Santa Rosa Junior College
Program Resource Planning Process

Administration of Justice 2017

1.1a Mission

The mission of the Public Safety Department is to provide an education and training environment, which fulfills the diverse needs found within the professions involved in public safety. This environment promotes the opportunity for intellectual, social and occupational growth in three major areas:
1.) A comprehensive pre-employment curriculum leading towards an
Associate Degree and/or transfer to a four-year institution;
2.) Basic academy programs for state and federal mandated certificate
programs; and
3.) In-service training programs which provide current and professional
course offerings reflecting the needs of the professions.

1.1b Mission Alignment

The Public Safety Department is completely aligned with the tenants of the district's mission. Public safety provides vocational education from entry-level through advanced and continuing education for the Public Safety professions. We provide access to a career path for students desiring to enter the public safety professions and provide an academic path for acquiring a college degree (A.S. Administration of Justice). Education and training provided by the department enables graduates to enter direct service jobs, administrative and regulatory positions at the local, State and National levels.
The department is committed to maintaining an exceptionally high (but realistic) academic standard and employs an "academy" and semester approach to training in its core class offerings. Students learn strong leadership skills which promote respect and integrity both personally and professionally. Faculty and staff maintain the professional standard expected of the Public Safety community and are active and respected members of that community. We are dedicated to providing the most comprehensive, effective and current teaching methodologies, technological applications and facilities to support student learning and development.
The goals and initiatives of the district are consistent with the goals and initiatives of the department. The Public Safety department provides entry-level course offerings at regional high schools and articulates with an Introduction to Public Safety course which promotes awareness of all Public Safety professions.
As part of a Multi-Campus plan for coordination, Public Safety maintains an active relationship with administration and faculty on the Petaluma, Santa Rosa and Windsor campuses. Many faculty members teach on multiple campuses and the administration of Public Safety is actively involved in each of these areas. This serves to maintain a current link between facilities.
Public Safety participates in continual self-study efforts to maintain accreditation standards in each aspect of the program disciplines.
Public Safety curricula are learning objective driven. Program Student Learning Outcomes are completed and are reviewed periodically for relevancy pursuant to the changing climate of the

demands of the Public Safety sector.

The department as a whole recognizes the evolution in student preparation and motivation entering the Public Safety careers as well as the preparation, motivation and needs of the continuing education and in-service student. The department recognizes and responds to trends in student populations, demographics, ethnicity, gender, and cultural aspects. The department seeks the most highly qualified staff and faculty who not only represent the student populations, but understand the unique challenges faced by our students.

1.1c Description

The Public Safety Department includes the discipline of Administration of Justice and is centered at the Windsor campus known as the Santa Rosa Junior College Public Safety Training Center. The course offerings are degree-bearing courses in preparation for transfer, vocational offerings that include state-certified entry-level academy programs as well as a variety of in-service and management certifications, the breadth and scope which are approximately 200 separate offerings annually. The Public Safety Department includes the disciplines of Fire Technology (Fire) and Emergency Medical Care (EMC) that are being reviewed separately in the PRPP process.

1.1d Hours of Office Operation and Service by Location

The Public Safety Program courses are offered throughout the region. While centered at the Public Safety Training Center, the Administration of Justice Program is offered primarily at the Santa Rosa Campus and the Petaluma Campus. In addition, courses are offered at various Santa Rosa hotel locations and public safety departments throughout the college district as well as out of district including Marin, Southern Mendocino and San Francisco Counties. Hours of operation and staff coverage varies depending on class size, activity and location. Courses are offered during daytime and nighttime, as well as on weekends. PSTC office hours are 8am to 4:30pm Monday through Friday.

1.2 Program/Unit Context and Environmental Scan

The labor market for the students in our programs is government agencies, which have been significantly impacted by the past budget crisis. Many government employers are now forecasting a positive change to this situation in the next two years, which will result in a recruitment increase for entry-level positions in next two years. Students are being encouraged by our department and government employers to complete a four-year degree before seeking employment.

The CSU and UC systems have also experienced similar cuts to criminal justice course scheduling as SRJC. State-level press releases from this year has announced an increase in spring admissions, but continues to encourage students in the CSU and UC systems to attempt to obtain enrollment seats in the community college system. The transfer degree was updated and approved to facilitate student transfer to the CSU system. Across the discipline, we experienced approximately a 12% decrease in course offerings during 2013/2014; however, we experienced a 1% increase in student enrollment when comparing semester to like semester.

Mandated in-service training needs have decreased slightly, being affected by the current budget climate. Licensing and accrediting agencies' requirements remain constant, thus, no decrease in these course offerings are anticipated.

2.1a Budget Needs

The Administration of Justice budget is very complex. While it does not compare to other budget units in the district, it is effectively allocated and used with a few minor exceptions.

The AJ Department mixes both district general funds with student fee-based funds and covers multiple locations. It covers a center (Windsor) as well as the AJ department at the Santa Rosa and Petaluma campuses.

$45,000 is needed in the 4000 account to cover the increasing cost of fuel, tires, maintenance and varying costs associated with the Emergency Vehicle Operations course of instruction. (The change from 2011-2012 FY, 2011-2013 FY,2013-2014 and 2014-2015 was a decrease in the 4000 account by 36.20%.)

The PSTC does not have a travel fund at this time; due to the increase of mandatory meetings, training conferences $10,000 is needed for travel.

The following cost savings measures were implemented in 2015/2016:

-Copy codes were limited to minimum personnel in order to reduce copy costs; resulted in a 34% reduction of use.

-Implementation of electronic "handouts" in each course of instruction, in the form of file depot links, pdfs on CD's or thumbdrives.

-Use of wireless technology and laptop computers for testing, further reducing copying and paper costs.

-Monitoring of office supplies, postage and other goods resulting in reduction of total amount spent.

-Soliciting "donations" of supplies from agencies, reducing expenditures for supplies.

2.1 Fiscal Year Expenditures

Santa Rosa Campus

Expenditure Category	Unrestricted Funds	Change from 2014-15	Restricted Funds	Change from 2014-15	Total	Change from 2014-15
Faculty payroll	$81,682.40	-17.23%	$0.00	0.00%	$81,682.40	-17.23%
Adjunct payroll	$41,385.08	7.20%	$0.00	0.00%	$41,385.08	7.20%
Classified payroll	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
STNC payroll	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
Student payroll	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
Management payroll (and Dept Chairs)	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
Benefits (3000's)	$24,387.07	-2.73%	$0.00	0.00%	$24,387.07	-2.73%
Supplies (4000's)	$13,387.68	156.17%	$0.00	0.00%	$13,387.68	156.17%
Services (5000's)	$4.91	134.93%	$0.00	0.00%	$4.91	134.93%
Equipment (6000's)	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
Total Expenditures	**$160,847.14**	**-4.03%**	**$0.00**	**0.00%**	**$160,847.14**	**-4.03%**

Petaluma Campus (Includes Rohnert Park and Sonoma)

Expenditure Category	Unrestricted Funds	Change from 2014-15	Restricted Funds	Change from 2014-15	Total	Change from 2014-15
Faculty payroll	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
Adjunct payroll	$4,528.30	-38.34%	$0.00	0.00%	$4,528.30	-38.34%
Classified payroll	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
STNC payroll	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
Student payroll	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
Management payroll (and Dept Chairs)	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
Benefits (3000's)	$305.65	-38.07%	$0.00	0.00%	$305.65	-38.07%
Supplies (4000's)	$24.46	-3.40%	$0.00	0.00%	$24.46	-3.40%
Services (5000's)	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
Equipment (6000's)	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
Total Expenditures	**$4,858.41**	**-38.21%**	**$0.00**	**0.00%**	**$4,858.41**	**-38.21%**

Other Locations (Includes the PSTC, Windsor, and other locations)

Expenditure Category	Unrestricted Funds	Change from 2014-15	Restricted Funds	Change from 2014-15	Total	Change from 2014-15
Faculty payroll	$166,548.96	4.38%	$0.00	0.00%	$166,548.96	4.38%
Adjunct payroll	$1,015,840.43	17.26%	$0.00	0.00%	$1,015,840.43	17.26%
Classified payroll	$671,926.09	21.05%	$0.00	0.00%	$671,926.09	21.05%
STNC payroll	$22,590.50	-19.32%	$0.00	0.00%	$22,590.50	-19.32%
Student payroll	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
Management payroll (and Dept Chairs)	$465,446.61	0.09%	$0.00	0.00%	$465,446.61	0.09%
Benefits (3000's)	$618,789.59	17.64%	$0.00	0.00%	$618,789.59	17.64%
Supplies (4000's)	$160,145.96	-60.98%	$0.00	0.00%	$160,145.96	-60.98%
Services (5000's)	$72,071.00	14.85%	$0.00	0.00%	$72,071.00	14.85%
Equipment (6000's)	$314.29	-88.26%	$13,191.28	-87.97%	$13,505.57	-87.97%
Total Expenditures	**$3,363,354.43**	**4.17%**	**$13,191.28**	**-87.97%**	**$3,376,545.71**	**1.15%**

