Science Division has a small full-time staff with limited redundant systems available for staff replacement. If a staff member is out for any period of time, there is limited back-up data to allow another person less familiar with the work process to meet the needs of the program.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation: N/A

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Link Actions to District Objectives

District Objectives: 2018-2021
District Objective 4.1 - Increase the use of data for decision-making at the District and department/unit level
District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents
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.

District Objectives: 2015-2018
District Objectives - 4.1 - Improve operational systems based upon data driven decision-making as described in the COS 2.0 manuals.
District Objectives - 4.2 -Improve the efficiency, effectiveness and communication of human, physical, technological, and financial resources to advance the District Mission.

Action: 2019-2020 Police Academy Report Writing

Broaden the base of the report writing skills of our cadets by demonstrating how to gather information in order to write an effective investigative report. Role playing and demonstrating the good and bad of information gathering.

Leave Blank: Essential for Operation

Implementation Timeline: 2019 - 2020

Leave Blank: 10/01/2018

Leave Blank: 10/01/2018

Identify related course/program outcomes: Investigative Report Writing is taught in LD 18. LD 18 effects several other LDs as it requires cadets to ask investigative questions which are essential to writing an accurate law enforcement report and proving the elements of all crimes.

Person(s) Responsible (Name and Position): Duke Hettick, Report Writing Instructor, Intensive Academy and Correena Grizoffi, Report Writing Instructor, Extended Academy

Rationale (With supporting data): Law enforcement officers must have the ability to write a clear concise investigative report in order to have cases prosecuted. Due to the lack of a standardized report writing format our cadets must have the basics of report writing before moving forward. The Academy report writing instruction provides cadets with a base to grow as they progress during their initial training.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation: N/A

Link Actions to District Objectives

District Objectives: 2018-2021
District Objective 2.4 - By 2021, Increase the percentage of CTE students who achieve their employment objectives by 5 percentage points