DPSST
2019-2021 Budget Presentation
Our Mission

“To promote excellence in public safety by delivering quality training and developing and upholding professional standards”
History

- BPST
- BPSST
- DPSST
58 Years of Service to Public Safety

- 1961 – Advisory Board on Police Standards and Training created; first Basic Police Class
- 1968 – Police Standards and Training Act made police officer training and certification mandatory
- 1974 – Oregon Police Academy moved from Camp Withycombe to Monmouth
- 1976 – First Basic Corrections Class
- 1978 – First Basic Parole and Probation Class
- 1987 – Criminal Fine & Assessment Account (CFAA) established
- 1991 – Telecommunications and EMD added
- 1993 – Fire Training added; OSP included in certification
- 1995 – Private Security added
- 2004 – Construction started on Oregon Public Safety Academy
- 2005 – Private Investigators added
- 2006 – DPSST moved from Monmouth to new facility in Salem
- 2011 – Marked 50th year for Basic Police Training
- 2013 – Center for Policing Excellence (HB 3194)
- 2015 – DPSST assumed fiduciary responsible for Oregon High Intensity Drug Trafficking (HIDTA)
Overview of Organization, Environmental Factors & Budget Drivers
Public Safety Shared Stewardship

45,000 + Constituents

- Fire Policy Committee 11 Members
- Police Policy Committee 15 Members
- Corrections Policy Committee 14 Members
- Telecommunications Policy Committee 11 Members
- Private Security/Investigator Policy Committee 13 Members

Board on Public Safety Standards and Training 24 Members

- Public Safety Memorial Fund 6 Members

- Polygraph Advisory Committee 3 Members
- Governor’s Medal of Honor Commission 7 Members
**DPSST Constituents**

- **45,000+**
  - 21,850 Private Security/Investigators
  - 12,000 Firefighters (Career & Volunteer)
  - 55 Polygraph Examiners
  - 11,500 Criminal Justice Professionals
    - City, County, Special Districts, State, Tribal and University
    - Police, Corrections, Parole & Probation, 9-1-1/EMD, OLCC
Shared Stewardship

**Board Functions**
- Standards for Training
- Standards for Employment
- Revocation & Denial Issues
- Waivers
- Policy Direction
- Strategic Planning, Guidance, Input
- Represent constituents

**Department Functions**
- Staff for Board & Policy Committees
- Carry-out the Board’s direction
- Work with various Board advisory committees
- Compliance with BPSST standards
- Provide training on a regional basis statewide
- Operate Oregon Public Safety Academy
- Bring forward issues to Board & Committees
Professional Standards

- “Cradle to Grave” Oversight
  - Employment Standards
  - Training Standards
  - Maintenance of Certification
- Revocation and Denial
- Sheriff’s Eligibility
- DOC Training Audits
- Federal Officer Arrest Power
2019-21 Organizational Structure

Director's Office
2 positions/2.00 FTE

Oregon HIDTA
2 positions/2.00 FTE

Training Division Director
1 position/1.00 FTE

Criminal Justice Training
68 positions/66.79 FTE
GB: 66 positions/64.79

Fire Training
11 positions/11.00 FTE

Other Training
3 positions/2.75 FTE

Professional Standards Division Director
2 positions/2.00 FTE

Criminal Justice Stds & Certification
12 positions/12.00 FTE

Fire Certification
4 positions/4.00 FTE

Private Security/Investigators
9 positions/9.00 FTE
GB: 10 positions/9.83

Operations Director
2 positions/2.00 FTE

Human Resources
4 positions/3.67 FTE

Facilities Operations & Maintenance
16 positions/16.00 FTE

Reception
4 positions/4.00 FTE

Accounting, Finance & Payroll
7 positions/7.00 FTE

Budget & Procurement
5 positions/5.00 FTE

Information Services
5 positions/5.00 FTE
Position/FTE Count Over Last 10 Years and 2019-21 Governor’s Budget

![Bar Chart Showing Position/FTE Count Over Last 10 Years and 2019-21 Governor’s Budget]

- 2009-11: 146, 143.87
- 2011-13: 131, 131.79
- 2013-15: 135, 133.54
- 2015-17: 139, 136.97
- 2017-2019: 152, 150.05
- 2019-2021: 159, 154.04

Legend:
- FTE
- Positions
## Academy Basic Training

- Basic Police (16 weeks)
- Basic (City and County) Corrections (6 weeks)
- Basic Parole & Probation (4 weeks + 1 week for armed officers)
- Basic Telecommunications (9-1-1) (2 weeks)
- Emergency Medical Dispatch (1 week)
- Police – Career Officer Development (2 weeks)
- Corrections – Career Officer Development (2 weeks)
- OLCC Regulatory Specialist (4 weeks)