Expenditure Category	Amount	Change from 2014-15	District Total	% of District Total
Total Expenditures	$3,542,251.26	0.81%	$142,812,136.74	2.48%
Total Faculty Payroll	$1,309,985.17	11.91%	$46,486,773.56	2.82%
Total Classified Payroll	$671,926.09	21.05%	$22,009,293.41	3.05%
Total Management Payroll	$465,446.61	0.09%	$9,770,442.32	4.76%
Total Salary/Benefits Costs	$3,113,430.68	12.39%	$102,858,006.58	3.03%
Total Non-Personnel Costs	$259,139.58	-56.13%	$16,325,691.74	1.59%

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0001	Windsor	01	06	$50,000.00	We continue to experience an overdraw on this account due to large needs for tires, maintenance on vehicles, and supplies.
0002	ALL	08	04	$10,000.00	Travel fund needed for conferences and training

2.2a Current Classifed Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Administrative Assistant II	40.00	12.00	Perform administrative duties requiring a high degree of expertise in the areas of office management, fiscal management, customer relations, or other specialized services.
Administrative Assistant III	40.00	12.00	Perform administrative duties requiring initiative, independence, and confidentiality in the areas of office management, fiscal management, customer relations or other specialized services.
Executive Assistant	40.00	12.00	The Executive Assistant coordinates component administrative tasks of a highly complex nature; provides administrative and clerical support to assigned supervisor(s); initiates and recommends changes in procedures as required; provides technical assistance to others; and manages complex projects as assigned.
Admissions & Records Technician	26.00	12.00	Perform moderately complex clerical work in the areas of admissions and records; performs related work as required.
Coordinator Facilities Operation	40.00	12.00	Coordinates maintenance and custodial activities on campus; perform skilled maintenance in construction trades; act as lead worker to designated classified employees at facility; and perform related work as required.
Building Maintenance Generalist-VACANT	40.00	12.00	Perform journeyman level work in the repair and maintenance of related facilities.
Custodian (2)	80.00	12.00	Perform a wide variety of custodial and maintenance duties in order to provide a clean, orderly and safe environment
Groundskeeper I	40.00	12.00	Perform grounds maintenance and gardening work
Administrative Assistant I VACANT	24.00	12.00	Perform administrative duties requiring proficiency in office management, fiscal management and customer relations.
Administrative Asssistant II	40.00	12.00	Perform administrative duties requiring proficiency in office management, fiscal management and customer relations. Support for the Modular Basic Law Enfocement Academy and Ranger programs.
Administrative Assistant II	40.00	12.00	Perform administrative duties requiring a high degree of expertise in the areas of office management, fiscal management, customer relations, or other specialized services.
Administrative Assistant II VACANT	24.00	12.00	Performs administrative duties to support the In Service/Corrections programs.
Lab Assistant In Service/Corrections	40.00	12.00	Ensures adequate resources are avaiable for programs, set up of labs/classrooms
Lab Asssitant Ranger/Modular Academies	40.00	12.00	Ensures adequate resources are available for prgrams, set up of labs/classrooms

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties

Senior Dean , Public Safety	40.00	12.00	Management of the Santa Rosa Junior College Public Safety Training Center programs, equipment and facilities, as well as the Administration of Justice and Fire Technology programs at multiple campus locations.
Ass Dean Public Saf./Basic Acad	40.00	12.00	Specific responsibilities for the Basic Academy.
Ass. Dean Pub.Saf./In-Service	40.00	12.00	Specific responsibilities for the In-Service and Corrections Programs.
Ass. Dean Pub.Saf./Mod./Ranger Academy	40.00	12.00	Specific responsibilities for the Basic Academy - Modular format and Ranger Academy

2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
17 Contract Evaluators	9.60	12.00	Responsible for explanation, demonstration, supervision, evaluation and documentation of discipline specific subject matter and related skills under the direct supervision of lead instructor.
7 Fee-Based Evaluators	2.60	12.00	Responsible for explanation, demonstration, supervision, evaluation and documentation of discipline specific subject matter and related skills under the direct supervision of lead instructor.
10 AJ Recruit Training Officer	16.60	12.00	Counsels recruits regarding professional matters; supervises and monitors recruit discipline; supervises other temporary academy staff members as needed.
14 Instructional Aids	8.70	12.00	Demonstrates subject matter skills; supervises students in practical labs; tutors students on problem areas related to subject matter

2.2d Adequacy and Effectiveness of Staffing

The Public Safety Department, including the Administration of Justice courses, current staffing ratios are not adequate to meet the needs of our students and department members, facilities and equipment maintenance. The PSTC currently has two .65 FTE vacant Administrative Assistant position that previously supported the front desk and all the programs.   The Administration of Justice faculty previously had student workers for assistance with clerical needs; but due to budget concerns, the student worker position was also vacated. Due to the large increase in vehicle maintenance needs and facility maitenance the PSTC needed to re-classify the 1 F/T genereral maitenance classified position to an automotive/equipment mechanic position. This was approved in December, 2016 and recruitment is expected to begin in Feb. 2017.

The nature of our program at the Public Safety Training Center demands numerous instructional employees to provide a wide diversity of highly technical and current public safety related training courses, which is difficult to measure and compare to district-wide totals. These courses are of short duration and offered numerous times during each semester. This structure increases the demand on our classified, management, professional experts and STNC employees. Our professional expert employees are used as direct instructional support staff; therefore, the statistics received from the district are not accurate for our department.

There are three out of four positions filled for the faculty instructing in the Administration of Justice academic transfer program. The courses continue to indicate high enrollment efficiency with eight out of nine courses at 80% or better efficiency with six of those at or above 100% efficiency. The remaining vacant position is currently filled by adjunct faculty hired on a semester-to-semester basis, which runs the risk of instructional inconsistencies.

Student, faculty, and facility needs are being met and maintained to a degree that indicates effective use of our classified and management employees. Due to external and State certification requirements our classified employees often have additional duties not typically assigned to district classified employees.

Our most critical need is additional support for the Ranger and Modular academy programs. Both academies have increased significantly in hours, yet only one manager is overseeing the programs. The hours of the academies are from 7am to 10 PM, Monday through Saturday, and at times Sunday as well. At this point, adequate management and overseeing of the academies cannot be done with only one manager. it is our proposal that an additional Classified Staff Coordinator be hired in order to meet the demands of these programs.

Calculations

Calculations

Data Element	Value	Change from 2014-15	District Total	% of District Total
FTE-S : FTE-F	76.8692	-20.78%	23.6877	324.51%
FTE-AF : FTE-CF	1.0676	52.31%	1.4495	73.66%
FTE-F : FTE-SS	0.4716	-1.07%	1.0393	45.38%
FTE-F : FTE-M	1.5507	51.95%	5.7632	26.91%
FTE-SS : FTE-M	3.2879	53.58%	5.5451	59.29%
FTE-ST : FTE-C	0.0692	-36.61%	0.1996	34.68%
Average Faculty Salary per FTE-F	$211,190.61	-7.93%	$62,562.31	337.57%
Average Classified Salary per FTE-C	$54,628.14	-5.03%	$48,824.87	111.89%
Average Management Salary per FTE-M	$116,361.65	25.11%	$75,781.16	153.55%
Salary/Benefit costs as a % of total budget	87.89%	11.48%	72.02%	122.04%
Non-Personnel $ as a % of total budget	7.32%	-56.49%	11.43%	64.00%
Restricted Funds as a % of total budget	0.37%	-88.06%	16.55%	2.25%
Total Unit Cost per FTE-F	$571,067.69	-17.07%	$192,197.83	297.12%
Total Unit Cost per FTE-C	$287,987.91	-20.91%	$316,810.88	90.90%
Total Unit Cost per FTE-M	$885,562.82	26.01%	$1,107,674.47	79.95%
Total Unit Cost per FTE-S	$7,429.08	4.69%	$8,113.83	91.56%
Total Unit Cost per student served/enrolled	$2,071.49	102.33%	$4,760.40	43.52%

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	Windsor	04	07	None	.65 General Maintenance	Classified
0001	Windsor	01	01	none	Coordinator, Modular Police Academy	Classified
0001	ALL	00	00			Classified
0002	Windsor	04	07	None	1 FT General Maintenance	Classified
0003	Windsor	08	01	None	Student Worker 12 hrs. per/week	STNC
0003	Windsor	08	07	Admin. Assist. I .65	Admin. Assist. 1 FTE In Service Corrections	Classified

2.3a Current Contract Faculty Positions

Position	Description
AJ Faculty	Instructs the courses that introduce students to the criminal justice system.
AJ Faculty	Instructs the courses that introduce and continue students in criminal law and corrections.
AJ Faculty	Instructs the courses that introduce and continue students in criminal law and corrections.
AJ Faculty VACANT	

2.3b Full-Time and Part-Time Ratios

Discipline	FTEF Reg	% Reg Load	FTEF Adj	% Adj Load	Description
Administration of Justice	3.0000	0.4800	2.5600	0.2100	The ratio FTE-AF to FTE-CF is .667, which continues to be high with one contract faculty positions remaining vacant and being filled by adjunct faculty. There is a concern that instructional inconsistencies may occur without the continuity of instruction by full-time, contract instructors.

