

**COMMAND COLLEGE
EXECUTIVE LEADERSHIP INSTITUTE
CLASS 26**

CLASS PROJECT

**HOW WILL THE SOUTH BAY POLICE DEPARTMENTS OF
LOS ANGELES COUNTY MEET ADVANCED
OFFICER TRAINING NEEDS BY THE YEAR 2003?**

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ISSUE STATEMENT

HOW WILL THE SOUTH BAY POLICE DEPARTMENTS OF LOS ANGELES COUNTY MEET ADVANCED OFFICER TRAINING NEEDS BY THE YEAR 2003?

INTRODUCTION

One of the greatest responsibilities of any law enforcement agency is the proper training of its personnel. In this day and age the demands to provide more training is increasingly becoming more and more difficult to manage for many police departments. It is for this reason that the Police Chiefs of the South Bay Area of Los Angeles County expressed a deep concern about looking at new and more efficient ways of meeting the training demands of the future. The development of the issue of this paper came as a result of their concern to improve training methods. It also came by assignment from my Chief of Police, Val Straser, who sits as a member of the South Bay Chiefs.

The research approach that I took with this issue was to review and evaluate different training programs in the surrounding area. I interviewed people with extensive backgrounds in training. I interviewed the directors of the Administration of Justice programs at the local junior colleges that have been providing police training for many, many years. I also reviewed some of the documents produced by the California Commission on Peace Officer Standards and Training (POST) and the California Peace Officers Association (CPOA) in regards to their views on future training needs. I conducted a nominal group technique exercise to forecast trends and events that would impact future training needs. I felt a bit like a detective as I really was not sure where I was going to end up with this issue but the process proved to be an interesting journey.

HISTORICAL PERSPECTIVE

The Commission on Peace Officer Standards and Training (POST) was established by the State of California in 1959. It was the intention of the Legislature to ensure that California had the best peace officers in the country. The primary functions of POST were to:

- set standards for peace officer selection and training that law enforcement agencies voluntarily comply with, and
- assist agencies with the cost of training, thus encouraging the complete training of peace officers and voluntary compliance with standards.¹

In fiscal year 1990/91 POST had an operating budget of \$44.7 million. By fiscal year 1995/96 this operating budget dropped to \$33.5 million while the number of police officers in the State continued to increase.² Fortunately in the coming fiscal year the POST budget has been increased to \$43 million. However with the growth in the number of police officers and now public safety dispatchers that come under the POST umbrella, there is an increasing need for more training with less resources to accomplish the task. During the past years with the loss of budget dollars, POST has had to cut reimbursements for training. For example, there is the EVOC program put on by the San Bernardino Sheriff's Department. This is an excellent drivers training program for police officers. However, the tuition is currently not reimbursed by POST. The tuition is approximately \$380 per officer. Police departments that have adequate budgets are able to absorb these extra costs and provide this training to their personnel. However, many police departments have suffered budget cuts over the years and simply cannot afford the tuition costs of these types of courses and as a result are unable to keep up with the better-funded departments.

As I began my research into the issue of advanced officer training needs it was suggested that I begin looking at what other police departments and training institutions were doing in the

Southern California area. The largest agency in the South Bay is the City of Torrance. There I met with Sergeant Marc Wilkins of the Torrance Police Department who has had a lot of experience in training. Sgt. Wilkins was currently assigned as the adjutant to the Chief of Police. The City of Torrance is a wealthy city and the police department has traditionally enjoyed a healthy budget. Over the years Torrance Police has been very active in conducting different types of training programs including a variety of in-house training courses. Of note is their drivers training course. They have put all of their officers through this training and have endeavored to provide this ongoing training once every two years. However, Torrance has recently lost their available sites to conduct this training. They are currently searching for new locations.

Torrance has also developed POST and STC (Standards and Training for Corrections) certified courses that have been open to outside agencies. For example, their 11550 H&S class has been very popular along with their STC courses. My agency has sent a number of officers to these courses for the past several years. Sgt. Wilkins suggested that any police agency could set up their own in house CPT (continuing professional training) courses that could be POST and STC certified. The agency would have to provide a course site along with instructors to provide the training. Like Torrance, the agency could also provide this training to outside agencies by charging enough tuition to cover the costs of the training class.

Sgt. Wilkins also told me about a parcel of property next to their local municipal airport that could be available soon as a possible training facility site for their police and fire departments. Sgt. Wilkins was hopeful that they could acquire this property. He said that the Torrance Fire Chief had long been a strong advocate to obtain this property for. The local junior college, El Camino College, was hopeful that the site could be obtained to build a training center.

The College would be willing to certify the training facility as an off-site campus. Sgt. Wilkins suggested that I contact Police Chief Mike D'Amico of the El Camino College Police Department to obtain more information. Sgt. Wilkins was especially hopeful that the new training facility would become available because of the need to locate a new drivers training track.³

I interviewed Chief D'Amico at El Camino College. The College currently administers the reserve police officer academy and other POST certified law enforcement courses. The College also supports and certifies other types of training courses for other government agencies. For example, El Camino College has certified a paramedic training course in conjunction with Los Angeles County Harbor General Hospital. Since these are college certified courses, the College receives state educational dollars based upon the FTES (Full Time Equivalent Student) formula. (See Appendix 1) As a result of this reimbursement process, the money pays for the training courses offered. The College also receives money under the FTES formula for the reserve police officer academy program.

Chief D'Amico explained that it was not difficult at all to establish a contract between a college and a police agency to sponsor training programs. The FTES monies can be split contractually between the college and the police agency and these monies can be used to sustain the training programs. The Los Angeles County Sheriff's Department has established such a contract with the Rio Hondo College and the San Bernardino Sheriff's Department has a contract with San Bernardino Valley College. The state monies obtained through the FTES formula is based upon the number of hours of instruction and total student attendance. Therefore, the more classes offered and students attending will result in more FTES dollars. El Camino College is very interested in the development of a contract with the City of Torrance for a training center at

the airport site. Under such an arrangement, the College would be able to administer a number of advanced officer training courses that could be offered to all local police departments. Chief D'Amico suggested that I contact Fire Chief Scott Adams of the Torrance Fire Department.⁴

I contacted Chief Adams and learned that he was to retire in two weeks. Chief Adams has been a major proponent for establishing a training facility at the City's municipal airport for the past eleven years. The City of Torrance is the largest landowner in Torrance. The site near the airport had been leased to a private company for many years. Recently the lease ran out and the company decided to re-locate to another location making this land available. In an effort to lay the groundwork for establishing this location as a training facility, Chief Adams some years prior was responsible for having the City's General Plan amended to call for a training facility at this location. At the time of this interview, the next step in the process was to meet with the City's Land Management Team and encourage them to make a recommendation to the City Council that the property in question be set aside as a city training facility. At the time of this writing, Chief Adams had met with the Lands Management Team but the status of the property was still up in the air.

Chief Adams explained that this training site could serve a number of different functions. It would serve as a training facility for not only police and fire personnel but for joint training exercises as well. Considering all of the field incidents that are jointly handled by police and fire personnel on a routine basis, there currently is no formal training that takes place between the two agencies. A new EOC (Emergency Operations Center) would be built at this location and could also be utilized to stage EOC operations training. The City of Torrance would enter into a joint venture agreement with El Camino College and the training facility would serve as a satellite campus for the College. It was the intent at the time of this interview for Torrance Fire

Department and El Camino College to establish a new fire academy at this location since the fire tower in Inglewood had been closed. This new fire academy could serve all of the fire departments in the South Bay.

Despite the fact that Chief Adams was about to retire, he stated that there was strong support amongst the management team of the Torrance Fire Department to keep the vision alive for this new training facility. Obviously, funding for the new center would be a major obstacle. However, Chief Adams felt confident that funding could be obtained from various sources including local corporate sponsors, State and Federal grants obtained through El Camino College and the City of Torrance. There is also the possibility of other Cities in the South Bay region getting involved in the project and financially supporting the new training center. Chief Adams said that there are buildings on the property that could easily be converted to classrooms. There is also plenty of property to build a driving track for not only police vehicles but fire vehicles as well. Chief Adams envisioned a variety of training classes being held at this location. Adams explained that in order to promote this property as a training facility, it has to be sold as a site that could have multiple uses as opposed to just fire training or police training. The land is very valuable and in order to justify the use of the land, the training center would have to provide a diverse variety of training courses. Multiple uses can only enhance the benefits that can be derived from such a training operation.⁵

I also contacted Golden West College, Rio Hondo College, and the San Bernardino Sheriff's Department to find out more about their police training operations. At Golden West College in Huntington Beach I spoke with Mr. David Barr. Mr. Barr is the Dean of the Criminal Justice Division that oversees the training programs at Golden West College. He is also the former Chief of Police for the City of La Palma. At Golden West College there are four

categories of training offered. There is a full time POST certified police academy, the regular criminal justice college courses that follow a semester format, POST certified advanced officer training courses and a variety of specialized courses that include such things as private investigations, marine safety, and other specialized training courses for such agencies as State Probation.