<table>
<thead>
<tr>
<th></th>
<th>Students Enrolled 2014</th>
<th>Students Enrolled 2015</th>
<th>Students Enrolled 2016</th>
<th>Students Enrolled 2017</th>
<th>Students Enrolled 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic Police</td>
<td>149</td>
<td>282</td>
<td>401</td>
<td>482</td>
<td>432</td>
</tr>
<tr>
<td>Basic Corrections</td>
<td>105</td>
<td>135</td>
<td>155</td>
<td>211</td>
<td>236</td>
</tr>
<tr>
<td>Basic Parole &amp; Probation</td>
<td>52</td>
<td>81</td>
<td>47</td>
<td>78</td>
<td>59</td>
</tr>
<tr>
<td>Basic Telecommunications</td>
<td>69</td>
<td>100</td>
<td>122</td>
<td>189</td>
<td>176</td>
</tr>
<tr>
<td>Emergency Medical Dispatch</td>
<td>68</td>
<td>63</td>
<td>50</td>
<td>75</td>
<td>174</td>
</tr>
<tr>
<td>Police – Career Officer Development</td>
<td>47</td>
<td>53</td>
<td>45</td>
<td>65</td>
<td>39</td>
</tr>
<tr>
<td>Corrections – Career Officer Development</td>
<td>9</td>
<td>1</td>
<td>6</td>
<td>5</td>
<td>16</td>
</tr>
<tr>
<td>OLCC Regulatory Specialist</td>
<td>10</td>
<td>12</td>
<td>20</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2012-18 basic training student enrollment and projections
<table>
<thead>
<tr>
<th>Position</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police</td>
<td>363</td>
</tr>
<tr>
<td>Corrections (City &amp; County)</td>
<td>152</td>
</tr>
<tr>
<td>Community Corrections</td>
<td>4</td>
</tr>
<tr>
<td>9-1-1 Operators</td>
<td>158</td>
</tr>
</tbody>
</table>
Recent Hiring Survey

- Number of certified positions that are eligible to retire in 2019-2020:
  - Police: 478
  - Corrections (City & County): 61
  - Community Corrections: 5
  - 9-1-1 Operators: 60
Years of Certified Service – Police*

- 1,442 Between 0 -5 years (25%)
- 996 Between 6-10 years (18%)
- 1,068 Between 11-15 years (19%)
- 1,115 Between 16-20 years (20%)
- 716 Between 21-25 years (13%)
- 249 Between 26-30 years (4%)
- 62 More than 30 years (<1%)
Basic Training Investment with Criminal Fine Account (CFA) and Local Funding

DPSST Provides:
- Professional training Instruction and scenario training
- Ammunition/targets, student apparel, classroom, technology, and other training materials
- Meals and lodging

Employing Agency Provides:
- Officers’ salaries and benefits
- Officers’ equipment (safety equipment, handgun)
- Agency-loaned instructors when possible

EXAMPLE
Basic Police Training (16 weeks) – Per Student Investment*

<table>
<thead>
<tr>
<th>DPSST:</th>
<th>Local Agency (Keizer PD):</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training Delivery and Supplies</td>
<td>Salary and Benefits</td>
</tr>
<tr>
<td></td>
<td>$10,141</td>
</tr>
<tr>
<td>Meals</td>
<td>1,727</td>
</tr>
<tr>
<td>Lodging</td>
<td>3,540</td>
</tr>
<tr>
<td>Total</td>
<td>$15,408</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Center for Policing Excellence

- HB 3194 Reinvestment
- Evidenced-Based Policing
- 80-Hour Supervision Leadership Training
- 80-Hour Organizational Leadership & Management Training
- 160-Hour Leadership Development Program (IPSLEI)
- Criminal Justice Research
- Mental Health/Crisis Intervention Training
- Police Legitimacy and Transparency Training
- Academy Curriculum Development
- Facilitated Learning
- HB 2355 STOP Data Collection

<table>
<thead>
<tr>
<th>Number of students enrolled in leadership Development Program (IPSLEI) classes</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>33</td>
<td>33</td>
<td>16</td>
<td>20</td>
<td>20</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of students enrolled in Supervision classes</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>131</td>
<td>143</td>
<td>135</td>
<td>144</td>
<td>154</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of students enrolled in Middle Management classes</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>37</td>
<td>47</td>
<td>29</td>
<td>45</td>
<td>59</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of students enrolled in specialized mental health crisis response classes</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>707</td>
<td>1714</td>
<td>511</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Criminal Justice Advanced Training

- Perishable skills maintenance (Emergency Vehicle Operator Course (EVOC), active shooter, defensive tactics, legal updates, domestic violence, use-of-force decision making, and many others)
- State and federal partnerships (Attorney General’s Sexual Assault Task Force, HIDTA, Governor’s Advisory Committee on DUII, and many others)
- Field Training & Evaluation Program (FTEP)
- 4 regional field offices (Central Point, La Grande, Salem, Redmond)
- Courses range from one hour to 120 hours

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of students enrolled in regional, specialized and advanced training classes</td>
<td>5,548</td>
<td>5,318</td>
<td>3,520</td>
<td>3,856</td>
<td>3,173</td>
</tr>
</tbody>
</table>
Fire Training and Certification Program

- Training of Fire Service Professionals (Code-3 driving, hands-on live-fire training to include vehicle, flammable gas and structure fire course work. National Incident Management System training, National Fire Academy and wildland firefighting training)
- Issue and review applications for certification for over 60 levels of certifications for Oregon Fire Service Professionals.
- Manage Agency Accreditation Agreements for the Oregon Fire Service via 27 District Liaison Officers stationed throughout the state.
- Manage the process for instructor certification and teaching approval.
- Review cases for Revocation and Denial process.
- Serve over 12,000 career and volunteer firefighters
- Regional field offices (Central Point, Eugene, Hermiston, Salem, Redmond)
- FEMA Assistance to Firefighters Grant Program 2016 – Purchase 43 foot live fire mobile training trailer
- FEMA Assistance to Firefighters Grant Program 2017 – Replace aging Fire Water Tender