2.3c Faculty Within Retirement Range

We have one contract faculty member within retirement range. If not replaced with a FT faculty member, the position would be covered by adjunct faculty, resulting in no loss to FTES. If not replaced, this would leave two FT faculty member in the Department (down from 4 FT faculty members), resulting in less assessment of SLOs and updating curriculum due to no full time faculty member to complete the tasks.

2.3d Analysis of Faculty Staffing Needs and Rationale to Support Requests

The total enrollment and average class size in the AJ department remained higher than the district-wide enrollment averages. The average class size at the Santa Rosa campus where there are one vacant contract faculty position was 34 students per class in 2015/2016. The average class sizes at the Santa Rosa and Petaluma campuses are at or above the District average.

One of the three contract faculty members needed to work overload schedules each semester to meet the demand of our student enrollment. Annual interviews are held for our adjunct faculty pool. However, a majority of our adjunct instructors prefer to work the short courses offered at the Public Safety Training Center instead of the semester-length courses since many are still employed full-time in the criminal justice system. Approx. 25 % of our semester base courses are instructed by adjunct instructors. Faculty/Staff ratios are adequate at this time.

2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale

2.4b Rationale for Instructional and Non-Instructional Equipment, Technology, and Software

At the Public Safety Training Center (PSTC) instructional equipment needs continue to focus on replacement of worn/outdated items, student safety and effective educational delivery to adult learners.

Due to the high-risk activities and job-specific equipment demands of the Training Center's client base, instructional equipment must be current and meet the safety requirements set forth by our certifying state and federal agencies.

 Rifle and Electronic Control Device training has been newly added to the Federally Accredited Law Enforcement Ranger Program. Ongoing need for pistols and shotguns remains due to the high use/breakage of the weapons. Additionally, there is an ongoing need for additional EVOC vehicles due to the age of some of the vehicles and the high use in all of the disciplines at the PSTC.

Many training tools like laptops and weapons were previously donated by partner agencies, but PSTC has no ability to maintain the gifts or loans. Instructional technology will be a challenge in the coming year due to police, rangers, paramedic, corrections, and in-service using on line testing with a short supply of laptops to do so. Fire Technology Program will within the next year convert to on line testing, which will further impact the use of the very limited supply of laptop computers.

In addition, the PSTC scenario village pavement directly near the range should be painted to emphasize live weapon training and prohibition of live weapons in the training area.

The Administration of Justice Department courses are mostly taught in the SHUHAW building on the Santa Rosa Campus. The classrooms are not "smart" classrooms, lacking in media technology. Additionally, the individual desk type seating and the HVAC system in the classrooms are inadequate.

2.4c Instructional Equipment and Software Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
0000	Windsor	01	01	12" Cones for driver training	60	$4.03	$241.80	C. Arnold	1000	April Chapman
0000	Windsor	01	01	6" Cones for driver training	80	$3.10	$248.00	C. Arnold	1000	April Chapman
0000	Windsor	01	01	Glock, Model 22, semiautomatic pistol	4	$550.00	$2,200.00	Brown	500	April Chapman
0000	Windsor	01	01	Video System Upgrade in Scenario Village	1	$18,500.00	$18,500.00	Brown	800	A. Chapman
0000	Windsor	01	01	Practice Batons	22	$40.00	$880.00	Chapman	400	April Chapman
0000	Windsor	01	01	EVOC Vehicles	6	$34,000.00	$204,000.00	AChapman	evoc track	AChapman
0000	Windsor	04	01	car radios	8	$1,000.00	$8,000.00	aChapman	evoc track	AChapman
0000	Windsor	01	01	radio repeater system	2	$10,000.00	$20,000.00	aChapman	all	AChapman
0000	ALL	05	01	Shooting Range Control System Update	1	$20,000.00	$20,000.00	Brown	500	Borwn
0000	Windsor	01	01	Folding chairs to replace multi purpose room chair	400	$100.00	$40,000.00	Tim Bell	400	Tim Bell
0000	Windsor	01	01	portable projectors	5	$500.00	$25,000.00	A Chapman	all	S Malouf
0000	Windsor	04	01	laptops	5	$1,000.00	$5,000.00	A Chapman	All	S Malouf
0000	Windsor	01	01	Folding chairs cart transports	4	$500.00	$2,000.00	Chapman	All	Tim Bell
0000	ALL	04	01	LAPTOP Batteries	75	$40.00	$3,000.00	Brown	All	Brown
0000	ALL	01	01	Shock Knives for edged weapons defensive training	30	$175.00	$5,250.00	Brown	All	Brown
0000	Windsor	01	01	padded suit for defensive tactics (RedMan XP4)	3	$1,500.00	$4,500.00	Marvin	400	Marvin
0000	Windsor	01	01	Student equipment belts and holsters	30	$150.00	$4,500.00	Marvin	all	Marvin
0000	Windsor	01	06	TASER holsters	20	$30.00	$600.00	Marvin	range	Marvin
0000	Windsor	01	01	portable sound system (for laptops)	5	$400.00	$2,000.00	Chapman	all	A.Chapman
0000	Windsor	01	01	portable radio charging station	6	$1,000.00	$6,000.00	Chapman	all	Achapman
0000	Windsor	01	01	Everlat EverGel Mantis Punch Mitts	6	$40.00	$240.00	MacNeil	400	MacNeil
0000	Windsor	01	01	Simunition Protection Ensembles	10	$420.00	$4,200.00	MacNeil	400	MacNeil
0000	Windsor	01	01	TPPM TASER X2 Battery Pack	15	$55.00	$1,000.00	MacNeil	600	MacNeil
0000	Windsor	01	01	Glock, semiautomatic pistol MPA	5	$800.00	$4,000.00	Marvin	range	Marvin
0000	Windsor	01	01	Magazines for SIG	30	$70.00	$2,100.00	MacNeil	600	MacNeil
0000	Windsor	01	01	AR-15	5	$1,100.00	$5,500.00	MacNeil	600	MacNeil
0000	Windsor	01	01	Red Guns: AR-15	10	$215.00	$2,150.00	MacNeil	600	MacNeil
0000	Windsor	01	01	Dummy SIG magazines	100	$30.00	$3,000.00	MacNeil	600	MacNeil
0000	Windsor	01	01	Target Assembly/Equipment Cart for Range	1	$1,600.00	$1,600.00	MacNeil	600	MacNeil
0000	Windsor	01	01	Small tool Kit	1	$1,000.00	$1,000.00	MacNeil	600	MacNeil
0000	Windsor	01	01	Streamlight Flashlights for range	6	$150.00	$900.00	MacNeil	600	MacNeil
0000	Windsor	01	01	ASP Tactical padded instructional batons #7200	25	$75.00	$1,875.00	MacNeil	600	MacNeil

0000	Windsor	01	01	Taser Simulation Training Suit	1	$1,000.00	$1,000.00	MacNeil	600	MacNeil
0000	Windsor	01	01	TASERX26P w/battery pack and holster	2	$1,200.00	$2,400.00	MacNeil	600	MacNeil
0000	Windsor	01	01	Mag-Pul MS3 GEN2 slings for all long guns	30	$80.00	$2,400.00	MacNeil	600	MacNeil
0000	Windsor	01	01	TASER "bluegun" plastic training units	40	$50.00	$2,000.00	MacNeil	600	MacNeil
0000	Windsor	01	01	Red Guns: Remington 870	6	$215.00	$1,290.00	MacNeil	600	MacNeil
0000	Windsor	01	01	Army-surplus style tent for Ranger Campground	1	$500.00	$500.00	MacNeil	scenario village area	MacNeil
0000	Windsor	01	01	Army cot for Ranger Cabin	1	$100.00	$100.00	MacNeil	scenario village area	MacNeil
0000	Windsor	01	01	Delux Moulage Kit for scenarios	1	$800.00	$800.00	MacNeil	sceanrio village area	MacNeil
0000	Windsor	01	01	Metal citation holders	40	$22.00	$880.00	MacNeil	sceanrio village area	MacNeil
0000	Windsor	01	01	Citation cheat sheets (custom made)	1000	$5.00	$5,000.00	MacNeil	all	MacNeil
0000	Windsor	01	01	Shockknife	6	$500.00	$3,000.00	Marvin	all	Marvin
0000	Windsor	01	01	Blue Baton	20	$75.00	$1,500.00	MacNeil	all	MacNeil
0000	Windsor	04	01	Electric Cart (for Evoc)	1	$12,500.00	$12,500.00	Tim Bell	all	Tim Bell
0000	Windsor	01	01	Gun vise for workbench	1	$200.00	$200.00	MacNeil	range	MacNeil
0000	Windsor	01	01	Range Duty Belts	40	$50.00	$2,000.00	MacNeil	range	MacNeil
0000	Windsor	01	01	Permenant sitting benches for outside of range	3	$800.00	$2,400.00	MacNeil	range	MacNeil
0000	Windsor	01	01	Remington 870 Shotgun	12	$500.00	$6,000.00	MacNeil	range	MacNeil
0000	Windsor	01	01	Handcuffs	50	$25.00	$1,250.00	MacNeil	600	MacNeil
0000	Windsor	01	01	Digital Cameras for Ranger "306"	20	$100.00	$2,000.00	MacNeil	all	MacNeil
0000	Windsor	01	01	Safety cones for Range & Mat room	24	$60.00	$1,440.00	MacNeil	range mat room	MacNeil
0000	Windsor	01	01	Taser Holsters	20	$30.00	$600.00	MacNeil	range	MacNeil
0000	Windsor	01	01	Magazines AR 15	45	$35.00	$1,375.00	MacNeil	range	MacNeil
0000	Windsor	01	01	Liberty "FATBOY JR" safe	2	$2,000.00	$4,000.00	MacNeil	range	MacNeil
0000	Windsor	01	01	Small tool kit	1	$600.00	$600.00	MacNeil	all	MacNeil
0000	Windsor	01	01	SIRT Pistol	2	$500.00	$1,000.00	Brown	range	MacNeil
0000	ALL	01	01	3 row, 15 foot, tip and roll, low rise, bleacher	8	$926.00	$7,408.00	Brown	all	Macneil
0000	ALL	01	01	Gymnastics Tumbling Martial Arts Mats	6	$170.00	$1,020.00	Arnold	600	Arnold
0000	ALL	01	01	Bianchi Sam Brown Belt w/buckle/belt keeper/cuff c	30	$100.00	$3,000.00	Arnold	all	Arnold
0000	ALL	01	01	Peerless Handcuffs	30	$40.00	$1,200.00	Arnold	all	Arnold
0000	ALL	01	01	Vision Sound Lectern 612S-CH	1	$750.00	$750.00	Arnold	all	Arnold
0000	ALL	01	01	Edsal Storage Rack	3	$75.00	$225.00	Arnold	all	Arnold
0000	ALL	01	01	Brother Desktop Labeling System/supply of Tape	1	$750.00	$750.00	Arnold	all	Arnold
0000	ALL	01	01	Quartet Easel/Whiteboard	6	$130.00	$780.00	Arnold	all	Arnold
0000	ALL	01	01	Rubbermaid Storage Boxes	10	$65.00	$650.00	Arnold	all	Arnold
0000	ALL	04	01	classroom chairs	45	$300.00	$1,350.00	Bell	200,700,600	Bell
0000	ALL	04	01	classroom tables	12	$300.00	$3,600.00	Bell	200,700,600	Bell
0000	ALL	04	01	Range lighting control	1	$30,000.00	$30,000.00	Bell	range	Bell