Mr. Barr explained that Orange Coast College in Costa Mesa was the first community college in California to offer POST certified courses in approximately 1962-1963. After a few years the criminal justice program at Orange Coast was transferred to the new Golden West College campus in 1969. The first director at that time was Daryl D. Hunt. Originally there was a police academy based on the concept of community oriented policing. Since then the program has expanded and evolved to the program that it is today. There are many different types of advanced officer training courses including the Basic SWAT academy, SWAT Commanders training, and high-powered rifle courses. Some of the training is conducted on campus and some at off-site locations.

The training programs are managed and operated by Golden West College. The overall program not only pays for itself but also brings in a surplus of funds to the College. All of the monies are obtained from the state based upon the FTES (Full-Time Equivalent Student) formula. The College does not receive any funds from POST to speak of but does sponsor a number of POST certified training classes. Mr. Barr explained that the College District budgets the money to fund the training classes for the fiscal year. Based upon the number of hours of instruction provided during the year and the amount of enrollment, the College is then reimbursed by the State of California (FTES formula) at the end of the fiscal year. While the College does not receive funding from POST, there are certain functions carried out by POST

that does save the College money. For example, POST conducts its own test and curriculum development. Since POST does the work, the College simply has to comply with the standards.

Golden West College also maintains the staff for the different training programs. This includes Mr. Barr as the Director, a Coordinator for the Academy and staff aides that serve as coordinators for the other training programs. There is one secretary and one support clerical person. The instruction staff includes 2 full time instructors and 8 part-time adjunct instructors for the semester classes. (The 8 part-time instructors are all full-time police officers) There are also 175 part-time instructors for the advanced officer training courses. These are typically the 8, 16, 24, and 40-hour block courses. Mr. Barr said that it was important that all of these instructors and staff be managed by one administration.

Golden West College serves as a regional training center for the police agencies surrounding it. The College is utilized heavily by these local departments and the Chiefs of Police for these agencies serve as an advisory group for the training curriculum. Mr. Barr regularly attends their Chief's meetings. This advisory group is very important and provides focus and direction to the training classes being offered at Golden West College. The advisory group also gives direction on efforts to standardize training techniques such a car stops, arrest and control procedures, etc. Golden West College also participates in the local needs assessment for training.⁶

I interviewed Captain John Hernandez of the San Bernardino Sheriff's Department. At the time of my interview he was serving as the commanding officer of the Chino Hills Sheriff's Police Station. I interviewed Captain Hernandez because he was the commanding officer of the Sheriff's Department Training Facility and EVOG (Emergency Vehicle Operation Center) from 1993 to 1996. Captain Hernandez is also a member of my Command College Class 26.

Captain Hernandez told me that the Frank Bland Regional Training Center began in approximately 1960. The center was named for the former Sheriff of San Bernardino County, Frank Bland, who served as Sheriff for 30 years. Originally, the Training Center provided the basic academy instruction for new sheriff's deputies and municipal police officers of the area. Eventually advanced officer training courses were developed over the years including a variety of pistol and rifle ranges. STC training is also provided as well. The concept for the EVOC center was developed in the late 1980s by a former Command College graduate, Captain James Ferronato of the San Bernardino Sheriff's Department. Captain Ferronato did his project paper on meeting future training needs which served as the catalyst for actually developing this facility several years later.

The San Bernardino County Sheriff's Department training facility sits on 840 acres. While there was plenty of room to build an EVOC center, funding was a major obstacle. The Sheriff's Department solicited donations from corporate and private sponsors. They also applied for grants but these efforts only brought in a fraction of the funds needed to build the facility. The cost of the facility was 3 million dollars. Finally, the Sheriff's Department entered into a joint venture agreement with the San Bernardino Valley College District. (See Appendix 2) All of the training conducted at the training center was now brought under the umbrella of the local community college. The FTES (Full-Time Equivalent Student) funds obtained from the State of California were split by agreement between the Sheriff's Department and the college district. This joint venture not only brought in more money for the college but brought in about \$800,000 per year to the Sheriff's training center. This money laid the groundwork for the new EVOC center begun a few years later. Since that time the entire training center operates at a profit and offers a very diversified portfolio of training to law enforcement and non-law enforcement

groups. For example the EVOC center is operated as a commercial enterprise. In addition to offering drivers training to law enforcement, they also offer courses in dignitary protection driving. The EVOC has trained officials from private and government agencies from around the world to receive instruction in protection driving. The center generates significant revenues from this course alone. The EVOC also allows the track to be utilized by the major car manufacturers for filming commercials. There are courses offered to ambulance companies for training their drivers and there is even a teenage driver's course offered. The staff of the EVOC has been very innovative and creative and continues to be so in trying to improve the products they offer. This type of creativity has not only brought in enough monies to maintain the training facility's expenses but brings in enough surplus revenue to invest in new facilities and programs. The monies earned are placed into a special County revenue account utilized by the training center and are not placed into the general funds of San Bernardino County.

As opposed to the Golden West College program, the San Bernardino Sheriff's Department manages and maintains the training academy curriculum and staff. They provide all of the instructors both full and part time. This also includes the expert instructors for the very specialized training classes offered such as the dignitary protection course. Captain Hernandez explained that the philosophy of their training center is in "Opening the Doors to the Community." This is why there is such a diverse curriculum offered. Captain Hernandez also told me about an internship program offered at the academy for high school students. These are classes offered during the school year to students of the local high schools that might be interested in a career in law enforcement. This program has stirred up a great deal of interest in the high school aged students of the area and promises to supply a ready pool of interested candidates for future law enforcement jobs. The students even earn college credits toward an

AA degree in Administration of Justice. Captain Hernandez related stories of troubled kids that turned their lives around through this program and have become productive members of society. The reason why the San Bernardino Sheriff's Department regional training center has been so successful is because of this entrepreneurial attitude toward the training programs offered. I was very impressed with the creativeness and initiative that the training staff of this facility has demonstrated over the past several years. It is no surprise why their training facility enjoys such a fine reputation in the law enforcement community.⁷

I contacted the current commanding officer of the San Bernardino County Sheriff's Training Center, Captain Greg Kyritisis, to determine the current operating budget for the center. Captain Kyritisis told me that there are several budgets for the different programs at the Sheriff's Training Center. The annual budget for the EVOC center is approximately \$750,000 with annual revenues of \$1 million dollars. The EVOC currently operates with a staff of 7 full time and 35 part time instructors. They have an inventory of 200 vehicles and they are constantly investing the profits of the EVOC into new programs and improvements.⁸

I interviewed Mr. Frank Patino at Rio Hondo College in Whittier, California. Mr. Patino is the Division Dean for the Department of Public Services. Mr. Patino served as a police officer for the cities of Huntington Park and Placentia during his career. He was then employed by Golden West College for several years serving in different capacities. He then left Golden West and came to Rio Hondo College. Police training began at Rio Hondo in the same year that the college was established, 1964. At first there was a police academy and law enforcement semester classes. Over the years Rio Hondo developed a diverse range of POST approved AOT courses. Their program developed a fire academy in 1968 and currently offers classes in multiple disciplines. In addition to classes offered at the campus, Rio Hondo sponsors a number

of distance learning programs. Last year they offered more than 500 different AOT programs teaching approximately 10,000 to 12,000 students. There is a firearms range at Rio Hondo that is utilized by many of the surrounding departments and other government agencies.

Mr. Patino explained that the Rio Hondo program is more than a regional type of training center. Their program is much broader covering larger areas of the state. There is an advisory board made up of Chiefs of Police and other law enforcement heads from many agencies within and without Los Angeles County. This advisory board provides the guidance and focus for the training programs offered at the College. Mr. Patino said that the advisory board is very important. He explained that it is important to listen to what the customer wants. Changes to the curriculum are made based upon the recommendations from the advisory board.

Rio Hondo College runs and manages all of the training programs offered. Mr. Patino has a full time faculty of 12, a full time staff of 26 and 350 part time instructors. He has an annual operating budget of \$2.4 million and the training programs bring in \$4.5 million in revenues to the College annually. The College has negotiated a few contracts with agencies such as CNOA (California Narcotics Officer Association) and the Los Angeles Sheriff's Department to conduct training. In these contractual programs, LASO and CNOA provide the course instructors and Rio Hondo certifies the courses as college classes and shares the educational reimbursement monies from the state with these agencies (FTES). These monies help LASO and CNOA to fund and maintain their course curriculums.

Mr. Patino also told me about a 644 acre shooting park that will be established in the Angeles National Forest. This is a joint effort between a number of local, county and state agencies. This shooting park will offer a diverse range of shooting courses. The next step is to

try and raise the funding necessary to build the park. Rio Hondo is not a regional training center model. It is perhaps more of an area training center with customers all over the state.⁹

In July of 1990, POST hosted a symposium in San Diego on the “Future of Law Enforcement Training.” Law enforcement officials from all over the State of California were in attendance for this 3-day seminar. During Day 2 of the symposium, the subject of regional training centers was discussed. Deputy Chief Ferronato (mentioned earlier) of the San Bernardino Sheriff’s Department conducted this presentation. Chief Ferronato completed his POST Command College project on the subject of future training facility needs. A summation from the symposium report of this work group is as follows:

A number of groups provided wish lists of what they would like to see in regional skill training centers. The items ranged from driving courses to comfortable furniture. Each group made it clear, however, that a need exists for facilities that provide the opportunity for realistic, hands on training in addition to simulators and computer-based training programs. **The need for a master facilities plan was mentioned by almost every group, as was the need for coordinated, cooperative efforts amongst all agencies and training institutions to meet facility needs.**¹⁰

I believe it is interesting to note that there was a desire amongst these law enforcement executives in 1990 to not only see the establishment of regional training centers but a desire to see more coordinated and cooperative efforts between police agencies and training institutions.