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of training classes for fire service professionals</td>
<td>724</td>
<td>511</td>
<td>308</td>
<td>244</td>
<td>299</td>
</tr>
<tr>
<td>Number of participants attending training classes</td>
<td>7,993</td>
<td>5,318</td>
<td>3,200</td>
<td>8,577</td>
<td>8,959</td>
</tr>
<tr>
<td>Number of fire certifications issued</td>
<td>3,716</td>
<td>2,578</td>
<td>3,305</td>
<td>3,834</td>
<td>4,510</td>
</tr>
<tr>
<td>Number of fire certification applications rejected</td>
<td>309</td>
<td>490</td>
<td>555</td>
<td>540</td>
<td>545</td>
</tr>
</tbody>
</table>
Standards and Certification

- Criminal Justice Public Safety Professional certifications
- Professional standards compliance
  - Revocation of certification
  - Denial of certification
  - Ethics Bulletin
- Criminal Justice Public Safety Professional records
- Certification & training maintenance compliance
- OLCC 2012 SB 1528 Regulatory Specialists – 2016 had first class

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of certification applications processed</td>
<td>2,059</td>
<td>2,344</td>
<td>1,317</td>
<td>1,649</td>
<td>1,915</td>
</tr>
<tr>
<td>Number of revocation or denial cases opened</td>
<td>251</td>
<td>194</td>
<td>252</td>
<td>270</td>
<td>243</td>
</tr>
<tr>
<td>Number of revocation or denial cases closed</td>
<td>245</td>
<td>198</td>
<td>207</td>
<td>249</td>
<td>219</td>
</tr>
<tr>
<td>Number of revocations or denials</td>
<td>79</td>
<td>50</td>
<td>64</td>
<td>83</td>
<td>77</td>
</tr>
</tbody>
</table>
Private Security/Investigators/Polygraph Program

- Certification/Licensure of private security (PS) providers
- Delivery of statutorily mandated training programs for PS Managers & Instructors
- Licensing of private security managers and private investigators
- Professional standards compliance
- Certification of instructors
- Polygraph licensing

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of newly certified private security providers</td>
<td>4,738</td>
<td>4,554</td>
<td>5,208</td>
<td>5,294</td>
<td>7,350</td>
</tr>
<tr>
<td>Number of private security providers renewing certification</td>
<td>3,906</td>
<td>3,610</td>
<td>3,948</td>
<td>3,735</td>
<td>3,851</td>
</tr>
<tr>
<td>Number of new private investigator applicants</td>
<td>108</td>
<td>90</td>
<td>110</td>
<td>123</td>
<td>112</td>
</tr>
<tr>
<td>Number of private investigators renewing licenses</td>
<td>280</td>
<td>231</td>
<td>267</td>
<td>255</td>
<td>277</td>
</tr>
</tbody>
</table>
Public Safety Memorial Fund

- Established in 1999 and has paid more than $1.7 Million to date
- Provides aid to public safety officers who are permanently and totally disabled in the line of duty and to beneficiaries of officers who are killed in the line of duty.
  - $25,000 payment
  - Health and dental insurance (for an eligible officer, designee or spouse for up to 5 years and for children up to 18 years of age or 23 years of age if in school)
  - Mortgage payments for up to one year
  - Higher education scholarships

<table>
<thead>
<tr>
<th>Biennium</th>
<th>Benefits Paid</th>
<th>Biennium</th>
<th>Benefits Paid</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003-2005</td>
<td>$166,787</td>
<td>20011-2013</td>
<td>$241,038</td>
</tr>
<tr>
<td>2009-2011</td>
<td>$137,639</td>
<td>2017-2019*</td>
<td>$84,330*</td>
</tr>
</tbody>
</table>

* Projected as of December 31, 2018
Administration & Support Services

- Director makes policy, manages agency and consults the Board

- Operations & Services Division: Business & Information Services
  - Budget Development and Execution
  - Financial Reporting
  - Asset Management and Risk Reporting
  - Accounting, Payroll and Finance
  - Purchasing, Contracting and Grant Management
  - Network Administration, wireless and VoIP communications for 200 full-time agency and tenant employees
  - Federal Fiduciary Management (HIDTA)
  - Department restructure – created Operations & Services Division
  - Provide support for use of technology solutions
  - Manage and maintain information systems
  - Keep technology on pace with agency needs
  - Support information technology needs
Administration & Support Services

- Facilities and Human Resources Sections
  - Maintain 236 acres of property including 21 acres of protected wetlands
  - Maintain over 330,000 square feet of building space
  - Maintain and repair building infrastructure including: HVAC, lighting, energy management, access control systems and equipment.
  - Provide custodial services including general cleaning, refuse and recycling programs and housekeeping services
  - Provide reception and student services at dormitory building
  - Manage food service, security and linen contracts
  - Support tenant agencies’ facility needs
  - Position Management and Classification
  - Recruitment and Background Investigations
  - Labor Relations
  - Employee Relations
Budget Drivers

- Population growth
- Aging workforce – “Baby Boomers” –
- Succession planning
- Demand for training and certification
- Demand for access to training venues
- General Fund constraints impacting Criminal Fine Account (CFA) fund
- Demand for meeting space (set-up, tear-down, cleaning)
- Increase in litigation and Attorney General costs
- Deferred maintenance as warranties on building components and equipment expire
- Stability of Fire Insurance Premium Tax (FIPT)
Challenges