2.4d Non-Instructional Equipment, Software, and Technology Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact

2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
0000	Windsor	04	07	1 Year	PSTC	All classrooms	$20,000.00	Install chair rails on perimeter walls to buffer walls from table and chair damage.
0000	Windsor	03	07	1 Year	PSTC	PT site 99 yard course	$20,000.00	Improve drainage and repave running path with concrete. Safety and utility will be enhanced by these improvements
0000	Windsor	04	07	Urgent	PSTC	All	$500,000.00	painting exterior and rot repiar
0000	Windsor	04	00	Urgent	100	103	$25,000.00	Convert this conference room to an interactive video conference room and teleconference room which could connect to other such rooms throughout the District and beyond. This would allow Center staff to readily participate in meetings without the necessity of driving to those meeting locations.
0000	Windsor	04	06	Urgent	Pedestrian Cross Walk on Skylane Blvd.		$100,000.00	For safety reasons, a pedestrian cross walk is needed on Skylane Blvd. for pederstrian traffic to and from the parking area and the PSTC facilities.
0000	Windsor	04	07	Urgent	PSTC	200 ,300 ,600 ,700	$750,000.00	Replace all Airdale HVAC units and controls in the PSTC. The current system is unreliable and has ha
0000	Windsor	08	07	Urgent	Center wide	all	$250,000.00	Seal all asphalt-has not been done since Center was built.
0000	Windsor	04	06	Urgent	ALL		$30,000.00	Shop tools
0000	Windsor	04	00	Urgent	PSTC	200 ,300 ,400 ,500 ,600 ,700	$400,000.00	Replace all vinyl and rubber flooring at the PSTC. Improper installation has caused the flooring to lift, bubble and crack. The weight room (400) and building 300 flooring is a trip hazard. Replace with differnet system-possibly concrete.
0000	Windsor	04	07	Urgent	ALL		$65,000.00	Upgrade outdated security cameras to Digital
0000	Windsor	01	01	1 Year	scenario village	scenario village	$5,000.00	Relocation of scenario campground and picnic area
0000	Windsor	04	06	2-3 Yr	Quad at PSTC		$15,000.00	Larger Flag Pole and Flag
0000	ALL	04	06	1 Year	PSTC	all	$50,000.00	CCure access to exterior doors
0000	ALL	04	06	Urgent	PSTC	100 and 500	$250,000.00	repair/replace roof due to leaks
0000	Windsor	04	07	1 Year	PSTC	scenario village	$40,000.00	repair of flooring and staircase, repainting
0000	Windsor	04	07	1 Year	PSTC	slow speed track area	$45,000.00	permanent shade structure w/cement pad
0000	ALL	04	07	Urgent	Range	Range	$75,000.00	noise cancelation baffling/paneling
0000	Windsor	04	06	1 Year	ALL	ALL	$25,000.00	blinds for classrooms/office
0000	ALL	04	06	Urgent	all	all	$150,000.00	painting of all interior of buildings
0001	ALL	04	01	Urgent			$0.00	

2.5b Analysis of Existing Facilities

Petaluma Campus: Facility is adequate and is ADA compliant.

Santa Rosa Campus: Facility is ADA compliant, however, the current classroom spaces located in Shuhaw is lacking support for the use of technology due to not being "smart" classrooms. This lack of support has hindered the use of numerous instructional techniques by the faculty members. Additionally, the classrooms are aged and HVAC does not work porperly.

PSTC: Facility is inadequate at this time due to high demand for classroom space. The facilities are ADA compliant. Relocating the Fire Academy back to the PSTC has an enormous impact on the facility, reaching its full use potential. A wireless network was installed in 2011 that enhances the learning experience of the students, as well as reducing the number of copies of handouts, tests, etc., previously required due to the lack of a wireless network.

The largest area impacted by the number of students attending course at the PSTC is the multi-purpose room. At peak periods the space is inadequate to meet the numerous course requirements.

With the relocation of the Fire Academy to the PSTC, the planned expansion will become necessary to meet the demands for space. It is hopeful this will be accomplished by using some of the Measure "H" bond funds to build additional classroom and multi-purpose space.

3.1 Develop Financial Resources

Future and Current Grant Funding

Among the programs in Public Safety, Administration of Justice, the ones which grant funding plays an integral role is the Police and Ranger Academy and the In Serivice Programs. As CTE programs that trains individuals to become law enforcement officers or continue skill sets as law enforcment officers, it is necessary to maintain the same body of equipment required by not law enforcment agencies. That has made the success of the program extremely dependent upon grants and donations.

While donations far remain the largest source of our equipment, in the future we will continue to rely on Perkins (CETA) funding to purchase that we cannot obtain through donations. However, we will also explore other potential oportunities such as the *Institutional Education and Library Materials (IELM)* grants for which we were successful in obtaining equipment in 2015.

3.2 Serve our Diverse Communities

As part of the ongoing hiring process for all adjunct and regular faculty, emphasis is placed on selection criteria which demonstrate a prospective candidate's sensitivity and understanding of the cultural and gender diversity of our population both in terms of our student body and the society which we serve.

The program promotes awareness and sensitivity to diversity through ongoing instructor development. Instructors and staff are encouraged to learn more about our students as

individuals as well as representatives of the great variety of cultural backgrounds, and utilize our students as a learning laboratory for our improved awareness and sensitivity.

The department recognizes and responds to trends in student populations, demographics, ethnicity, gender, and cultural aspects. The department seeks highly qualified staff and faculty who not only represent the student populations, but understand the unique challenges faced by our students.

AJ programs attract a high number of White students (56.6%), next highest is Hispanics (27.2%)and the fewest number of Pacific Isnlanders (0.9%). These numbers are consistent with the population in the industry, though not the population of Sonoma County.

5.7a Students Served - by Ethnicity The number of students in each Discipline at first census broken down by ethnicity (duplicated headcount).

ALL Locations (Combined totals from ALL locations in the District)

Administration of Justice	Ethnicity	2013-14	Percent	2014-15	Percent	2015-16	Percent	
	White	2096	60.9%	2027	61.1%	1871	57.6%	
	Asian	61	1.8%	60	1.8%	65	2.0%	
	Black	78	2.3%	64	1.9%	61	1.9%	
	Hispanic	893	26.0%	946	28.5%	967	29.8%	
	Native American	15	0.4%	19	0.6%	21	0.6%	
	Pacific Islander	9	0.3%	18	0.5%	12	0.4%	
	Filipino	32	0.9%	21	0.6%	19	0.6%	
	Other Non-White	148	4.3%	129	3.9%	130	4.0%	
	Decline to state	108	3.1%	36	1.1%	102	3.1%	
	ALL Ethnicities	**3440**	**100.0%**	**3320**	**100.0%**	**3248**	**100.0%**	

3.3 Cultivate a Healthy Organization

Permanent classified staff and their managers engage in a dialogue during their annual evaluations regarding formal staff development goals. During the evaluation period, classified staff is encouraged to identify and engage in staff development programs which will be beneficial to them and assist the Department to meet its goals.