In reviewing the Strategic Plan of POST prepared in March of 1996, the Strategic Direction #2 is “Maximize Training Delivery.” One of the strategies of this directive is to “actively support establishment of Regional Skills Centers.” There are also goals of developing more “regionally and locally delivered training courses” and “full reimbursement of training costs to local agencies.”¹¹

Currently in the State Legislature there is Assembly Bill 1496 which is in the Senate Appropriations Committee. This bill is titled, “Public Safety Training Act of 1997.” The purpose of the bill is to establish the Public Safety Training Facilities Fund to “finance the

establishment and ongoing maintenance of regional public safety skills centers.”¹² POST is supporting passage of this bill.

FORECASTING OF TRENDS AND POSSIBLE EVENTS

On May 20, 1998 I conducted a Nominal Group Technique (NGT) exercise for the purpose of forecasting potential trends and events regarding the issue of this paper. The NGT panel consisted of nine members. There were two Chiefs of Police, one Lieutenant, two Sergeants, one officer, one representative from POST and two civilians. The members of the panel had a diverse and varied background in police training. The two civilians have never served as police officers but are currently involved in training police and military personnel throughout the United States. (See Appendix 3 for panel members)

The panel came up with approximately 52 trends and 30 events. These lists were honed down to 10 trends and events. (See Appendix 4 for trends and events and results) The panel saw the need for more standardized regional training and felt that the establishment of a regional training center in the South Bay area was a real and desired possibility in the coming years. The panel felt that the demand to maintain higher levels of training would continue as a result of legislative mandates to train officers in specialized areas. They also felt that while the mandate to train more would continue, the dollars to support such training efforts would be lacking. They also felt that the amount of civil litigation would continue to be a driving factor for police departments to maintain higher levels of training. The panel identified the changing demographics of the Southern California area and the projected rise in juvenile crime as additional factors that would require more training. Additionally, the onslaught of new technology in our society will require officers to receive more specialized training in not only

utilizing new technology but in combating the criminal elements of society using new technology to commit new and more sophisticated types of crime.

The panel predicted a few events that could take place that would have a detrimental effect on law enforcement. Incidents such as a high profile incident being televised, civil unrest, and a critical incident resulting in a lawsuit regarding negligent training were identified. The risk of these events occurring could be reduced if efforts were made to enhance advanced officer training. In a more positive light, the panel predicted the establishment of a regional training center in the South Bay and the implementation of a certified instructor program by POST.

SCENARIO 1 (PESSIMISTIC FUTURE)

Chief Mike Smith was awakened by a phone call at 2:00 AM in the morning. It was the police dispatch center on the phone advising him that one of his officers had just been involved in a police pursuit that ended in a traffic accident with injuries. The dispatch center advised the Chief of the location of the accident and the Chief advised that he would be enroute to their location within 30 minutes. At about 2:40 AM, Chief Smith arrived at the scene of the accident. He learned from the watch commander that Officer Don Butler had attempted to stop a vehicle that had run a red light. Officer Butler attempted to stop the vehicle but it sped away resulting in a pursuit. Shortly thereafter it was determined that the vehicle had been stolen 5 hours earlier in a car-jacking incident. Other officers joined in the pursuit that lasted for approximately 15 minutes with speeds reaching over 80 miles per hour. Finally, the suspect vehicle ran a red light and crashed into 3 other vehicles. One innocent person was killed and two others were critically injured. Surprisingly the suspect was not injured in the accident and had fled the scene on foot with officers in pursuit. The suspect was caught a short time later after putting up quite a struggle. One officer struck the suspect several times with a baton before the suspect was

subdued and handcuffed. The suspect had moderate injuries and had been taken to the hospital for treatment. Finally, the Chief learned that a news helicopter had caught the entire chase and arrest on tape.

Within the next few days, the tape of the chase and arrest was replayed numerous times on network television. The media took a great deal of interest in the case. The footage of the accident was gruesome however the section of the tape which recorded the suspect being struck with a baton was causing a public outcry even though an internal investigation would later conclude that the officer acted properly in the deployment of his baton. Within two weeks 3 separate attorneys representing the 2 victims injured in the accident and the family of the one victim that was killed, filed claims against the city alleging that the officers were negligent in their handling of the pursuit. They also claimed that Chief Smith was negligent in the training of his officers. A fourth attorney representing the suspect had filed a claim alleging excessive force and that the civil rights of his client had been violated. The fourth attorney also alleged negligent training on the part of Chief Smith.

All of the claims are denied by the City Council. As a result each of the attorneys in response filed a lawsuit against the City, Chief Smith and all involved officers. The attorney representing the suspect in the case also filed a civil rights lawsuit in federal court. The City Council was supportive of the officers. They felt that the officers acted properly and did the best they could under the difficult circumstances they were faced with. However, the city's attorney was uncomfortable with the case. The training records of the officers were reviewed and it was discovered that other than the training received in the academy for baton and driver's training, none of the involved officers had received any subsequent training since that time in pursuit driving or baton use.

The Chief was questioned about this situation. The Chief explained that with recent cuts in the police department budget the number of officers on staff had been reduced over the past few years. Additionally the State POST budget had been cut and many of the POST certified classes no longer provided participating police agencies with any reimbursement. Chief Smith had wanted to send officers to the drivers training course but the tuition was \$400 per officer and POST would not cover the tuition. Some of the neighboring agencies had sent their officers to the drivers training course but they had well funded budgets that allowed them to pay the high cost for the non-reimbursed tuition. Since Chief Smith's department lacked the training funds, he could not keep up with the higher standard of training established by the other agencies in the area.

As to the issue of baton training, Chief Smith felt that his department had fallen down in this area. Members of the department had been sent to baton instructor's schools and as a result, in-house baton training could have been conducted. However, with all of the mandates to do different types of training, it was very difficult just to keep up with the minimum POST advanced officer training standards of 24 hours every 24 months. The department was working at minimum staffing levels and it was difficult to spare officers to attend training and keep enough officers working in the street. That was simply the reality of the situation. Even though POST required 24 hours of training every 2 years, almost any type of class would satisfy this requirement. There had been some efforts in the state to encourage POST to re-modify advanced officer courses to focus on critical skills training such as weaponless defense, baton training, use of force and drivers training. However, since the POST budget had been cut, these plans went by the way side.

The lawsuits progressed through the system. The City ultimately spent hundreds of thousands of dollars in defending and settling these lawsuits. In the meantime, Chief Smith's budget had been cut further and there was some talk on the City Council of replacing the Chief.

SCENARIO 2 (SURPRISE FREE FUTURE)

Training Sergeant Don Jacobs was talking with the patrol lieutenant about the number of officers that needed to be sent to training classes. The patrol lieutenant was trying to ascertain if the patrol schedule still had a sufficient number of officers working to allow the other officers to attend training. This was becoming a regular routine between these two at least twice a month. In addition to meeting the minimum POST AOT requirements, there were several new mandates passed by the state legislature that required all police departments to train their personnel in certain specified areas. Within the past few years officers were now required to have new training in such areas as the new domestic violence laws, ADA issues, harassment in the workplace, the new Meagan's law and cultural diversity.

Sgt. Jacobs did not know how the department was going to keep up with all of these new training demands. There was still the customary training for firearms qualifications which was done quarterly and the annual in house training for weaponless defense and baton training. If there was just some way that the department could hire an additional 5-10 officers. The extra officers would provide enough coverage on the street and still be able to send enough officers each month to training. Fortunately, the police academy was providing all of the new mandated training for the new recruits. However, what once used to be a 4 month academy had now expanded to over 6 months in duration in order to cover all of the required topics by POST and state law. With the addition of the expanded field training officer program which was now over 5 months, it took the department nearly one year from the time that a recruit was hired until the

officer could get out on the street as a functioning police officer. (This does not even include all of the time spent in background investigation)

Sgt. Jacobs was a member of the regional training committee. He attended monthly meetings and learned that all of the departments seemed to be having the same problems in fulfilling their training needs. There had always been discussions regarding the development of a regional training center in their area. The training committee felt that with their pool of talent and resources, they collectively could provide a large variety of meaningful and needed training classes. If such a thing could be done their region might be able to more easily meet the challenges of getting their personnel trained in a timely fashion. However, who would operate such a facility? Who would build it? Where would the funding come from? How would they gain support from the Police Chiefs, City Managers and City Councils for such a project? There are so many potential benefits to a regional training center but so many obstacles that centered on politics and control. The training committee was not interested in politics or control. They were simply interested in providing meaningful training to the officers of their departments. Perhaps one day a regional training center might become reality. Everyone knew that POST was interested in regional training centers but they lacked the funding and resources to move the ideas off the drawing boards. At best, the committee continued to sponsor collaborative training between a few of the member agencies. However this was only done on an as needed basis.