- Reliance on volunteers and agency-loaned instructors and role players = need for more DPSST staff to deliver training
- Managing case load related to revocations and denials = Unanticipated Department of Justice costs
- Student dismissals/removals
- Finding qualified individuals and represent a diversified work force for leadership positions
- Improve customer service
- Meeting on-going demands for special training (e.g.; Regional Training, mental illness, use of force, racial profiling, sexual violence, etc.)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total volunteer and agency-loaned hours</td>
<td>13,215</td>
<td>9,963</td>
<td>7,350</td>
<td>8,721</td>
<td>5,767</td>
</tr>
<tr>
<td>Approximate value of hours (at average of $25.70/hour)</td>
<td>$339,626</td>
<td>$256,049</td>
<td>$188,895</td>
<td>$470,606</td>
<td>$148,211</td>
</tr>
<tr>
<td>Estimated FTE (1 FTE = 4,160 hrs/biennium)</td>
<td>3.18</td>
<td>2.47</td>
<td>1.77</td>
<td>8.39</td>
<td>1.38</td>
</tr>
<tr>
<td>Students dismissed for rules violations including academic failures</td>
<td>6</td>
<td>16</td>
<td>17</td>
<td>23</td>
<td>19*</td>
</tr>
<tr>
<td>Students dropped-out or removed by home agencies</td>
<td>25</td>
<td>12</td>
<td>19</td>
<td>39</td>
<td>37*</td>
</tr>
</tbody>
</table>

*Through December 2018
Partnership: ODVA

YOUR VA EDUCATION BENEFITS include ON-THE-JOB TRAINING

Did you know that your military service education benefits can be applied to on-the-job training opportunities as a first responder? On-the-job (OJT) training allows eligible veterans to use their VA education benefits to learn a skill or trade through training on the job, rather than by attending formal classroom instruction.

Depending on the details of your service and your employment, OJT can provide up to an extra $2,200 per month tax-free stipend on top of your base salary while still in a probationary status!

MONTGOMERY GI BILL

You may be eligible for Montgomery GI Bill (MGIB-AD) benefits while you are on or after you separate from active duty.
At a minimum, you must have a high school diploma or GED.
To receive benefits after separating, you must have received an honorable discharge.
You have 10 years from your last date of separation from active duty to use your MGIB-AD benefits.

POST-9/11 GI BILL

The Post-9/11 GI Bill pays a Monthly Housing Allowance (MHA) based on the Department of Defense’s Basic Allowance for Housing (BAH) for an E-5 with dependents, which is paid in addition to wages.
The stipend is reduced 20% every six months, until it equals 20% of the Monthly Housing Allowance.
You have 16 years from your last date of separation from active duty to use this benefit, unless discharged after January 1, 2013.

SELECTED RESERVISTS

You may be eligible for Montgomery GI Bill Selected Reserve (MGIB-SR) benefits if you have a 6-year obligation to serve in the Selected Reserve, complete your Initial Active Duty for Training, serve in a drilling unit and remain in good standing, and obtain a high school diploma or equivalency. The Guard and Reserves decide if you are eligible, while the VA makes payments for the program. Your eligibility for MGIB-SR benefits ends on the day you leave the Selected Reserve.

VOC REHAB

To be eligible for Voc Rehab (VR&E), a veteran must have a VA service-connected disability rating of at least 20% with an employment handicap, or rated 10% with a serious employment handicap, and be discharged or released from military service under other than dishonorable conditions.
Employers hire veterans at an apprentice wage, and VR&E supplements the salary up to the journeyman wage (up to maximum allowable under OJT).

ELIGIBLE DEPENDENTS

Certain dependents or survivors may qualify for OJT. Please inquire with the ODVA Campus Coordinator (contact info on reverse).
Partnership: OAD

Driver cannot hear you

Driver uses different communication methods. See the back of this card for the best ways to communicate with the driver.

Driver relies on visual cues. Please use different communication tactics with the driver.

I cannot hear you. This card is for law enforcement officers to assist with communication.

Quick Communication Tips

- Get my attention first.
- Make sure we have eye contact when you speak.
- Increase the volume of your voice but do not shout.
- Give me a chance to understand you and what you ask me to do.
- I cannot lip-read everything you say.
- I may be deaf and only understand sign language.
- Repeat, rephrase or write your request if necessary.
- Avoid shining a flashlight in my face.
- Avoid any background noise.
- A hearing aid or cochlear implant does not allow me to understand everything you say.

The Best Way to Communicate With Me

- Interpreter
- Assistive listening device
- Writing
- Captioning
- Lip-read
- I cannot lip-read

If I am going to be arrested or asked to come in for questioning:

- Effective communication and accommodating services should be provided upon request per ORS 659A.
- I may need a Stenographer or Communication Access Realtime Translation (CART) for captioning conversations.
- In order to make a phone call, I may need a videophone, internet service, a computer, a CapTel Telephone, or a cell phone for texting.

1/27/2019
Partnership: Oak Accord
Partnership: Oregon National Guard
Partnership: Physicians
Partnership: Curriculum Updates

- Basic Telecommunications Course
- Basic Parole & Probation Course
- Basic Police Course

- Changes in Basic Police Course
  - Interacting with People in Crisis
  - Transparency & Legitimacy
  - Procedural Justice
  - Emotional Intelligence
2019 Legislation

- No DPSST/BPSST legislative concepts requested
- HB 2355 Stop Data Collection Work Group
- Trauma Informed Care Work Group
- Officer Health and Wellness Task Force
- Juvenile Justice Policy Framework Committee
- School Safety Task Force
- Behavioral Health Justice Reinvestment (BHJR)
- Attorney General’s Hate Crimes Task Force
- Attorney General’s Campus Public Safety Task Force
Agency Performance Results