STNC classified staff and Professional Experts, engaged in student evaluation, receive formal and informal training focusing on meeting college and state criteria required of students.

Examples of training completed by classified staff:
-Short term seminars delivered by college staff in the software applications, including
-Disaster roundtop exercises
- "In Design", "Excel" and "Access"
-On-line course development training (CATE)
Enrollment Management System training
-PRPP training workshops
-Convergence software
-DreamWeaver
-Sharepoint
-PDA Day

3.4 Safety and Emergency Preparedness

The Districts illness and prevention program is reviewed yearly with employees and they are advised the District policy is section 6.8.2 and the procedures are located at 6.8.2 in the procedure manual. Representatives of the Environmental Health & Safety department completed presentations on the program.

The Department needs additional yearly training on the Districts' Illness and prevention program, specifically in the area of Hazard Assessment; Accident/Exposure Investigations; Hazard Correction; Training &Instruction; and Record Keeping.

Building	BSC Area	ASC Area	Name	Department	Responsible Area	Management Support
ALL Windsor	All	All	Tim Bell	PSTC	present position at time of need	A. Chapman
All Windsor	ALL	ALL	Randy Collins	PSTC	present position at time of need	A. Chapman
Windsor Admin. #100			Jerry Schoenstein	PSTC	Bld.#100	A. Chapman
Classrooms	All	All	C. Arnold	PSTC	Classrooms	A. Chapman

3.5 Establish a Culture of Sustainability

AJ department faculty reduced the use of printed paper by having students submit assignments electronically through the District email and/or programs such as Turnitin.com. Many instructors placed many previous handouts on transparencies so the activity is projected by the overhead projector and students turn in activity responses on separate pages that can hold two to four activity responses. Many handouts are now posted on instructor homepages and/or posted in File Depot for student access.

Wireless Internet access was installed at the PSTC in 2011, reducing the need for paper copies of assignments and handouts. PSTC courses and programs are presently in the process of converting all testing to an electronic format.

4.1a Course Student Learning Outcomes Assessment

We have begun a regular cycle of assessment in our department per the recommendations of the District and Project Learn.   A spreadsheet has been set up for tracking which courses have been assessed. All offered courses SLO's are assessed, the cycle will start over in order to complete the next assessment within the 6 year cycle.

Department 6-Year Cycle SLO Assessment Plan

Course	SLO #s	Participating Faculty	Semester Initiated or to Be Initiated	Semester Completed	Comments	Year of Next Assessment
AJ51	1,2,3	Grabowski	Fall 2011	Spring 2012		2018
AJ70	1,2,3,4	Swearingen	Fall 2011	Spring 2012		2018
AJ21	1,2,3,4	Swearingen	Fall 2011	Spring 2012		2018
AJ22	1,2,3	Swearingen	Fall 2009	Spring 2010		2016
AJ25	1,2,3	Swearingen	Fall 2011	Spring 2012		2018
AJ54A	1,2	Joy	Fall 2011	Spring 2012		2018
AJ54B	1,2,3	Dunn	Fall 2015	Fall 2014		2020
AJ152	1,2,3,4	TBA	Fall 2014	Fall 2014		2020
AJ53	1,2,3,4	Grabowski	Fall 2014	Fall 2014		2020
AJ55	1,2	Swearingen	Fall 2010	Spring 2011		2017
AJ56	1,2,3,4,5	TBA	FALL 2014	Spring 2014		2020
AJ70	1,2,3	Grabowski	Fall 2010	Spring 2012		2018
AJ71	1,2,3	Grabowski	Fall 2014	Fall 2014		2020
AJ200.1					**discontinued re-numbered to AJ223	NA
AJ200.13					**discontinued re-numbered to AJ222 A,B,C	NA
AJ200.3					**discontinued, now AJ203	
AJ205.17		Arnold	Fall 2014	Fall 2014		2020
AJ200.3		Marvin	Fall 2015	Fall 2014		2020
AJ223		Schoenstein	Spring 2013	Fall 2014		2020
AJ222C		Marvin	Spring 2013	Fall 2014		2020
AJ306		TBA			**assessment to be completed at next offering	
AJ353		Arnold	Fall 2014	2014		2020
AJ355		Arnold	Fall 2014	2014		2020
AJ305.10		Arnold	Fall 2014	2014		2020
AJ366		Arnold	Fall 2014	2014		2020
AJ357		Arnold	Fall 2014	2014		2020
AJ305.1		Arnold	Fall 2014	2014		2020
AJ310.1		Arnold	Fall 2014	2014		2020

4.1b Program Student Learning Outcomes Assessment

The 18 unit AA degree and the 21 unit certificates for Corrections and Law Enforcement were approved and posted. The assessments for the program degree (AA) were completed in 2011/2012 academic year and the three program certificates (Children in the Justice System, Corrections, and Law Enforcement) were completed in the 2014 academic year. At this time AJ Department is begiining the new 6-year cycle for Student learning Outcomes Assessments.

4.1c Student Learning Outcomes Reporting

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented
Course	AJ51 Intro to Evidence	Fall 2011	Spring 2012	N/A
Course	AJ70 Intro to Corrections	Fall 2011	Spring 2012	N/A
Course	AJ21 Intro to Adm of Justice	Fall 2011	Spring 2012	N/A
Course	AJ22 Concept of Criminal Law	Fall 2009	Spring 2010	Fall 2010
Course	AJ25 Community Relations	Fall 2011	Spring 2012	N/A
Course	AJ54A Intro to Evidence	Fall 2011	Spring 2012	Spring 2012
Course	AJ54B Basic Criminal Invest	Fall 2014	Fall 2014	N/A
Course	AJ154 Adv Criminal Invest	N/A	N/A	N/A
Course	AJ152 Public Safety Commun	N/A	N/A	N/A
Course	AJ53 Juvenile Procedures	Spring 2013	Spring 2013	N/A
Course	AJ55 Criminal Procedures	Fall 2010	Spring 2011	Fall 2011
Course	AJ56 Crime & Crim Jus in Soc	N/A	N/A	N/A
Course	AJ70 Intro to Corrections	Fall 2010	Spring 2012	N/A
Course	AJ70 Intro to Corrections	Fall 2010	Spring 2012	N/A
Course	AJ71 Corr Interview & Couns	Fall 2012	Spring 2013	N/A
Course	AJ98 Independent Study	N/A	N/A	N/A
Course	AJ223 Intsv Basic Law Enf	Spring 2013	Fall 2014	Fall 2014
Course	AJ222 A Modular Basic Law Enf	Spring 2013	Fall 2014	Fall 2014
Course	AJ306 Instructor Development	N/A	N/A	N/A
Course	AJ353 Public Safety Dispatch	Spring 2013	Fall 2014	Summer 2015
Course	AJ 714 Law Enforcement Career	N/A	N/A	N/A
Certificate/Major	Law Enforcement Certificate	Fall 2011	Fall 2011	Spring 2012
Certificate/Major	Corrections Certificate	Fall 2011	Fall 2011	Spring 2012
Certificate/Major	Child in Just Sys Certificate	Fall 2011	Fall 2011	Spring 2012
Certificate/Major	Admin of Justice AA Degree	Fall 2011	Fall 2011	Spring 2012

4.2a Key Courses or Services that address Institutional Outcomes

Course/Service	1a	1b	1c	2a	2b	2c	2d	3a	3b	4a	4b	5	6a	6b	6c	7
AJ 152 Pub Safety Communications		X	X	X				X	X	X	X	X				X
AJ 152 Pub Safety Communications		X	X	X				X	X	X	X	X				X
AJ 152 Pub Safety Communications		X	X	X				X	X	X	X	X				X
AJ 152 Pub Safety Communications		X	X	X				X	X	X	X	X				X
AJ 154 Adv Criminal Investigation			X	X				X	X	X	X	X				X
AJ 21 Introduction to AJ			X	X				X	X	X	X	X	X	X	X	X
AJ 22 Concepts of Criminal Law			X	X				X	X	X	X	X			X	X
AJ 223-Basic Police Academy		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
AJ 25 Community Relations			X	X				X	X	X	X	X	X	X	X	X
AJ 361 LE Supervisor Techniques		X	X	X	X			X	X	X	X	X	X	X	X	X

Course																
AJ 53 Juvenile Procedures			X	X					X	X	X	X	X	X		X
AJ 54A Introduction to Evidence			X	X					X	X	X	X	X			X
AJ 54B Basic Crim Investigation			X	X					X	X	X	X	X			X
AJ 55 Criminal Court Process			X	X					X	X	X	X	X		X	X
AJ 56 Crime and Society			X	X				X	X	X	X	X	X	X	X	X
AJ 70 Introduction to Corrections			X	X					X	X	X	X	X	X		X
AJ 71 Corrections Counselling			X	X					X	X	X	X	X	X	X	X
AJ161 Intro to Patrol/Security		X	X	X		X	X	X	X	X	X	X	X	X	X	X
AJ200.12/13/14 Mod B		X	X	X		X	X	X	X	X	X	X	X	X	X	X
AJ200.3 Ranger Acad		X	X	X		X	X	X	X	X	X	X	X	X	X	X
AJ205.17 Background Investigations			X	X	X				X	X	X	X	X	X	X	X
AJ305.10 PS Disaptcher Basic Course	X	X	X	X	X				X	X	X	X		X	X	X
AJ310.1 Concealed Weapons (Firearms)		X		X			X					X				X
AJ355 Penal code 832 Powers of Arrest			X		X				X	X	X	X		X	X	X
AJ357 Concealed Weapons Firearms Update		X	X	X					X	X		X				X
AJ366 Juv Corrections Officer Core Cours			X	X	X				X	X	X	X		X	X	X
AJ370 US Army Corps of Engineers Ranger		X	X	X	X	X	X	X	X	X	X	X	X	X		X

4.2b Narrative (Optional)

5.0 Performance Measures

NA

5.1 Effective Class Schedule: Course Offerings, Times, Locations, and Delivery Modes (annual)

The department offers courses every weekday and Saturdays, and approximately 4 Sunday offerings (short courses) per semester excluding summer session. Courses are offered mornings (0700 – 1200), afternoon (1300 – 1700) and evening (1800 – 2200) to accommodate student school, work, and family schedules.