Some of the larger departments were able to sponsor training at their departments which was POST certified and open to members of other departments. At least this provided some assistance. Sgt. Jacobs took advantage of this local training as much as possible. It costs much less to keep his officers at local classes then sending them all over the state. Additionally, the officers were able to meet and associate with other officers of the area and share ideas and

information on common problems and concerns. However, these classes were limited and there were only so many classes offered throughout the year. Perhaps one day all of the departments in the area would come together to try and pool their resources to accomplish training and many other programs that would benefit all of their respective communities. In the meantime, Sgt. Jacobs would simply have to try and do the best that he could.

SCENARIO 3 (OPTIMISTIC FUTURE)

Officer Casey Jones awoke with a start at 6:00 AM. Normally she rises at 6:00 AM to get ready for work. She was assigned to daywatch patrol and briefing began at 7:00 AM. However, Casey remembered that today she was scheduled to go to a training class that started at 8:00 AM. Since she had an extra hour she decided to get up and work out because the training class was being held close to home and as a result she did not have to travel far. In fact all of the advanced officer training that Officer Jones had attended for the past year had been close to home ever since a regional police training center had been opened in one of the neighboring cities. It only took 15 minutes to get there and Officer Jones was very impressed with the facility that had been built. Casey would even be able to meet her husband for lunch since he worked close by the training center.

During the first year since the training facility had opened, the number of advanced officer training courses offered had increased. Officer Jones had recently been selected as a new field-training officer for her department and this morning she was going to attend a 40 hour POST certified field training officer course at the new training center. This was one of the first courses developed at the training center and all of the departments in the region had contributed some of their top field-training officers to assist in developing the curriculum and teaching the course. The FTO instructors for the course had also completed the new POST certified

instructor program. The goal of the class was to develop a standardized method in training new police officers throughout the region. Officer Jones was very excited about attending this course as she had been hearing a lot of good things about the program.

It took years to develop the training center. One of the larger cities in the region owned a considerable amount of property within the city limits. The police and fire departments had been hoping to develop a parcel of property located next to the municipal airport for the development of a new training center. There were some buildings already on the site that were easily converted into classroom space and plenty of extra land to build a drivers training track. Finally the day came when the land became available. The Police and Fire Chiefs began to politic their local council members, city managers and the community. They contacted the other police and fire chiefs of the region seeking their support for a regional training center. The local community college was also contacted and their Administration of Justice Department became very interested in supporting a regional training center. The college was prepared to certify the training courses as college courses thereby making the training center eligible for state educational monies. These monies would be split 50-50 between the training center and the college. Many of the large corporations in the area as well as members of the community were contacted for financial support and the local police and fire departments were very successful in raising funds to establish the center.

Each of the participating cities agreed to financially support the new training center and the police and fire chiefs made a commitment to support the regional training center by sending all of their personnel to the center on a regular basis. Each of the departments also supplied instructors based upon their expertise. Fortunately, the California legislature had enacted legislation to set aside funds to support regional training centers. The regional training center

was able to receive considerable funding for establishment of the facility and would qualify for annual funding from the state as long as it maintained a minimum number of classes and enrollment. Of course, all of the police training classes were certified by POST making the departments eligible for POST reimbursement.

Officer Jones was very excited about the new training center. She enjoyed the association with the other officers of the neighboring jurisdictions and she also saw the tremendous value in the standardized training that was being taught to all of the officers in the region. Just the other day, Officer Jones had responded to a robbery call at a store that was on the border with a neighboring city. Police units from both jurisdictions had been dispatched on the call. As it turned out the officers responding from the neighboring agency had recently been in a training class with Officer Jones. The training class had been on field tactics. As they responded to the robbery call, the officers of both jurisdictions deployed in a manner consistent with the tactics that had been taught in the training class. This prior training gave all of the officers involved a tremendous amount of confidence in effectively handling the robbery call. Since they had trained together and had been taught standardized tactics, they felt very comfortable working together and notably, it was no surprise that the robbery suspect was apprehended. Officer Jones felt a new sense of pride in being not only a member of her own police department but of being a member of a regional team that was forming as a result of the new regional training center.

STRATEGIC PLAN

If the desired future is to really enhance advanced officer training for South Bay police departments, a regional approach is the answer. As I have looked at a historical perspective of what is occurring with training in the Southern California area and having conducted a nominal

group technique, it is clear that regional training centers can enhance training. The seeds to develop a regional training center have already been planted in the South Bay area.

SITUATIONAL ANALYSIS

Before we consider further the desired future, it is important to make an assessment of what is happening now in the South Bay area with training. Currently, each department has been fending for itself to accomplish its training needs. In essence, it is every police department for itself. Those departments with large enough budgets and adequate staffing are able to provide a wide variety of training opportunities for their personnel. These training courses range from inservice training such as first aid and CPR, weaponless defense, and firearms training to providing POST certified courses in which members of other police agencies are able to attend. Some departments have the funds to bring in very specialized training courses. Some of the departments enjoy excellent facilities and equipment to provide training for their personnel. These departments are able to maintain higher standards of training than those standards established by POST. However, there are those departments lacking the funds and staff necessary to keep up with these higher levels of training. How are these departments expected to keep up? If one of these poorer departments becomes involved in a major incident that results in litigation, wouldn't it be possible for the plaintiff's attorney to point their finger at the richer departments in the region and ask why the defendant department's level of training was not the same as the neighbors. Some of the departments in the South Bay recently suffered severe budget cutbacks that have resulted in layoffs of police officers and other department personnel. Yet these departments still have to strive to keep up with the standards of training mandated by the State and by POST. Chief Norm Stamper of Seattle, Washington PD made the following statement regarding training conditions within his department, "Due to budget constraints, we are

unable to provide all of the training we would like, although currently we do provide all mandated training.”¹³ Doesn't this seem to be the case with many agencies in the South Bay area?

There is a regional training committee that actively meets on a regular basis. This body coordinates and sponsors a great deal of training within the region but it does not appear to be enough. It has been a long-standing complaint of the South Bay Chiefs that despite the efforts of the South Bay Training Committee, there still is not a strong regional training effort occurring. It is for this reason that I was given the direction to address the issue of training in this project paper.

STAKEHOLDERS

It is important to identify and recognize the important “stakeholders” in regards to this issue. Stakeholders are those individuals or groups that can have an impact on the development of a training center and are those individuals that will be impacted by the creation of such a center. It is also important to recognize “snaildarters” which are either individuals or events that can stand as obstacles to the desired objectives.

Certainly the City of Torrance is the primary stakeholder in the creation of a regional training center. The City is the owner of the land in question. They have the ability to decide on whether or not the land can be designated for training. Within the City of Torrance, the Police and Fire Chiefs are very important to the project along with the City Manager and the members of the City Council. The Police and Fire Chiefs are very supportive of a training center project. However, the proposal at the moment in Torrance is for the establishment of a city training center for public safety.

Another important stakeholder is El Camino College. In order to effectively develop a training center, the support and certification of a junior college would be vital to the project. The certification is important because it will bring in the state educational monies based upon the FTES (Full time Equivalent Student) formula. These monies will be needed to make the regional training center self-sustaining. El Camino College will not only benefit from the state monies received but these monies will enable the college to expand their public safety programs and courses. The training center will also serve as an off-site campus for El Camino.

The next group of stakeholders are the South Bay Police and Fire Chiefs. This of course would include the Torrance Police and Fire Chief and the El Camino College Police Chief. These two groups can produce the necessary clout to push for a regional training facility as opposed to a city training center. It is important that these groups provide a united front in supporting this project. The South Bay Chiefs would also serve as an important advisory committee to the training center once it became operational. I would refer to the example cited earlier with the Golden West College program. The Chiefs of that region serve as an important advisory council to the Golden West training programs.

An important group of stakeholders are the members of the South Bay Training Committee. This group is primarily made of up of training officers of the South Bay cities who are responsible for the day to day planning for meeting their department's training needs and goals. This group can be an important source of support for the regional training center and could serve as staff members of the center representing each of their agencies. This would be the group of people that would carry out the policies set forth by the South Bay Chiefs.

One group of stakeholders that will be the most affected will be the police officers themselves and their departments. The main reason for even developing a regional training

center is try and give the South Bay police officers the best training possible. Through training, the officers develop a higher level of competence and confidence enabling them to do their jobs more efficiently and effectively. One of the primary purposes of a regional training center is to teach standardized methods and tactics on a regional level. This will hopefully allow officers of different agencies to work together more cohesively especially in joint operations and mutual aid situations.

Certainly the citizens of the South Bay area will benefit from a higher level of training received by the police officers that serve them. It is also worth mentioning that the private corporations and businesses of the South Bay will be potential stakeholders because they will be solicited for funding. The citizens of the South Bay will be an important group of stakeholders in this project.

There are a variety of “snaildarters” that could disrupt the plan to develop the training center. Some departments and individuals are very territorial when it comes to regional operations. There is reluctance on their part to participate especially when they don’t have to. They prefer to run their own training programs and not include others. There are those that will get caught up with the concept of who is in control? These people will resist change when they cannot be in control. Funding will be a snaildarter. Whether sufficient funding can be obtained or not will always remain a primary obstacle to developing any training center. Even if a center could be established, a long-term commitment will be needed from all of the regional departments to support the training facility on an on-going basis.