- Quality Assurance/Quality Improvement
  - Academy Based-Programs
    - Academy Training Operations Management System (ATOMS)
    - Standards and Training Ad hoc Reporting System (STARS)
    - Field Training Officer survey
    - Field Training Officer involvement in “Calls for Service Week”
    - Comment cards on meal service at academy
  - Facilities Condition Assessment (FCA) (POP104)
  - Statewide Customer Service Survey
  - DPSST Listening Tour
  - Constituent Feedback – Conferences, Meetings, etc.
  - Validation of Standards and Training
    - Job Task Analysis survey instruments
    - Washington State University partnership (Dr. Steven James)
    - External review by experts – SAIF, OSHA, Secretary of State, others
  - Board on Public Safety Standards and Training
    - Direct input and oversight of stakeholders
    - Discipline specific policy committees
    - Discipline specific curriculum advisory sub-committees
    - Annual evaluation of DPSST director sent to Governor
    - Task forces and work groups
Budget Overview
<table>
<thead>
<tr>
<th>Program</th>
<th>Primary Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standards and Certification</td>
<td>CFA</td>
</tr>
<tr>
<td>Basic Police</td>
<td>CFA</td>
</tr>
<tr>
<td>Basic Corrections</td>
<td>CFA</td>
</tr>
<tr>
<td>Basic Parole &amp; Probation</td>
<td>CFA</td>
</tr>
<tr>
<td>Basic Telecomm/EMD</td>
<td>9-1-1 Tax</td>
</tr>
<tr>
<td>Center for Policing Excellence</td>
<td>CFA/OHA Grant</td>
</tr>
<tr>
<td>Regional Training</td>
<td>CFA/ODOT Grant</td>
</tr>
<tr>
<td>Fire Training &amp; Certification</td>
<td>FIPT</td>
</tr>
<tr>
<td>Private Security/Investigators</td>
<td>Licensing Fees/Civil Penalties</td>
</tr>
<tr>
<td>Administration</td>
<td>CFA</td>
</tr>
<tr>
<td>Debt Service</td>
<td>General Fund</td>
</tr>
<tr>
<td>HIDTA</td>
<td>Federal Fund</td>
</tr>
</tbody>
</table>
Program Priorities

Agency-wide priorities:
1. Criminal Justice Training
2. Criminal Justice Standards & Certification
3. Fire Training & Certification
4. Other Training Programs (Telecomm, Traffic Safety, Campus Public Safety, OLCC)
5. Private Security / Private Investigators Licensing & Training
6. Public Safety Memorial Fund
7. HIDTA

Not ranked: Debt Service, Administration, Support Services, & Operations
# 2019-21 Current Service Level (CSL)

CSL = Estimated cost of continuing existing programs into the next biennium

<table>
<thead>
<tr>
<th></th>
<th>All Funds</th>
<th>Positions</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2017-19 Legislatively Adopted</strong></td>
<td>$61,327,187</td>
<td>152</td>
<td>150.05</td>
</tr>
<tr>
<td>Budget</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Increase:</strong> HB 5201 – February 2018 – (Classes, Merit Increases, Support Positions)</td>
<td>$5,597,874</td>
<td>13</td>
<td>7.54</td>
</tr>
<tr>
<td><strong>2017-19 Legislatively Approved</strong></td>
<td>$66,925,060</td>
<td>165</td>
<td>157.59</td>
</tr>
<tr>
<td>Budget</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund Debt Service Adjustment:</td>
<td>$(130,953)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase: Other Funds</td>
<td>$740,324</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase: Federal Funds</td>
<td>$18,168</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phase-out: of 8 Limited Duration Positions</td>
<td>(8)</td>
<td>(5.17)</td>
<td></td>
</tr>
<tr>
<td>Phase-In: Short Session Positions</td>
<td></td>
<td></td>
<td>7.55</td>
</tr>
<tr>
<td><strong>2019-21 Base Budget</strong></td>
<td>$67,552,599</td>
<td>157</td>
<td>155.21</td>
</tr>
<tr>
<td>Increase for Vacancy Factor Adjustments</td>
<td>$536,245</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decrease for One-time Cost</td>
<td>$(1,953,532)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase for Phase-In Services &amp; Supplies</td>
<td>$48,380</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase for Inflation &amp; Price List Adjustments</td>
<td>$1,241,473</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2019-21 Current Service Level</strong></td>
<td>$67,425,165</td>
<td>157</td>
<td>155.21</td>
</tr>
</tbody>
</table>

1/27/2019
2019-21 CSL Programs

2019-21 CSL All Funds: $67,425,165

- Criminal Justice Training: $21,859,605
- Federal Funds: $7,364,566
- Fire Training & Certification: $4,958,540
- Standards & Certifications: $3,399,486
- Other Training Programs: $1,728,403
- Debt Service: $9,665,010
- Admin & Support: $8,804,196
- Facilities & Operations: $6,842,185
- Private Security/ Private Investigators: $2,513,497
- Public Safety Memorial Fund: $279,677
- Fire Training & Certification: $4,958,540
## 2017-19 Governor’s Budget