Course demands are analyzed for each class offering every semester (and summer session) to determine efficiency of scheduling to benefit day, evening, and distance education students. The department regularly polls students about preferred class times and uses these data in determining additions to the class schedules.

5.1 Student Headcounts The number of students enrolled in each discipline at first census (duplicated headcount).

Santa Rosa Campus

Discipline	X2010	F2010	S2011	X2011	F2011	S2012	X2012	F2012	S2013	X2013	F2013
Administration Of Justice	91	650	773	71	583	725	50	663	689	39	660

Petaluma Campus (Includes Rohnert Park and Sonoma)

Discipline	X2010	F2010	S2011	X2011	F2011	S2012	X2012	F2012	S2013	X2013	F2013
Administration Of Justice	0	56	94	0	58	72	0	106	65	0	69

Other Locations (Includes the PSTC, Windsor, and other locations)

Discipline	X2010	F2010	S2011	X2011	F2011	S2012	X2012	F2012	S2013	X2013	F2013
Administration Of Justice	500	737	911	337	769	946	250	741	893	557	692

ALL Locations (Combined totals from ALL locations in the District)

Discipline	X2010	F2010	S2011	X2011	F2011	S2012	X2012	F2012	S2013	X2013	F2013
Administration Of Justice	591	1443	1778	408	1410	1743	300	1510	1647	596	1421

5.2a Enrollment Efficiency

The enrollment efficiency for the Administration of Justice Department is in alignment with college efficiency goals. The Administration of Justice program enrollment efficiency for all locations was 86.7% in Fall 2016 .

Last-minute agency emergencies along with State and local budgeting constraints have created an unstable market for in-service courses that have a direct impact on enrollment efficiency. The College remains in direct contact with the Training Managers Group and AJ Advisory Committee to plan training that is efficient for the College and the agencies.

5.2a Enrollment Efficiency The percentage of seats filled in each discipline at first census based on class limit (not room size).

Santa Rosa Campus

Discipline	X2013	F2013	S2014	X2014	F2014	S2015	X2015	F2015	S2016	X2016	F2016	
Administration of Justice	86.7%	96.1%	89.9%	80.0%	95.1%	91.3%	64.4%	89.0%	79.7%	53.3%	86.7%	

Petaluma Campus (Includes Rohnert Park and Sonoma)

Discipline	X2013	F2013	S2014	X2014	F2014	S2015	X2015	F2015	S2016	X2016	F2016	S2017
Administration of Justice	0.0%	49.3%	77.8%	35.6%	75.0%	91.1%	0.0%	79.2%	66.7%	0.0%	91.3%	

Other Locations (Includes the PSTC, Windsor, and other locations)

Discipline	X2013	F2013	S2014	X2014	F2014	S2015	X2015	F2015	S2016	X2016	F2016	S2017
Administration of Justice	59.9%	53.2%	72.8%	56.1%	62.5%	79.0%	65.4%	60.8%	75.0%	52.0%	62.7%	

ALL Locations (Combined totals from ALL locations in the District)

Discipline	X2013	F2013	S2014	X2014	F2014	S2015	X2015	F2015	S2016	X2016	F2016	S201
Administration of Justice	61.5%	68.4%	80.1%	56.3%	74.3%	84.9%	65.3%	72.7%	76.7%	52.1%	72.4%	

5.2b Average Class Size

The average class size for the Administration of Justice Department at the time of the Fall 2013 first census was 38.2 students and at the Spring 2013 first census was 41.9 students, which is well above the District totals of 30.5 students for both Fall and Spring semesters.

State and local budget restraints are directly impacting the in-service courses, resulting in a lower than average headcount.

5.2b Average Class Size The average class size in each discipline at first census (excludes cancelled classes).

Santa Rosa Campus

Discipline	X2010	F2010	S2011	X2011	F2011	S2012	X2012	F2012	S2013	X2013	F2013
Administration Of Justice	45.0	48.5	50.3	35.5	47.6	44.4	48.0	49.8	41.9	39.0	38.2

Petaluma Campus (Includes Rohnert Park and Sonoma)

Discipline	X2010	F2010	S2011	X2011	F2011	S2012	X2012	F2012	S2013	X2013	F2013
Administration Of Justice	0.0	56.0	31.3	0.0	58.0	36.0	0.0	53.0	32.5	0.0	23.0

Other Locations (Includes the PSTC, Windsor, and other locations)

Discipline	X2010	F2010	S2011	X2011	F2011	S2012	X2012	F2012	S2013	X2013	F2013
Administration Of Justice	24.4	28.2	25.9	21.8	27.3	23.6	17.4	24.7	24.7	20.4	17.4

ALL Locations (Combined totals from ALL locations in the District)

Discipline	X2010	F2010	S2011	X2011	F2011	S2012	X2012	F2012	S2013	X2013	F2013
Administration Of Justice	26.7	36.1	33.9	23.8	34.3	30.2	19.9	33.6	30.6	21.2	24.2

5.3 Instructional Productivity

*(Some figures are artificially high due to the District's inability to calculate instructional hours from the Master PAFs)

The AJ department academic transfer program is above the District's goal of the 18.7 instructional productivity ratio, with 49.39% for Fall 2013.   Some classes are scheduled in larger classrooms, which produces a slightly higher ratio. The ratio began to increase when the AJ department (AA Degree courses) moved from smaller temporary classrooms to larger permanent classrooms.

5.3 Instructional Productivity The ratio of Full-Time Equivalent Students (FTES) to Full-Time Equivalent Faculty (FTEF) in each discipline at first census.

Santa Rosa Campus

Administration Of Justice		X2010	F2010	S2011	X2011	F2011	S2012	X2012	F2012	S2013	X2013	F2013
	FTES	9.69	67.41	79.20	7.95	60.69	74.94	5.40	69.19	71.03	4.28	68.97

	X2010	F2010	S2011	X2011	F2011	S2012	X2012	F2012	S2013	X2013	F2013
FTEF	0.41	2.60	2.93	0.41	2.40	3.20	0.21	2.60	3.17	0.21	3.40
Ratio	**32.54**	**25.93**	**27.00**	**19.33**	**25.29**	**23.42**	**26.25**	**26.61**	**22.24**	**20.80**	**20.29**

Petaluma Campus (Includes Rohnert Park and Sonoma)

Administration Of Justice		X2010	F2010	S2011	X2011	F2011	S2012	X2012	F2012	S2013	X2013	F2013
	FTES	0.00	5.60	8.21	0.00	5.80	7.20	0.00	5.85	6.50	0.00	6.90
	FTEF	0.00	0.20	0.40	0.00	0.20	0.40	0.00	0.20	0.40	0.00	0.40
	Ratio	**0.00**	**28.00**	**20.51**	**0.00**	**29.00**	**18.00**	**0.00**	**29.27**	**16.25**	**0.00**	17.25

Other Locations (Includes the PSTC, Windsor, and other locations)

Administration Of Justice		X2010	F2010	S2011	X2011	F2011	S2012	X2012	F2012	S2013	X2013	F2013
	FTES	41.17	97.63	128.18	36.16	86.23	123.20	24.49	89.92	175.54	63.39	121.68
	FTEF	0.00	0.60	0.80	0.21	0.80	0.39	0.00	0.20	0.38	0.00	0.20
	Ratio	**0.00**	**162.72**	**160.22**	**175.77**	**107.79**	**312.45**	**0.00**	**449.61**	**458.49**	**0.00**	603.38

ALL Locations (Combined totals from ALL locations in the District)

Administration Of Justice		X2010	F2010	S2011	X2011	F2011	S2012	X2012	F2012	S2013	X2013	F2013
	FTES	50.86	170.64	215.58	44.11	152.73	205.34	29.89	164.96	253.07	67.67	197.55
	FTEF	0.41	3.40	4.13	0.62	3.40	3.99	0.21	3.00	3.98	0.21	4.00
	Ratio	**123.61**	**50.19**	**52.16**	**71.48**	**44.92**	**51.41**	**145.31**	**54.99**	**63.63**	**328.94**	49.39

5.4 Curriculum Currency

All course offerings are up to date.