IMPLEMENTATION STRATEGIES

The development of a new regional training center will not be an easy thing to accomplish. Most people would agree that a regional training center is a good idea but how to

accomplish the task is the big question. It is important to develop good strategies that will help ensure success.

First, the concept of a regional training center for the South Bay has to be more than just a status quo type of training center for law enforcement. Of course a new training center will have to accomplish important aspects of police training. For example, the training center should have a core curriculum that provides training in critical skills such as drivers training, weaponless defense, baton training, firearms training, first aid and CPR to name just a few.

There are two tremendous benefits to having this type of training available. First, the training is local allowing the regional departments to take advantage of the training. Local training saves time and money in travel and per diem expenses. Additionally, if an officer is at local training, the officer can be called back by their department if needed. Second, the training is standardized. Over time all of the officers of the region can learn the same types of tactics and procedures as they relate to the training taught. The South Bay Chiefs can serve as the guiding light on the policies and procedures that are taught.

The new center will have to attract and service a variety of customers to make it viable. The land in Torrance as well is very expensive. As the City of Torrance is already the landlord of the property in question, it will be important to sell the concept of a new training center as having multiple benefits and multiple customers. Obviously there are other things that could be done with the land that could generate higher revenues for the City of Torrance. When I interviewed Chief Adams of the Torrance Fire Department he had the right idea. He proposed that the new center serve a number of functions. In addition to being a training facility for police and fire, he proposed that a new EOC (emergency operations center) be built not only to serve the City of Torrance but the EOC could be used for training purposes as well on a county wide

level. In this example the County of Los Angeles could become a potential customer of the training center. Chief Adams also proposed that joint training operations be conducted between police and fire departments to enhance the capability of both disciplines in responding to major incidents.

If we look at the San Bernardino Sheriff's Training Center as well as Rio Hondo, Golden West and El Camino College, we see examples of how these institutions have attracted customers from a number of different disciplines other than just police and fire departments. In order to make this center feasible, we are going to have to think outside of the box so a wide range of customers can be serviced by this new center.

The next strategy is market development. The whole concept of the regional training center is to serve the South Bay area of Los Angeles County. Again we have to think unconventionally in how the South Bay area can benefit from a training center. The center should not only serve the police and fire departments of the region but can serve other segments of the community as well. Perhaps a citizen academy program can be developed. Programs could be developed involving the local high schools. In the San Bernardino Training Center they have a program for local high school students. One of the benefits of that program is the development of a potential pool of candidates for police officers. Later in this paper I will talk about the need to attract corporate sponsors for funding purposes. How can the training center be utilized for serving the needs of the private sector? Perhaps courses could be developed in dignitary protection or on how businesses can protect themselves from high technology crime. Market development will be very important in making the training center a viable business.

The next strategy is product development. A South Bay Regional Training Center will have to be innovative and diverse in the numbers and types of courses that it can offer. The

EVOC center in San Bernardino mentioned earlier is a great example of innovation and entrepreneurialship. The center runs like a business and at a profit. It offers a number of different products for a wide range of customers. The most innovative and lucrative programs mentioned were the dignitary protection course that brings in customers from around the world and the commercial filming that is done at the EVOC by the major car manufacturers. The South Bay training center will have to be equally innovative and creative if the center is to remain viable in the years to come.

TRANSITION MANAGEMENT PLAN

In Scenario Three presented earlier and in the strategic plan I have described the desired future of where I feel that we need to go with advanced officer training. In the situational analysis section of the strategic plan I have also provided a snapshot of where we are right now with our training programs in the South Bay area. Therefore, we know where we are and we know where we want to go. Now we need to devise a transitional plan that can get us there.

READINESS ASSESSMENT OF STAKEHOLDERS

Our most important stakeholder is the City of Torrance. Torrance is the “critical mass” stakeholder that will make or break the regional training center. In particular, the key players are the City Manager and the members of the City Council. The management teams of the Police and Fire Departments are already supportive of the training center concept. Based on recent inquiries, the status of the airport property is still up in the air as to whether or not the site will be designated for a future training facility. The City Manager will be a pivotal person in determining whether or not the training center will come to pass. If the City Manager will support the concept, it is likely that he will be able to convince the Torrance City Council.

The next important stakeholder is El Camino College. A training center cannot come about unless the College is a partner in its formation. It is through the College that the training center will have the on-going revenue required to maintain operations. El Camino College is firmly behind the development of the training center.

The South Bay Police and Fire Chiefs are the next group of stakeholders that need to be considered. I know that the South Bay Police Chiefs support a training center concept. However, the status of the Fire Chiefs is unknown. I would speculate though, that they would be in favor of such a proposal. The Inglewood Fire tower has been shut down and currently there is no fire tower academy in the South Bay. I feel confident that they would support a new training center as it would provide a new location for their fire training.

The South Bay Training Committee would be in favor of a regional training center. In my discussions with individuals who are currently serving or have served on the committee, there has been talk about and support for a regional training center for many years.

The other groups of stakeholders are the police officers of the South Bay, the citizens and the business community. There are approximately 900 officers serving the South Bay Cities. (See Appendix 5) I believe that the strong majority of these officers would support a regional training center as long as the facility was well built and provided good training programs that were meaningful and relevant to the jobs they have to do each day. As for the citizens and the business community, they are unknown factors. I would speculate that these two groups would be supportive of a regional training center if it could provide a higher level of training to the South Bay police and fire officers and if the center could be funded in creative ways that did not require the raising of taxes. While these two groups of people probably do not give much thought to how their police officers are trained, I believe that these people if approached properly

could bring about not only funding but also general support for a regional training center. Their support if properly mobilized could certainly influence the Torrance City Manager and Council.

TRANSITION TEAM

A group of people will need to be selected to bring about the changes necessary to make a regional training center a reality. I would recommend a group of 5-6 individuals that would serve as a transition team in promoting a regional training center. I would recommend that there be one member of the Torrance Police and Fire Departments. There should also be a member representing El Camino College, one member from South Bay Chiefs, and 1 – 2 members of the South Bay Training Committee. This team would meet on a monthly basis as needed. They would also need to meet regularly with the South Bay Police and Fire Chiefs and also with the South Bay Training Committee. As members of the team already represent each of these groups, it may only be necessary for the team member to report regularly to their respective group each month. In any event, on-going communication with these various stakeholders will be very important.

ACTIVITY PLAN

When a transition team has been formed, an activity plan must be formulated to affect the changes needed to bring about the desired future. At the very least, the following things must be done in order to ensure success.

First, the team should meet with the Torrance City Manager to solicit his support for a regional training center. He is probably the "critical mass" person to this project. His support is vital and every effort should be made to sell him on the benefits of a regional training center. While funding will be a major hurdle, all that is required of this stakeholder is the commitment to

at least set aside the land for the establishment of a training center and then allow enough time to obtain funding.

Next, the team should meet with the South Bay Police and Fire Chiefs. The team must make an assessment of the commitment level of these two groups regarding the training center concept. The Chiefs must be willing to support a regional training center in raising funds, in seeking the support of their city managers and councils and acting as an advisory council to the training center in the coming years.

The transition team should meet with the South Bay Training Committee to solicit their support and involve their committee in the development of potential curriculums and the selection of instructors for the training center.

The transition team will also need to meet with El Camino College to determine what they will require in establishing an agreement with the City of Torrance. The team can also solicit the help of the College in regards to potential curriculums for the training center as well as funding options.

The transition team will need to visit the site of the training center to make an assessment of the facilities that are there. The property is located just east of the Airport Atrium Building at 2780 Skypark Drive in Torrance. There are several buildings on the property occupied by a company named High Shear, which is a manufacturing firm. The team will need to determine what changes will need to be made to existing structures and propose what new buildings and facilities, in order of priority, will be required. A proposed budget for not only the building but also the maintenance of the training center will be needed. I also recommend a staffing plan for the training center be developed by the team.

Finally, the transition team will need to make recommendations as to who will be in control of the training center. The most logical candidates are the City of Torrance or El Camino College.

IMPLICATIONS ON LEADERSHIP

Perhaps the most significant implication that this issue has on leadership is the opportunity to build something new. While there has been talk of a regional training center in the South Bay for many years, it has never been done. This project is a good opportunity to really enhance the quality of training for South Bay officers. There will be tremendous benefits to the region if a training center becomes a reality. The persons that could build a regional training center would be able to experience a true leadership opportunity in creating something that's never been done before in the South Bay area.

The next implication on leadership is the ability to be creative and innovative in the types of training and services a regional training center could provide. A regional training center in the South Bay area for police officers cannot just be a status quo police-training center. In order to sell the idea to the many stakeholders involved, a great deal of creativity and innovation will be needed to make the training center a viable and desirable project. Additionally, this same type of thinking will be required to develop funding for building the center and to maintain the training center as a viable and competitive business enterprise in the years to come. I can't help but think of the training center established by San Bernardino County Sheriff's Department. Creativity and innovation were the key words to not only building and funding that facility but this same philosophy has allowed their center to evolve into a superior training facility that enjoys a very good reputation in the law enforcement community.