<table>
<thead>
<tr>
<th></th>
<th>All Funds</th>
<th>Positions</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2017-19 Current Service Level</strong></td>
<td>$67,425,165</td>
<td>157</td>
<td>155.21</td>
</tr>
<tr>
<td><strong>Policy Packages</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policy Package 090 – CFO recommendation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 2 Basic Police Classes are reduced in GB</td>
<td>$(1,268,906)</td>
<td>(4)</td>
<td>(4.00)</td>
</tr>
<tr>
<td>• Standard Inflation removed for some Services &amp; Supplies</td>
<td>$(427,912)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Increase to Vacancy Savings</td>
<td>$(637,710)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policy Package 091 – Statewide DAS Rates Reduction</td>
<td>$(134,557)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policy Package 092 – Statewide Attorney General Reduction</td>
<td>$(20,759)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policy Package 101 – New Positions &amp; Reclassifications</td>
<td>$0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policy Package 102 – Private Security Position</td>
<td>211,676</td>
<td>1</td>
<td>.83</td>
</tr>
<tr>
<td>Policy Package 103 – Statistical Transparency of Policing</td>
<td>379,275</td>
<td>2</td>
<td>2.00</td>
</tr>
<tr>
<td>Policy Package 104 – Deferred Maintenance Facilities</td>
<td>436,945</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Policy Packages</strong></td>
<td>$(1,461,948)</td>
<td>(-1)</td>
<td>(-1.00)</td>
</tr>
<tr>
<td><strong>2017-19 Governor’s Budget</strong></td>
<td>$65,963,217</td>
<td>156</td>
<td>154.04</td>
</tr>
</tbody>
</table>
2019-21 Governor’s Budget

2019-21 Governor’s Budget All Funds: $65,963,217
Policy Option Packages
Policy Packages in GB

- Policy Package 102 – New Positions & Reclassifications
  - Private Security Position (Distance Learning)

- Policy Package 103 – Statistical Transparency of Policing
  - 1 PSTS 2 (1)
  - 1 PSTS 1 (1)

- Package 104 – Deferred Maintenance Facilities
  - Priority 1 needs are addressed
Policy Packages not in GB
Recommended for Add Back

- Policy Package 101 - New Positions & Classifications
  - 9 New Positions / 8.49 FTE

- Policy Package 103 - HB 2355 STOP
  - 6 New Positions / 5.66 FTE (2 already covered in GB)

- Policy Package 107 - Public Affairs
  - 1 New FTE / 0.83 FTE

- Policy Package 108 - Active Shooter
  - 1 New FTE / 0.83 FTE

- Policy Package 110 - Youth & Community Outreach
  - 1 New FTE / 0.83 FTE
# LFO 5% and 10% Reduction for 2019 Session

<table>
<thead>
<tr>
<th>2019-21 Governors Budget</th>
<th>All Funds</th>
<th>Positions</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$67,425,165</td>
<td>157</td>
<td>155.21</td>
</tr>
</tbody>
</table>

- 15 Basic Police Classes included in CSL
- 7 Basic Correction Classes included in CSL
- 2 Basic Parole & Probation Classes included in CSL
- 10 Basic Telecommunications Classes included in CSL

## 5% reduction from Governor’s Budget

- Reduction of 4 basic police classes, One regional fire training region eliminated
  - ($2,888,008)  (-8)  (-8.00)

## 10% reduction from Governor’s Budget

- Reduction of 2 basic police classes, less regional training, HIDTA reduction
  - ($2,888,008)  (-4)  (-4.00)

*Total of both 5% reductions*  
- ($5,776,016)  (-12)  (-12)
State and National Dialog

- Recruitment & Retention
- Retirement of the Baby Boomers “Silver Tsunami”
- Police Legitimacy – Procedural Justice - Transparency
- Police Accountability
- Building & Maintaining Community Partnerships
- Law Enforcement Officers Fatalities and Assaults in U.S.
- Number of Law Enforcement Officer & Firefighter Suicides
- Behavioral Health of First Responders
- Firefighter Cancer
- Western States Wildfires
- Oil Train Incident Preparedness
Measuring Performance
KPM #1 Average increase in Police Officer Trainee test scores based on assessments at entry and completion of Police Basic Training.

Data Collection Period: Jul 01 - Jun 30

*Upward Trend = positive result

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>44.09%</td>
<td>30%</td>
</tr>
<tr>
<td>2017</td>
<td>50.99%</td>
<td>30%</td>
</tr>
<tr>
<td>2018</td>
<td>54%</td>
<td>40%</td>
</tr>
<tr>
<td>2019</td>
<td>No Data</td>
<td>40%</td>
</tr>
<tr>
<td>2020</td>
<td>No Data</td>
<td>TBD</td>
</tr>
</tbody>
</table>

**Report Year**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Average increase in Police Officer Trainee test scores based on assessments at entry and completion of Police Basic Training.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actual</td>
<td>44.09%</td>
<td>50.99%</td>
<td>54%</td>
<td>No Data</td>
<td>No Data</td>
</tr>
<tr>
<td>Target</td>
<td>30%</td>
<td>30%</td>
<td>40%</td>
<td>40%</td>
<td>TBD</td>
</tr>
</tbody>
</table>

**How Are We Doing**

Test scores from entry to completion of students enrolled in the Basic Police Course continue to reflect an increase in knowledge as a result of the training. The average student improvement during the current reporting period was 53.88%, which is a 2.89% increase from the last period. Basic Police students are clearly increasing their knowledge during the Basic Police course.

**Factors Affecting Results**

Factors affecting these results include students’ various backgrounds, educational levels, and years of related experience prior to participating in the Basic Police Course. Even considering multiple potential factors, the Basic Police Course does demonstrate a significant impact on the level of knowledge of the students. Students’ increased performance on knowledge-based tests, as well as performance while attending the course is regularly assessed with results demonstrating improvement consistently.
**KPM #2** Percentage of attendees who ranked the usefulness of DPSST criminal justice regional training courses at or above "6" on a scale of 1-7

Data Collection Period: Jul 01 - Jun 30

---

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>93%</td>
<td>90%</td>
<td>78%</td>
<td>No Data</td>
<td>No Data</td>
</tr>
<tr>
<td>Target</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
<td>95%</td>
<td>TBD</td>
</tr>
</tbody>
</table>

How Are We Doing

The percentage of attendees who ranked the usefulness of DPSST criminal justice regional training courses above a "6" on a scale of 1-7 has decreased dramatically from 2017 and as a result fell well below the target of 90%.