5.5 Successful Program Completion

The Public Safety Training Center and the Administration of Justice Department support student completion of certificates and majors by offering courses at a variety of times and days and at a variety of locations when applicable. All faculty members keep regular office hours and meet with students during those hours. Faculty members also communicate with students outside of office hours via email and the SRJC portal. The courses at the Public Safety Training Center are governed by state boards, which manage course completion requirements.

The Administration of Justice Department has maintained a high successful course completion rate since 2003-2004. For 2012/2013 the Department had a successful course completion rate of 83.4% in Fall 2013 (compared to 87.9% in Fall 2012) and 80.9% for Spring 2013 (compared to 84.7% Spring 2012).

Students in the Administration of Justice Department/PSTC completed 58 A.A. degrees, 38 Administration of Justice for Transfer A.A. degrees, 31 Children in the Justice System certificates, 11 Corrections certificates, 8 Law Enforcement certificates, 62 Intensive Basic Police Academy certificates, 16 Modular I Basic Academy Certificates, 30 Modular II Basic

Academy certificates, 43 Modular III Basic Academy certificates and 64 Park Ranger Certificates in 2012/2013. The last two years have seen an increase in Administration of Justice A.A. degrees. Certificates have remained fairly consistent with the exception of the Basic Police Academy. This is possibly due to the reduction of section offerings experienced by the current budget cuts and an uptrend in the Basic Police Officer Academy certificate program.

Males make up 64.9% of the Administration of Justice Department student population, which has remained fairly constant over the last two academic years. The two largest ethnic groups participating in our programs are White and Hispanic students, with White students at 56.7% and Hispanic at 29.5%, which was an increase for the Hispanic group and a decrease in the White student group since last year. The percentage of students declining to indicate their race or ethnicity was 3.9%.

5.6 Student Success

For fiscal year 2012/2013 students in the Administration of Justice program demonstrated successful course completion rates of 83.4% for Fall 2013, and 80.9% for Spring 2013. The grade point averages for AJ program students include: Fall 2013 at 2.64 GPA (compared to 2.63 GPA Fall 2012) and Spring 2013 at 2.10 GPA (compared to 2.37 GPA Spring 2012).

5.6b Successful Course Completion The percentage of students receiving a grade of A,B,C, or CR in each discipline (duplicated headcount).

Santa Rosa Campus

Discipline	X2010	F2010	S2011	X2011	F2011	S2012	X2012	F2012	S2013	X2013	F2013
Administration Of Justice	81.8%	83.0%	84.2%	76.8%	80.2%	77.4%	84.0%	81.1%	76.5%	89.5%	73.2%

Petaluma Campus (Includes Rohnert Park and Sonoma)

Discipline	X2010	F2010	S2011	X2011	F2011	S2012	X2012	F2012	S2013	X2013	F2013
Administration Of Justice	0.0%	74.5%	77.2%	0.0%	65.5%	59.2%	0.0%	84.0%	73.4%	0.0%	85.5%

Other Locations (Includes the PSTC, Windsor, and other locations)

Discipline	X2010	F2010	S2011	X2011	F2011	S2012	X2012	F2012	S2013	X2013	F2013
Administration Of Justice	79.7%	81.8%	86.9%	69.5%	90.8%	93.3%	68.2%	95.6%	85.7%	68.9%	96.3%

ALL Locations (Combined totals from ALL locations in the District)

Discipline	X2010	F2010	S2011	X2011	F2011	S2012	X2012	F2012	S2013	X2013	F2013
Administration Of Justice	80.1%	82.1%	85.1%	71.0%	84.9%	84.7%	71.7%	87.9%	80.9%	70.6%	83.4%

5.7 Student Access

Ethnicity
Overall, enrollment in the Administration of Justice (AJ) discipline is very similar, except for one area, to enrollment for the District as a whole. The exception to this is for the percentage of White students. At the District level, White students comprise 55.3% of the student

population, whereas within the AJ discipline the percentage is 56.7%. The second largest group served in the AJ discipline is the Hispanic/Latino population at 29.5%, which is slightly higher than the District at 17.2%. The most underrepresented group within the AJ discipline is the Pacific Islander at 0.2%. This is nearly equal to that of the District at 0.6%.

The percentage of students enrolled by gender within the Administration of Justice discipline is nearly the opposite of that of the District as a whole. The District's numbers for 2008-2009 showed that females outnumbered males 56.5% to 40.1%. In comparison, males dominated the AJ programs at 64.9% compared to females at 30.8% in 2013-2014. These numbers reflect the industry standard of a male dominated environment in the law enforcement and corrections fields. This is long recognized in the industry, as well as the College's AJ programs, and something which is continually being evaluated for future improvement.

Both ethnicity and gender populations have remained relatively the same for the last four years, with a slight decrease in the male population of 2.8%. The needs of our students have remained the same in that a large number of students lack basic English skills. This is a recurring theme in the Police and Corrections Academies. In addition, given the economic climate of the last few years more and more students are returning to school after being displaced from the job market. They are in search of a new career, but experience financial hardship. Therefore, financial assistance is often needed by students in the AJ discipline, specifically in the Police Academies.

The faculty and academy directors invite guest speakers and evaluators from surrounding government agencies to promote stronger attendance by females and other minority groups. In addition, the use of multimedia presentations that reflect personnel diversity in justice system careers is a tool used by the AJ program. Last, participation by our diverse AJ staff in Career Fairs at both the elementary and high school levels is important in that it introduces justice system careers to children and teens at young ages.

5.7a Students Served - by Ethnicity The number of students in each discipline at first census broken down by ethnicity (duplicated headcount).

ALL Locations (Combined totals from ALL locations in the District)

Administration Of Justice	Ethnicity	2010-11	Percent	2011-12	Percent	2012-13	Percent	2013-14	Percent
	White	2102	57.6%	2037	60.7%	2052	62.1%	1697	56.7%
	Asian	51	1.4%	87	2.6%	59	1.8%	48	1.6%
	Black	93	2.5%	103	3.1%	86	2.6%	81	2.7%
	Hispanic	630	17.3%	546	16.3%	582	17.6%	883	29.5%
	Native American	44	1.2%	43	1.3%	28	0.8%	10	0.3%
	Pacific Islander	31	0.8%	16	0.5%	7	0.2%	7	0.2%
	Filipino	26	0.7%	51	1.5%	35	1.1%	24	0.8%
	Other Non-White	0	0.0%	0	0.0%	0	0.0%	128	4.3%
	Decline to state	671	18.4%	472	14.1%	457	13.8%	116	3.9%
	ALL Ethnicities	**3648**	**100.0%**	**3355**	**100.0%**	**3306**	**100.0%**	**2994**	**100.0%**

5.7b Students Served - by Gender The number of students in each discipline at first census broken down by gender (duplicated headcount).

ALL Locations (Combined totals from ALL locations in the District)

Administration Of Justice	Gender	2010-11	Percent	2011-12	Percent	2012-13	Percent	2013-14	Percent
	Male	2493	68.3%	2269	67.6%	2237	67.7%	1944	64.9%
	Female	1064	29.2%	995	29.7%	983	29.7%	921	30.8%

		91	2.5%	91	2.7%	86	2.6%	129	4.3%
	Unknown								
	ALL Genders	3648	100.0%	3355	100.0%	3306	100.0%	2994	100.0%

5.7c Students Served - by Age The number of students in each discipline at first census broken down by age (duplicated headcount).

ALL Locations (Combined totals from ALL locations in the District)

Administration Of Justice	Age Range	2010-11	Percent	2011-12	Percent	2012-13	Percent	2013-14	Percent
	0 thru 18	335	9.2%	233	7.0%	220	6.7%	303	10.1%
	19 and 20	628	17.3%	527	15.8%	522	15.9%	563	18.8%
	21 thru 25	958	26.4%	846	25.4%	853	25.9%	798	26.7%
	26 thru 30	524	14.4%	434	13.0%	527	16.0%	500	16.7%
	31 thru 35	391	10.8%	371	11.1%	335	10.2%	272	9.1%
	36 thru 40	239	6.6%	281	8.4%	276	8.4%	172	5.8%
	41 thru 45	213	5.9%	281	8.4%	228	6.9%	157	5.3%
	46 thru 50	184	5.1%	209	6.3%	192	5.8%	110	3.7%
	51 thru 60	159	4.4%	151	4.5%	137	4.2%	112	3.7%
	61 plus	17	0.5%	22	0.7%	16	0.5%	7	0.2%
	ALL Ages	3631	100.0%	3333	100.0%	3290	100.0%	2987	100.0%

5.8 Curriculum Offered Within Reasonable Time Frame

Most courses in the Administration of Justice program are offered in the Fall and Spring semesters in either an in-class or distance delivery format of the material. Four courses are offered once a year due to the advanced material in the courses: Basic Criminal Investigations (AJ51A), Advanced Criminal Investigations (AJ51B), Public Safety Communications (AJ52), and Correctional Interviewing (AJ71). Courses for evening-only students in the AJ program are offered at a minimum of once during an academic year.

 The Dean and faculty are currently scrutinizing the courses in the degree and certificate programs to assist students with completion of the course work. One suggestion is to allow students to emphasize law enforcement and court procedures or corrections and juvenile. By implementing emphases in the program, it will be unnecessary for students to take all courses in the AJ program. Students would be able to take core discipline courses and courses within their emphasis.