Finally, the establishment of a regional training center is a great opportunity to conduct collaborative leadership. “Leadership is an influence relationship among leaders and followers who intend real changes that reflect their mutual purposes.”¹⁴ This is exactly the type of project that will require collaborative leadership. There are a number of stakeholders that will have to come together to make the training center a reality. The process of influencing others will be challenging but very important to move the project forward.

RECOMMENDATIONS

When this project paper is completed it would be my recommendation to forward copies to the various stakeholders mentioned earlier. In particular, the South Bay Police and Fire Chiefs would need to review this document to hopefully catch a vision of establishing a regional training center. If there is enough support, the Chiefs can establish the transition team mentioned earlier to lay the groundwork.

I also recommend that copies of this document be forwarded to El Camino College because of the important role they will play in this project as well.

I recommend that this project move forward in incremental steps. The training center will not be built overnight. This is a project that will take years to build properly and we must be patient with the process. The first step is to encourage the City of Torrance to designate the land in question near their airport as a future site for a training facility. If this can be accomplished, then a time limit can be set for the gathering of the funds necessary to build the center. Where these funds will come from is unknown at this time. However, a certain amount of time must be granted to give the South Bay departments the time necessary to raise the money.

I also recommend that all of the stakeholders look at this project in a regional sense and look forward to the future benefits that will come from the establishment of a training center.

The police and fire departments of the South Bay need to look beyond their own agency's needs and consider the needs of the whole region. As mentioned earlier, the center will not be built overnight. The benefits will only come by allowing the training center to grow and develop. If examining future issues have taught us anything, we must learn to be innovative, unconventional, and non-traditional. We cannot keep doing business in the same way. We must look for alternative and innovative solutions to meet our law enforcement mission. A regional training center can be a very innovative method for accomplishing the training needs of the South Bay region. We must understand that if we train the officers of Hawthorne and Gardena in the same manner as we train the officers of Hermosa Beach and El Segundo, there are many benefits that will come from this collaborative effort. I believe that we have an obligation to the citizens of the South Bay communities to make sure that our police officers have the best training possible to meet the challenges of the future.

FUNDING/BUDGETARY IMPLICATIONS

The funding of a regional training center will be a major hurdle to overcome. I would like to believe that if all of the stakeholders could come together in a common vision of establishing a training center in the South Bay, funding would be the least of our worries. In any event, funding will be a difficult challenge.

Traditionally, funding for a project of this nature would come from the general funds of a city or county. However, the ability of Torrance or even all of the South Bay Cities to fund this project out of their budgets would be highly unlikely. For example some of the South Bay Cities have suffered severe budget cuts and as a result would not have the funds required to assist in building a training center. Most police and fire departments operate with lean budgets. While

this funding source should not be completely ruled out, other alternatives will have to be considered.

First of all, El Camino College will be an integral part of the training facility. Bringing the training courses of the center under the umbrella of the College will enable both the training center and El Camino College to receive the state educational monies reimbursed under the FTES formula. While this may not bring in a great deal of money in the beginning (depending of course on the number of courses offered), it will certainly be the source of funding for the long term. Perhaps it might be possible to begin certifying certain training courses through the South Bay Training Committee. This could generate revenue in the meantime. This is what San Bernardino Sheriffs did to begin raising monies used to build their EVOC center.

Chief Adams of the Torrance Fire Department felt that funding could be obtained through corporate sponsors here in the South Bay. The South Bay is home to some major corporate headquarters. Chief Adams felt that these corporations would be very supportive of a regional training center. Additionally, there are appeals that can be made to the rest of the business community and the general public.

Other sources of funding to be explored are grant monies from the State and Federal Government. There is the slim possibility of state funding for public safety training facilities as mentioned earlier in this paper. (AB 1496)

Another indirect source of funding will be in the form of the support given to the regional training center by the South Bay Cities. It will be vital that all of the South Bay Cities support the new training facility by first sending their officers on a regular basis to the training courses that are offered. This will ensure enrollment and maintain the reimbursement of educational monies from the State. Second, the departments will need to be ready and willing to provide

officers as instructors in the various training courses. There is a great deal of expertise among the officers of the South Bay and this resource must become a part of the training program.

EVALUATION ACTIVITIES

The most obvious evaluation activity will be whether or not the training center even happens. However, there are other methods of evaluating the success of the new training center.

I would recommend the following evaluative questions:

- Was sufficient money raised to build the training center?
- After the training center is built, does the training center generate sufficient revenues to not only cover operating expenses but generate enough surplus revenues to invest in research and development of new programs and buildings?
- Are there a diverse variety of training classes offered? Over time does the curriculum of the training center increase or decrease? Are the classes POST and STC certified?
- Are there a sufficient number of students utilizing the training center? Does enrollment increase or decrease over time? Do the majority of the students come from the South Bay Police and Fire Departments?
- Do the students like or dislike the new training center? How do they rate the training facilities? How do they rate the courses offered and the instructors?
- How do the South Bay Police and Fire Chiefs feel about the training center? Is the center responsive to their concerns and needs? Do the Chiefs feel that the training center is providing the training they want their officers to receive?
- After the training center is built, is there a reduction of lawsuits within the South Bay area? Is there a reduction in personnel complaints within the South Bay area? Is there a reduction of officers injured on duty (IOD)? Could such reductions be attributable to the regional training center programs?
- Does the training center offer classes to the community?
- Does the South Bay police and fire departments see a decrease in their training expenditures?
- How does El Camino College feel about the training center after it has become operational?
- How does the South Bay Training Committee feel about the training center after it has become operational? Does it make their jobs easier or harder?

- Who are the customers of the regional training center?

The goal of a new regional training center is to provide meaningful training to the officers of the South Bay. This is a process that will take time to achieve and will be an on-going process. The training facility will have to remain innovative, competitive and forward looking in the way it does business.

¹ California Peace Officers Association (CPOA), *Report to the Legislature on Restoring Funding for Law Enforcement Training in California*, May 1994, iii

² Ibid., 6-7

³ Sergeant Marc K. Wilkins of the Torrance Police Department, interview by author, 27 February, 1998, Torrance Police Department

⁴ Police Chief Mike D'Amico of the El Camino College Police Department, interview by author, 4 March, 1998, El Camino College, Torrance

⁵ Fire Chief Scott Adams of the Torrance Fire Department, interview by author, 8 April 1998, Fire Department Headquarters, Torrance

⁶ David Barr, Dean of Criminal Justice Division at Golden West College, Huntington Beach, phone interview by author, 4 June 1998

⁷ Captain John Hernandez of the San Bernardino Sheriff's Department, interview by author, 17 June 1998, San Marcos, California

⁸ Captain Greg Kyritsis of the San Bernardino Sheriff's Department, phone interview by author, 14 July, 1998

⁹ Frank Patino, Division Dean for the Department of Public Services at Rio Hondo College, Whittier, phone interview by author, 1 July and 13 July, 1998

¹⁰ California Police Officers Standards and Training, *Report of the Symposium on the Future of Law Enforcement Training*, July 10-12, 1990, San Diego, California, 5-6.

¹¹ California Police Officers Standards and Training, *Beyond 2000: Making a Bold Adjustment. A Strategic Plan for the California Commission on Peace Officer Standards and Training*, March 1996

¹² Alicia Powers – POST Senior Consultant, *POST Update Newsletter*, June 1998

¹³ Arthur G. Sharp, "Does Training keep up with the Times?," *Law and Order* (December 1997): 44.

¹⁴ Joseph C. Rost, *Leadership for the Twenty-First Century*, (Westport, CT: Praeger Publishers, 1991), 102

APPENDIX 1

CABINET / ACADEMIC DEANS

FS97-5

**EL CAMINO COMMUNITY COLLEGE
ADMINISTRATIVE SERVICES BULLETIN
FISCAL SERVICES DIVISION**

CALCULATION OF FULL-TIME EQUIVALENT STUDENT (FTES)

This bulletin is provided to assist in developing accurate calculations of FTES for budget projections.

FTES is a student workload measure that represents 525 class (contact) hours of student instruction/activity in credit and non-credit courses.

FTES can be calculated using any of the following: 1. Weekly Census; 2. Daily Census; 3. Positive Attendance.