Factors Affecting Results

The regional training program for Criminal Justice has seen some challenges over the course of the last two years with vacant positions in training coordinators and leadership. The program consists of five Regional Training Coordinators for Statewide delivery of Criminal Justice training and one manager. A new manager was selected in May, 2018 and we immediately began to fill the two vacant positions. Regional Training is in the final stages of hiring the last position of training coordinator for the Southwest Region with an estimated time of hiring in January, 2019. DPSST has evaluated the program and discovered areas of improvement in our delivery of training, training topics and communications with constituents. DPSST has created specific strategies to address each of these deficiencies and we are confident in future performance.
KPM #3 Percentage of attendees who ranked the usefulness of DPSST fire service regional training courses at or above "6" on a scale of 1-7

Data Collection Period: Jul 01 - Jun 30

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>96%</td>
<td>96.42%</td>
<td>94%</td>
<td>No Data</td>
<td>No Data</td>
</tr>
<tr>
<td>Target</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
<td>95%</td>
<td>TBD</td>
</tr>
</tbody>
</table>

How Are We Doing
Performance through a variety of regional fire training offerings has remained extremely high and exceptionally consistent over this reporting period. This number is down slightly from 2017, but still well above the established target of 90%.

Factors Affecting Results
The regional fire training program has experienced a number of personnel changes over the past several months. Still the section continues to provide high-level entry-level, specialized, leadership and maintenance training while developing and implementing training strategies that maximize resources and continue to meet local and state training requirements.
KPM #4 Percentage of revocation or denial actions appealed that are upheld at the appellate level

Data Collection Period: Jul 01 - Jun 30

*Upward Trend = positive result*

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of certification revocations upheld at appellate level</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actual</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>No Data</td>
<td>No Data</td>
</tr>
<tr>
<td>Target</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>TBD</td>
</tr>
</tbody>
</table>

How Are We Doing

DPSST takes its responsibilities of enforcing the Board on Public Safety Standards and Training’s (Board) certification/licensure standards for Oregon’s public and private safety providers very seriously. The agency understands the importance of the professional standards processes on maintaining the public’s trust in each of the disciplines it regulates. The agency’s target is that 100% of any denial, suspension or revocation decisions appealed to the Oregon Court of Appeals are upheld by the Court. This target reflects the seriousness with which the DPSST and the Board approach certification/licensure denial, suspension or revocation actions. This reporting period saw one case remanded by the Court of Appeals due to a procedural error, but no cases overturned resulting in an actual result of 100%.

Factors Affecting Results

As stated above, the DPSST and the Board take its enforcement of professional standards very seriously. Cases are evaluated and reviewed with great care by staff, a discipline-specific policy committee and the Board. Staff ensure that denial/suspension/revocation cases have a well-developed record of the conduct involved and clearly outlines the particular standards for which conduct is to be measured. A process has been developed to allow any affected public or private safety professional to provide mitigation for consideration. This further ensures a fair and thorough process and relevant decision making within the framework of laws and administrative rules.
**KPM #5** Average increase in Corrections Officer Trainee test scores based on assessments at entry and completion of Corrections Basic Training

**Data Collection Period:** Jul 01 - Jun 30

---

**Report Year**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Average increase in Corrections Officer Test Scores</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actual</td>
<td>58.15%</td>
<td>53.95%</td>
<td>52%</td>
<td>No Data</td>
<td>No Data</td>
</tr>
<tr>
<td>Target</td>
<td>30%</td>
<td>30%</td>
<td>50%</td>
<td>50%</td>
<td>TBD</td>
</tr>
</tbody>
</table>

**How Are We Doing**

Test scores from entry to completion of students enrolled in the Basic Corrections Local Course continue to reflect an increase in knowledge as a result of the training. The average student improvement during the current reporting period was 51.87%. This is a 2.08% decrease from the last reporting period, but still within range of percentages seen since 2014. Despite this decline, students are clearly increasing their knowledge during the Basic Corrections Local Course.

**Factors Affecting Results**

Factors affecting these results include students' various backgrounds, educational levels, and years of related experience prior to participating in the Basic Corrections Local Course. Even considering multiple potential factors, the Basic Corrections Local Course does demonstrate a significant impact on the level of knowledge of students. Students' increased performance on knowledge-based tests, as well as performance while attending the course is regularly assessed with results demonstrating improvement consistently.
**KPM #6** Number of proceedings initiated to revoke the certification or license of a private security provider due to a violation of the Board’s established moral fitness standards

Data Collection Period: Jul 01 - Jun 30

*Upward Trend = positive result*

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Percentage of Private Security Certification/Licensure Revocation or Denials Upheld after the Contested Case Process</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actual</td>
<td>No Data</td>
<td>1.02%</td>
<td>65%</td>
<td>No Data</td>
<td>No Data</td>
</tr>
<tr>
<td>Target</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>TBD</td>
</tr>
</tbody>
</table>

**How Are We Doing**

Revocation proceeding were initiated on 65 certifications/licenses of private security providers (includes alarm monitors, unarmed, armed, instructor and manager) due to a violation of the Board on Public Safety Standards and Training’s moral fitness standards. Current standards require the revocation of certification/licensure as a private security provider for certain criminal convictions or a demonstrated lack of moral fitness (includes dishonesty, lack of good character, mistreatment of others, lack of public trust and lack of respect for the laws of this state or nation.) [OAR 259-060-0300]