5.9a Curriculum Responsiveness

The nature of the academic transferrable courses in the Administration of Justice program addresses current issues in all communities and populations, which is an important component of all careers in the justice system. As societal issues arise, faculty members update curriculum to allow exploration and analysis of the impact of those issues on the career and society.

The transferrable general education course in the AJ program, which is Crime and Criminal Justice in Society (AJ56), is current and meets the criteria for Area D in the CSU diversity requirements for the social sciences. Courses in the AJ program support majors and certificates in Human Services: Advocacy, Social and Behavioral Sciences, and Child Development.

Currently, faculty is evaluating the need to expand course offerings addressing juvenile justice issues with an emphasis on juvenile offender behaviors and rehabilitation. When the budget

permits and the evaluation of the need are completed, the Children in the Justice System certificate may be modified to meet this predicted need in the justice system.

Our law Enforcement Advisory Committee has 25 members and meets on a quarterly bases. The Ranger Academy Advisory Committee has 17 members and meets after each Ranger Academy graduation. In addition, the Sonoma County law Enforcement Training Managers meets monthly and has over thirty members.

5.9b Alignment with High Schools (Tech-Prep ONLY)

5.10 Alignment with Transfer Institutions (Transfer Majors ONLY)

The Administration of Justice Transfer Model Curriculum (TMC) was approved in 2012 and is accepted by California State University: Chico, East Bay ,Long Beach, Sacramento, San Francisco State University, San Jose State University, Sonoma State University, and UC Irvine.

5.11a Labor Market Demand (Occupational Programs ONLY)

The demand for educated and trained criminal justice employees remains in spite of the economic slowdown that is impacting the local and regional economies. Public safety employees remain in relatively high demand as many criminal justice agencies must provide basic services in their respective jurisdictions.

The Basic Police Academy, the Corrections Course and the Public Safety Dispatch courses are operated in accordance with state-mandated training requirements. Graduates of these programs meet state certification requirements for employment in their respective fields. Law enforcement employers are more likely to hire entry-level officers who have successfully completed the Basic Police Academy.

The certificate programs in the Administration of Justice academic program provide students with foundational knowledge to assist them in preparing for careers. The certificates are useful in demonstrating to prospective employers that the student has a basis of knowledge in their chosen field. The student's education serves as a foundation for additional state mandated training.

The AJ degree program demonstrates to the prospective employer that a student has foundational knowledge in the criminal justice field. Prospective employers in the criminal justice field are more apt to hire students who have earned a degree as there have been studies that have shown that entry level law enforcement candidates who have earned a degree suffer less job related injuries; are less apt to be the subject of misconduct complaints; are more likely to successfully complete a career, and are more likely to be successful in assignments that require critical analysis and thinking such as investigations, crisis response teams and supervisory and training positions.

The labor market demand for graduates of the Seasonal Law Enforcement Ranger Academy is extremely high. The demand is from both federal and local parks. The demand is enhanced by the National Park Service Centennial Initiative where the Park Service is building its workforce by 1000 seasonal rangers by year 2016.

Per the California Employment Development Department:

In California the number of Police and Sheriff Patrol Officers is expected to grow faster than average growth rate for all occupations. Jobs for Police and Sheriff Patrol Officers are expected to increase by 17.8 percent, or 10,900 jobs between 2006 and 2016.

EstEstimated Employment and Projected Growth Police and Sheriff Patrol Officers

Geographic Area (Estimated Year-Projected Year)	Estimated Employment	Projected Employment	Numeric Change	Percent Change	Additional Openings Due to Net Replacements
California (2006-2016)	61,300	72,200	10,900	17.8	16,400

Source: EDD/LMID Projections of Employment by Occupation

View Projected Growth for All Areas

More opportunities are expected in local and special police departments than in federal and State law enforcement agencies. Because of attractive salaries and benefit packages, there is a larger supply of qualified applicants than there are jobs in federal and State law enforcement agencies, resulting in increased hiring standards and selectivity by employers.

Detectives and Criminal Investigators
Estimated Employment and Projected Growth

Geographic Area (Estimated Year-Projected Year)	Estimated Employment	Projected Employment	Numeric Change	Percent Change	Additional Openings Due to Net Replacements
California (2006-2016)	11,300	14,300	3,000	26.5	2,500
Butte County (2006-2016)	30	30		.0	10
East Bay Area (2006-2016)	620	700	80	12.9	100
Fresno County (2006-2016)	140	150	10	7.1	30

Imperial County (2006-2016)	630	1,100	470	74.6	140
Inland Empire Area (2006-2016)	890	1,150	260	29.2	200
Kings County (2006-2016)	20	20		.0	
Los Angeles County (2006-2016)	3,720	4,380	660	17.7	810
Madera County (2006-2016)	40	50	10	25.0	10
Mother Lode Region (2006-2016)	40	50	10	25.0	10
Northern Counties Region (2006-2016)	100	120	20	20.0	20
Orange County (2006-2016)	790	920	130	16.5	170
Sacramento Metro Area (2006-2016)	580	690	110	19.0	130
San Benito and Santa Clara Counties (2006-2016)	320	370	50	15.6	70
San Diego County (2006-2016)	2,700	3,380	680	25.2	590
San Francisco Bay Area (2006-2016)	780	910	130	16.7	170
San Joaquin County (2006-2016)	120	140	20	16.7	30
San Luis Obispo County (2006-2016)	50	60	10	20.0	10

Solano County (2006-2016)	30	40	10	33.3	10
Stanislaus County (2006-2016)	50	60	10	20.0	10
Tulare County (2006-2016)	60	80	20	33.3	10
Ventura County (2006-2016)	80	90	10	12.5	20

Source: Employment Development Department
Labor Market Information Division
https://www.labormarketinfo.edd.ca.gov/

5.11b Academic Standards

The implementation of student learning outcomes and assessments of our courses and program opened the dialogue within the department on maintaining academic standards for transferability and employability of our students. The review and update of our AA degree program and three certificate programs evolved from using the information about student success from past program review reports.

6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0000	ALL	00	00				
0001	Windsor	00	00	Make progress on seven goals listed in 3.1a.	As listed below in priorities 5-11.	3-5 years	As described in 3.1b
0002	Windsor	00	00	- Growth of Police Academy	Meet POST standards	1-3 years	Staffing, training equipment included in 2.4c
0003	Windsor	00	00	- Changing role for In-Service course due to growth and new course offerings	met demand of shareholders	1-3 years	classroom, training equipment included in 2.4 c, staffing
0004	Windsor	00	00	- Demand for other Academies (Ranger, Corrections, Probation and Juvenile Corrections.)	Meet various requirments by licensing agencies	3-5 years	Equipment, staffing, Classroom as noted in 2.4c and 2.2e
0005	Windsor	00	00	- Equipment and facilities challenges.		3-5 years	as noted in 2.4c and 2.5a
0006	Windsor	00	00	- New construction project.	12,000 square feet	1-3 years	Measure "H" funding.
0007	Windsor	00	00	- Emergence of Homeland Security.		3-5 years	Homeland Security course developed, offered, very low enrollment not offered at this time
0008	Windsor	00	00	- Relationship building/Advisory Committees	Continue to meet shareholder training needs	3-5 years	Equipment, classroom, staffing s noted in 2.4C and 2.2e

6.2a Program/Unit Conclusions

Location	Program/Unit Conclusions
Windsor	Complete details of challenges and goals are analyzed in 6.2b, but the categories of concern and conclusion are listed below: In 2013 an additional Basic Police Academy was added, and we continue to offer it in 2017.
Windsor	1. Growth of Police Academy interest
Windsor	2. Changing role of Public Safety Training Center for In-Service courses
Windsor	3. Demand of other Academies (Range, Corrections and Probation)
Windsor	4. Equipment and facility challenges.
Windsor	5. New construction project.
Windsor	6. Emergence of Homeland Security

6.2b PRPP Editor Feedback - Optional

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6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0000	ALL	00	00				
0002	Windsor	00	00	Make progress on seven goals listed in 3.1a.	As listed below in priorities 5-11.	3-5 years	As described in 3.1b
0003	Windsor	00	00	- Growth of Police Academy	Meet POST standards	3-5 years	Staffing, training equipment included in 2.4c
0004	Windsor	00	00	- Changing role for In-Service course due to growth and new course offerings	met demand of shareholders	3-5 years	classroom, training equipment included in 2.4 c, staffing
0005	Windsor	00	00	- Demand for other Academies (Ranger, Corrections, Probation and Juvenile Corrections.)	Meet various requirments by licensing agencies	3-5 years	Equipment, staffing, Classroom as noted in 2.4c and 2.2e
0006	Windsor	00	00	- Equipment and facilities challenges.		3-5 years	as noted in 2.4c and 2.5a
0007	Windsor	00	00	- New construction project.	12,000 square feet	1-5 years	Measure "H" funding.
0009	Windsor	00	00	- Relationship building/Advisory Committees	Continue to meet shareholder training needs	3-5 years	Equipment, classroom, staffing s noted in 2.4C and 2.2e