1. Weekly Census

Classes that meet on a regular basis each week for a full semester are counted for FTES using the following formula.

$$\frac{\text{Weekly Student Contact Hours (WSCH)} \times \# \text{ of Students} \times 17.5 \text{ Weeks}}{525}$$

A student who carries a full load of 15 contact hours/week for one semester will generate ½ FTES.

$$\frac{15 \text{ Contact Hours/Week} \times 17.5 \text{ Weeks}}{525 \text{ Hours}} = .5 \text{ FTES}$$

A student who carries a full load of 15 contact hours/week for two semester will generate 1 FTES.

$$\frac{15 \text{ Contact Hours/Week} \times 35 \text{ Weeks}}{525 \text{ hours}} = 1.0 \text{ FTES}$$

A one hour/week class of 30 students as of the census date will generate 1 FTES each semester.

$$\frac{1 \text{ Contact Hour/Week} \times 30 \text{ Students} \times 17.5 \text{ Weeks}}{525 \text{ Hours}} = 1 \text{ FTES}$$

2. Daily Census

Classes that meet on a regular basis for at least 5 days but do not meet for a full semester use the following calculation.

$$\frac{\text{Daily Student Contact Hours (DSCH) x \# of Students x \# of Class Days}}{525}$$

A 9-week one-hour class of 30 students, meeting 1 hour per day, 5 days/week, will generate 1/2 FTES.

$$\frac{1 \text{ DSCH/Hour} \times 30 \text{ Students} \times 45 \text{ Days}}{525 \text{ Hours}} = 2.5 \text{ FTES}$$

A 3 hour summer school class of 30 students for 6 weeks will generate 2.4 FTES.

$$\frac{1.83 \text{ Hours} \times 30 \text{ Students} \times 23 \text{ Days}}{525 \text{ Hours}} = 2.41 \text{ FTES}$$

3. Positive Attendance

Positive Attendance may be either full or short-term classes. They may not meet on a regular basis and many have "hours to be arranged" outside the normal class schedule. All non-credit classes are to be calculated as positive attendance. Under this procedure the actual number of hours each student attends the class is counted.

$$\frac{\text{Total \# of Student Hours}}{525}$$

A positive attendance class of 4 students: 1 student attended 39 hours; another was present 26 hours; the remaining 2 students attended class 27 hours each. The class will generate .23 FTES.

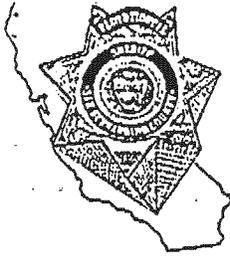
$$\frac{119}{525} = .23 \text{ FTES}$$

Note: One FTES is equal to approximately \$3000. This amount varies from college district to college district.

If you have questions, please call Gay Malpede at ext. 3118.

Prepared by: Victor Hanson
Ext. 3109

Issued: September 9, 1996



SAN BERNARDINO COUNTY SHERIFF'S DEPARTMENT

"Dedicated To Your Safety"

Floyd Tidwell
Sheriff



APPENDIX 2

April 7, 1986

REC'D
APR 10 1986
San Bernardino
Community College # D

Dr. Richard A. Jones, Chancellor
San Bernardino Community College District
701 South Mt. Vernon Avenue
San Bernardino, California 92410

Dear Dr. Jones:

Attached is an agreement approved by both the District Board of Trustees and the County Board of Supervisors that provides for a cooperative expansion of law enforcement training at the Sheriff's Training Center.

I must emphasize my appreciation to you, your staff, and the Board of Trustees for their interest and effort in making this program possible.

Because of this, law enforcement officers from over 40 agencies will gain better training and, therefore, provide greater safety and security to our Southern California communities.

I firmly believe the finalization of this agreement signals a long, successful, and mutually rewarding relationship between the College District and the Sheriff's Department.

Sincerely,

Floyd Tidwell, Sheriff

FT:kc
attachment

cc: Joe Baca, President
San Bernardino Community College District

OF SAN BERNARDINO COUNTY, CALIFORNIA.

March 24, 1986

FROM: FLOYD TIDWELL, SHERIFF

SUBJECT: AGREEMENT WITH SAN BERNARDINO COMMUNITY COLLEGE DISTRICT

RECOMMENDATION: Approve agreement with San Bernardino Community College District to cooperatively expand law enforcement training at the Sheriff's Academy.

BACKGROUND: For years, the County and College District have cooperated in providing many college approved courses in Administration of Justice, both at Valley College and at the Sheriff's Academy.

REASON FOR RECOMMENDATION: Both Sheriff and District staff would like to expand the type and number of courses that will be offered at the Academy and will be college accredited. It was felt that a more formal agreement would be advisable because of the expanded responsibilities of both parties.

REVIEW BY OTHER DEPARTMENTS: This agreement has been reviewed by County Council and approved by the San Bernardino Community College District Board of Trustees.

FINANCIAL DATA: Any additional costs to the County associated with this agreement will be paid by the College District.

cc: Sheriff-Bruce Jackson
w/agreement
San Bono, Community College
Dist. w/agree c/o Sheriff
Auditor w/agreement
Superintendent of Schools
CAO-Giblin
File w/agreement

Action of the Board of Supervisors

AGREEMENT NO. 86-228

APPROVED BOARD OF SUPERVISORS
COUNTY OF SAN BERNARDINO

MOTION	<u>X</u>	<u>Motion</u>	<u>Absent</u>	<u>Second</u>
	1	2	3	4

MARTHA M. SEKERAK, CLERK OF THE BOARD

BY Mary Louise Leonard

DATED: MAX 24 1986



COUNTY OF SAN BERNARDINO
CONTRACT TRANSMITTAL

County Department Sheriff				Contract Number 86-228	
County Department Contract Representative Bruce Jackson				Contractor's License Numl	
Budget Unit No. 401		Sub-Object No.	Fund No.	Job No.	Amount of Con Rev. - Var
Project Name: Training Program			If contract has more than one payment or rec complete the following: Payments Estimate: 2 - Annual Approximate Amount Each: U/K		

Contractor: San Bernardino Community College District

Birth Date _____ Federal ID No. or Social Security No. _____

Contractor's Representative: Peter Selo, Vice Chancellor

Address: 631 South Mt. Vernon, San Bernardino, CA 92403 Phone: 714-885-0231

Nature of Contract: *(Briefly describe the general terms of the contract.)*

The County, through its Law Enforcement Training Center, will provide law enforcement training to students of the San Bernardino Community College District. County shall be paid for this service by sharing State ADA apportionment generated by this agreement.

I, MARTHA M. SEKERAK, Clerk of the Board of Supervisors of the County of San Bernardino, State of California, hereby certify the foregoing instrument to be a full, true and correct copy of the original now on file in my office.

Dated:

Clerk of the Board

By Mary Louise Levanis
Deputy

Attach this transmittal to all contracts not prepared on the "Standard Contract" form.)

Reviewed by Legal Form <u>Donald D. Ritz</u> Counsel 2/6/86	Reviewed as to Affirmative Action _____	Reviewed for Processing _____ Agency Administrator/CAO
--	--	--

MASTER AGREEMENT
BETWEEN
SAN BERNARDINO COMMUNITY COLLEGE DISTRICT
AND
THE COUNTY OF SAN BERNARDINO

This agreement is made and entered into by and between SAN BERNARDINO COMMUNITY COLLEGE DISTRICT, hereinafter referred to as District, and THE COUNTY OF SAN BERNARDINO, hereinafter referred to as County. District and County mutually agree as follows:

I. Responsibilities of The District

- A. District shall conduct approved courses through its program in the Administration of Justice to meet the needs of law enforcement agencies.
- B. District shall provide a coordinator, collect fees, register students, and perform other appropriate support services to adequately manage and control its course offerings.
- C. District shall evaluate the quality of instruction to ensure it meets the needs of the students.
- D. District shall only offer courses that meet all appropriate Title V and Education Code requirements to ensure these courses are completely eligible for State apportionment.
- E. District will consult with County on any revisions to existing courses, initiation of new courses, or any other changes, to ensure the quality of educational services and to meet the law enforcement training needs of the County.

I. Responsibilities of The District (cont'd)

- F. District shall ensure the minimum number of weekly student contact hours will not be less than 270,000 per academic year.

II. Responsibilities of The County

- A. County shall provide its law enforcement training center as an off-site campus of the San Bernardino Community College District.
- B. County shall provide instructors, lecturers, equipment, materials, day to day management support, and all related overhead necessary to conduct the District's program.
- C. County shall cooperate with the District to ensure that all instructional personnel, equipment and materials used in this program conform to State mandated standards governing instructional programs.
- D. County shall use revenue generated by this program for public safety educational and training related purposes.

III. Payment For Services

- A. District shall reimburse County for the use of its law enforcement training center and other services provided, at the following rate:
1. District shall retain all revenue received from the first 100 ADA generated by this program each fiscal year. These funds are to offset District costs associated with this program.

III. Payment For Services (cont'd)

2. District shall reimburse County for the use of its training center and its services at the then current amount of revenue per ADA equal to 75% of all ADA generated by these courses, over the initial 100 ADA, each year.
- B. District shall pay for County service under this program, on appropriate County invoices for each year as follows:
1. An initial payment will be made after the first census (P.I.) has been submitted to the California Community College (about January 15).
 2. Final annual payment will be made after the actual CCPS 320 has been submitted to the California Community Colleges (about July 15). At that time adjustments will be made to reflect the actual ADA earned by this program during the previous year.
- C. District shall provide County with a copy of the final CCPS 320 submitted to the California Community Colleges.
- D. All payments under this agreement are subject to verification made by the California Community Colleges and other appropriate State agencies.