**Factors Affecting Results**

2018 is the first year reporting on this KPM. Though the target is set at zero (meaning that the 21,327 providers of private security services in Oregon continue to meet the established professional standards for the industry after certification/licensure is issued), it is understood that meeting this target will be difficult, if not impossible. This number highlights the effectiveness of the Board’s established moral fitness standards for Oregon’s private security providers, and the DPSST’s ability to enforce these established standards. Both of which contribute to the professionalism and public trust and confidence in Oregon’s private security providers.
KPM #8 CUSTOMER SERVICE - Percent of customers rating satisfaction with agency services "good" or "excellent" for: timeliness, accuracy, helpfulness, expertise, information availability.

Data Collection Period: Jul 01 - Jun 30
KPM #8 CUSTOMER SERVICE - Percent of customers rating satisfaction with agency services "good" or "excellent" for:
timeliness, accuracy, helpfulness, expertise, information availability (continued)
Data Collection Period: Jul 01 - Jun 30

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of Information</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actual</td>
<td>77%</td>
<td>No Data</td>
<td>82%</td>
<td>No Data</td>
<td>No Data</td>
</tr>
<tr>
<td>Target</td>
<td>85%</td>
<td>TBD</td>
<td>85%</td>
<td>85%</td>
<td>TBD</td>
</tr>
<tr>
<td>Overall</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actual</td>
<td>85%</td>
<td>No Data</td>
<td>86%</td>
<td>No Data</td>
<td>No Data</td>
</tr>
<tr>
<td>Target</td>
<td>85%</td>
<td>TBD</td>
<td>90%</td>
<td>90%</td>
<td>TBD</td>
</tr>
<tr>
<td>Helpfulness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actual</td>
<td>82%</td>
<td>No Data</td>
<td>88%</td>
<td>No Data</td>
<td>No Data</td>
</tr>
<tr>
<td>Target</td>
<td>85%</td>
<td>TBD</td>
<td>90%</td>
<td>90%</td>
<td>TBD</td>
</tr>
<tr>
<td>Accuracy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actual</td>
<td>81%</td>
<td>No Data</td>
<td>87%</td>
<td>No Data</td>
<td>No Data</td>
</tr>
<tr>
<td>Target</td>
<td>85%</td>
<td>TBD</td>
<td>85%</td>
<td>85%</td>
<td>TBD</td>
</tr>
<tr>
<td>Timeliness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actual</td>
<td>74%</td>
<td>No Data</td>
<td>83%</td>
<td>No Data</td>
<td>No Data</td>
</tr>
<tr>
<td>Target</td>
<td>80%</td>
<td>TBD</td>
<td>80%</td>
<td>80%</td>
<td>TBD</td>
</tr>
<tr>
<td>Expertise</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actual</td>
<td>81%</td>
<td>No Data</td>
<td>86%</td>
<td>No Data</td>
<td>No Data</td>
</tr>
<tr>
<td>Target</td>
<td>85%</td>
<td>TBD</td>
<td>100%</td>
<td>100%</td>
<td>TBD</td>
</tr>
</tbody>
</table>

How Are We Doing

The DPSST exceeded the target in the areas of timeliness and accuracy, falling just short of the targets in expertise, helpfulness, availability of information and overall satisfaction. Obviously meeting the target in each of these categories would be ideal, it should be noted that over 80% of the survey respondents rated the DPSST’s performance in each of the requisite areas as “excellent” or “good”.

Factors Affecting Results
The DPSST’s bi-annual customer service satisfaction survey was open from July 2 through August 23, 2018. 625 responses were received from the 44,585 individuals who fall within the agency’s jurisdiction (includes police, corrections, parole & probation, telecommunications, emergency medical dispatch, OLCC regulatory specialists, fire, private security, private investigators and polygraph examiners). Though the respondents represent only 1.4% of the agency’s total constituency, they do reflect overall satisfaction with the services provided by the DPSST.
KPM #9  Average increase in the Center for Policing Excellence test scores based on assessments at entry and completion of Supervisory Leadership Academy and Organizational Leadership Management Academy

Data Collection Period: Jul 01 - Jun 30

*Upward Trend = positive result

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Center For Policing Excellence Pre and Post-Test Score</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actual</td>
<td>92%</td>
<td>97%</td>
<td>84%</td>
<td>No Data</td>
<td>No Data</td>
</tr>
<tr>
<td>Target</td>
<td>30%</td>
<td>30%</td>
<td>80%</td>
<td>80%</td>
<td>TBD</td>
</tr>
</tbody>
</table>

How Are We Doing

The Supervisory Leadership Academy (SLA) and Organizational Leadership & Management Academy (OLMA) continues to significantly improve students’ assessment of their confidence to apply learned knowledge and/or skills in identified areas. In this reporting period, the percentage of improvement has declined slightly in all identified areas compared to last period. However, on average, students arrive needing assistance or practice in identified areas, and complete training with confidence they can apply learned knowledge and/or skills on their own. Further, the results demonstrate that significant to exceptional improvements are in critical areas connected with the Center for Policing Excellence’s legislative expectations (problem-solving, use of research, addressing future challenges).

Factors Affecting Results

Factors affecting these results include students’ various backgrounds, educational levels, and years of related experience prior to participating in the SLA or OLMA courses. Nevertheless, results indicate positive improvements in all students following training.
Questions?