IV. Miscellaneous

- A. If any provisions of this agreement are or become contrary to State law or regulations or other agencies or decisions of courts of competent jurisdictions, District and County agree to renegotiate these portions without affecting the balance or intent of this contract.
- B. Each party of this agreement hereby holds the other harmless from all claims or lawsuits for damages to property and for injuries to persons out of its performance under this agreement, or from the negligence of itself or of its employees, agents, contractors, except the party owning defective property shall hold the others harmless for all claims for damage or injuries from said defective property. This obligation will include providing a defense to lawsuits and related claims.
- C. This agreement will take affect July 1, 1985, and will include all apportionment earned or received after that date. This agreement may be terminated by District and/or County with 60 days written notice of termination to the other party. This agreement shall continue in force until such termination has been executed.
- D. All written notices, reports, or other written communications associated with this agreement shall be addressed as follows:

To District

San Bernardino Community College District
701 S. Mt. Vernon Avenue
San Bernardino, California 92410

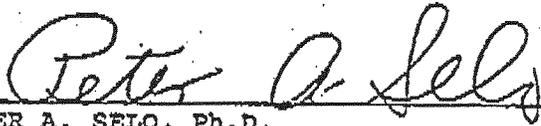
IV. Miscellaneous (cont'd)

To County

San Bernardino County Sheriff's Training Division
P. O. Box 1456
San Bernardino, California 92402

SAN BERNARDINO COMMUNITY COLLEGE DISTRICT

COUNTY OF SAN BERNARDINO



PETER A. SELO, Ph.D.
Vice Chancellor



ROBERT L. HAMMOCK, Chairman
Board of Supervisors MAR 2

MINUTE RECORD OF THE BOARD OF TRUSTEES OF
SAN BERNARDINO COMMUNITY COLLEGE DISTRICT

REGULAR MEETING OF THE BOARD OF TRUSTEES OF SAN BERNARDINO COMMUNITY COLLEGE
DISTRICT, Thursday, February 13, 1986, 5:45 O'CLOCK P. M., IN THE
Administration BUILDING OF San Bernardino Valley College,
701 South Mt. Vernon Avenue, San Bernardino, CALIFORNIA,

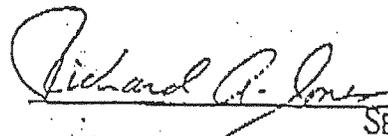
TRUSTEES PRESENT: Joe Baca, Charles Beeman, Allen B. Gresham, Lois J. Carson,
Mrs. Mary Jo Poindexter, Eugene H. Wood, Richard Wilkerson.

ABSENT: None

"Mrs. Poindexter moved, Mrs. Carson seconded, and the Board unanimously
ratified the agreement between the San Bernardino County Sheriff's
Department and the College District, a copy of which is made a part of
these minutes."

I HEREBY CERTIFY THE FOREGOING TO BE A FULL, TRUE, AND CORRECT COPY OF THE
RECORD OF ACTION TAKEN BY THE BOARD OF TRUSTEES, BY VOTE OF THE MEMBERS
PRESENT, AS THE SAME APPEARS IN THE OFFICIAL MINUTES OF SAID BOARD AT ITS
MEETING OF February 13, 1986.

DATED: February 26, 1986


SECRETARY

APPENDIX 3

NGT PANEL MEMBERS - May 20,1998

By Michael Lavin

Hermosa Beach Police Department

1. Chief Val Straser, Hermosa Beach Police Department - Member of South Bay Chiefs; Chief of Police of Hermosa Beach since June 1993.
2. Officer Dorothy Scheid, Hermosa Beach Police Department
Background and Training Officer, Member of the South Bay Training Committee and former K9 officer.
3. Lieutenant Gary Wiley - Redondo Beach Police Department. Lt. Wiley has supervised training off and on for several years at Redondo PD. He has been a member of some POST Commissions during his career.
4. Sgt. Derrick Abell - Manhattan Beach Police Department. He has served as the Training Sergeant for the past 2 years and is a member of the South Bay Training Committee. Has been with Manhattan Beach PD for 8 years and prior to that 2 years with LASO.
5. Ms. Alicia Powers – POST representative for the South Bay area. Has been with POST for the past 2 years. She did 17 years with Long Beach PD leaving there as a lieutenant. Served as a Captain with San Clemente PD for 4 years and served as the Chief of Police of Hercules, California for 4 years.
6. Mr. Ernest Emerson – Emerson Knives Inc. Extensive background in martial arts training specifically dealing with edged weapons. He is a member of the Global Studies Group Incorporated that conducts training for law enforcement and the military all over the country.
7. Mr. Nono Le-Bosnoyani – Local Hermosa Beach business man. Owns a martial arts studio here in town. Conducts training for the DEA all over the country and routinely returns to Paris to conduct training with French law enforcement. Former member of the French Foreign Legion.
8. Chief Mike D'Amico – Chief of Police for the El Camino College Police Department. Member of South Bay Chiefs and is a professor at El Camino College.
9. Sergeant Victor Valdez – Hawthorne Police Department. Currently assigned to the Taskforce for Regional Autotheft Prevention known as TRAP. Has been with Hawthorne PD for the past 22 years and has taught at El Camino College, has worked as a training advisor to Golden West College police academy, and has been a member of the South Bay Regional Training Committee.

APPENDIX 4

The following is a summary of the Events and Trends produced by the NGT Panel conducted by Michael Lavin on May 20, 1998

Issue Statement: How will South Bay Police Departments of Los Angeles County meet advanced officer training needs by the year 2003?

TOP TEN TRENDS

1. Support for standardized regional training.
2. Legislative mandates to do more training with no funding to support the training.
3. The use and operation of high technology by police officers and criminals
4. Civil liability and lawsuits in regards to training.
5. The negative image of law enforcement
6. Juvenile crime.
7. Demographic diversity.
8. Lack of financial resources to do training.
9. Need for more specialized training for police officers.
10. Law enforcement efforts to gain community support and establish partnerships.

TOP TEN EVENTS

1. Establishment of a regional training center in the South Bay area.
2. Implementation of a certified instructor program by POST.
3. High profile South Bay incident being televised.
4. Civil unrest within the South Bay region.
5. Earthquake, tidal wave or other natural disaster.
6. Legislative mandates to conduct more specified training such as domestic violence or cultural diversity.
7. Critical incident at a local school involving weapons.
8. Jail overcrowding resulting in no place to put new prisoners.
9. A significant civil lawsuit filed against a South Bay agency regarding negligent training.
10. A major power shortage or electronics breakdown.

APPENDIX 4 (CONT.)

**Trend Average
Summary**

	-5 Years	Today	+5 Years	+10 Years	Concern (1-10)
Trend 1	91	100	168	241	8.2
Trend 2	76	100	131	162	7.6
Trend 3	67	100	161	301	8.4
Trend 4	68	100	133	177	6.4
Trend 5	77	100	118	127	5.9
Trend 6	72	100	156	185	7.7
Trend 7	71	100	145	238	8.7
Trend 8	91	100	130	142	8.1
Trend 9	73	100	120	147	6.7
Trend 10	66.7	100	128.3	170.0	8.4

	Event Average Summary				
	Year >0	+5 Years	+10 Years	Impact (+ or -)	Impact (1-5)
Event 1	6	0	96	+	4.8
Event 2	5	46	70	+	2.3
Event 3	3	83	98	-	2.8
Event 4	5	49	72	-	3.7
Event 5	7	0	71	-	3.2
Event 6	3	74	94	-	2.0
Event 7	3	67	83	-	2.2
Event 8	4	60	82	-	2.3
Event 9	5.4	56.1	87.2	-	3.6
Event 10	5.89	43.33	76.11	-	3

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APPENDIX 5

**TOTAL AUTHORIZED SWORN OFFICERS
SOUTH BAY POLICE DEPARTMENTS
JULY 1998**

El Segundo	69
Gardena	85
Hawthorne	87
Hermosa Beach	36
Inglewood	198
Manhattan Beach	67
Palos Verdes Estates	23
Redondo Beach	105
Torrance	<u>247</u>
TOTAL SWORN:	917

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- California Peace Officers Association (CPOA), *Report to the Legislature on Restoring Funding for Law Enforcement Training in California*, May 1994
- California Police Officers Standards and Training, *Report of the Symposium on The Future of Law Enforcement Training*, July 10-12, 1990, San Diego, CA.
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- McAllister, Stephen G., Toms, William M., "Interagency Drug Training," *FBI Law Enforcement Bulletin* (November 1996)
- Powers, Alicia, POST Senior Consultant, *POST Update Newsletter*, (June 1998)
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- Rost, Joseph C., *Leadership for the Twenty-First Century*, (Westport, CT: Praeger Publishers, 1991)

INTERVIEWS WITH EXPERTS

- Adams, Scott, Fire Chief - Torrance Fire Department, interview by author, 8 April 1998, Fire Department Headquarters, Torrance
- Barr, David, Dean of Criminal Justice Division at Golden West College, Huntington Beach, phone interview by author, 4 June 1998
- D'Amico, Mike, Police Chief - El Camino College Police Department, interview by author, 4 March, 1998, El Camino College, Torrance
- Hernandez, John, Captain - San Bernardino Sheriff's Department, interview by author, 17 June 1998, San Marcos, California
- Kyritisis, Greg, Captain - San Bernardino Sheriff's Department, phone interview by author, 14 July, 1998
- Patino, Frank, Division Dean for the Department of Public Services at Rio Hondo College, Whittier, phone interview by author, 1 July and 13 July, 1998
- Wilkins, Marc K. Sergeant - Torrance Police Department, interview by author, 27 February, 1998, Torrance Police Department