



CALIFORNIA POLICE CHIEF

Serving as the voice of and resource of choice for California's municipal Police Chiefs

SPRING 2017



FOCUSING ON GENDER DIVERSITY: *One Department's Efforts*

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- CPCA Conference Wrap Up
- United Airlines and Policing—
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About The California Police Chief

The biannual *California Police Chief* is the only magazine that reaches all of California's municipal chiefs of police with information regarding our members and their agencies. The magazine is designed to inform and inspire our members with articles about their personal and professional successes as well as offer updates and information about the association.

The *California Police Chief* is part of our mission of serving as the voice of and resource of choice for California's municipal Police Chiefs. We appreciate and encourage our members and their agencies to submit articles to be used in future issues of *California Police Chief*, submissions can be sent to Sara Edmonds at sedmonds@californiapolicechiefs.org.

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Welcome to the Spring 2017 edition of the California Police Chief Magazine.

Inside this magazine, you will find stories that highlight California's innovative policing strategies and how our agencies are positively impacting the lives of the communities they serve.

Also in this edition, you will find articles from our strategic partners, along with information on how to contact our Strategic Partners and Corporate Circle members. I hope this magazine will serve its purpose to provide information and be a resource to all of our members.

We recently held our 41st Annual Training Symposium in Monterey, California, and I want to thank all of the members that attended in support of the conference and all of the past presidents and dignitaries that joined us in Monterey. Our conference featured many dynamic speakers and training sessions that helped inform our members about the challenges they face in modern policing. I want to make a special point to thank the California Police Chiefs Association staff and our Training Committee for putting on this conference. In addition, I want to thank Chief Hober from the Monterey Police Department and all of the Chiefs from Region 9 for their efforts to make this conference a success.

This year we will be facing a number of challenges with the introductions of several challenging bills for law enforcement and the implementation of new laws and regulations. CPCA is focused on several important areas and we will continue to do our best to mitigate the impacts to our profession and our communities. A couple of the key items includes:

- Implementation of Data Collection under AB 953
- Ensuring the regulations for Recreational and Medicinal Marijuana are a single system due to the passage of Prop-64
- The debate about immigration and the impacts to local law enforcement
- Drugged Driving
- Body Worn Video and video release policies
- Reduction in POST Funding
- Early Release and the reduction of criminal penalties

I want to remind our members that CPCA recently completed its new strategic plan, *Vision 2020*, that will help focus and shape the direction of our association as we move forward. As part of the plan many new workgroups will be formed to meet our strategic objectives. I ask that you take a moment to become familiar with our plan that is posted on the website and consider joining a workgroup that interests you. We will need engaged stakeholders to make our strategic plan a reality.

In closing, the often negative and false narrative that has surrounded policing needs to change. This year the California Police Chiefs Association will rededicate our efforts to enhancing the credibility and trust within our communities and to highlight all of the incredible work that is being done by the men and women in law enforcement throughout this state. California often leads the way in policing innovation and professionalism. We need to remind our personnel and our communities of the import role we play in society and the noble calling of public service. Far too often we focus on the negative, when there is so much good being done on a daily basis by member of our profession. I look forward to working with all of our members and the exceptional CPCA staff to ensure that our membership is represented well and that we maintain your trust as we serve as "The voice of and resource of choice for California's municipal Police Chiefs."

Sincerely,

Edward Medrano

Edward Medrano, President

California Police Chiefs Association

Membership Update

It's that time again! Time to renew your Cal Chiefs membership dues, and as you know, membership in the California Police Chiefs Association is of great benefit not only to you, but to your city as well.

Highlights of Cal Chiefs' accomplishments this past year on behalf of our members include:

- Procured \$20 million in the 2016/2017 state budget for city police departments for use in helping agencies with homeless, mentally ill and at-risk youth in their communities.
- Passed legislation to prevent distracted driving, prohibited medical parole for cop killers, and stopped civilian drone use in emergency settings.
- Lead a hard fight against the passage of Prop. 64 by leading the opposition campaign and have continued to push for reconciliation between the enacted medical marijuana regulations and those that were contained in the Proposition to ensure protections for public safety.
- Joined our public safety partners in opposition to Propositions 57, 62, and 63 on the state ballot.
- Worked closely with Attorney General Becerra on the RIPA regulations that will implement the racial profiling bill, SB 953, to ensure the final regulations are not too burdensome on law enforcement.
- Joined in a record number of amicus briefs that were successful in protecting the interests of police chiefs as well as maintaining local control in key issues.
- Covered the good works and successful programs of our members through the California Police Chief magazine which is mailed to members twice a year.
- Expanded our training offerings with three new training programs including Succeeding as a Police Chief: Beyond the Basics, an Advanced Role of the Chief's Executive Assistant, and a Seconds in Command course.
- Continued to provide 30 minutes of free legal counsel to all chiefs, now with Jim Touchstone at Jones & Mayer, and continued to provide chiefs with free access to crisis consulting with Bill Rams, our media consultant.

In 2017/2018, Cal Chiefs plans to continue building our public policy advocacy and professional development programming and we look forward to the continued support of our members who make it all happen.

Since the last membership update we have had the pleasure of welcoming 32 new chiefs and 38 new associate members. The names and agencies are listed next page. ■

CONGRATULATIONS NEW CHIEFS!

11/12/2016	Jeremy Bowers Piedmont PD	1/3/2017	Phan Ngo Sunnyvale DPS	3/8/2017	Carlos Islas Bell PD
11/21/2016	Steve Hunt Azusa PD	1/6/2017	Robert Leftwich Truckee PD	3/13/2017	David Livingstone Simi Valley PD
11/23/2016	Shelly Vander Veen Claremont PD	1/16/2017	Doug Lee Lincoln PD	3/13/2017	Ralph Ornelas Westminster PD
12/5/2016	Terrence McManus Capitola PD	1/18/2017	Jim O'Connell Sutter Creek PD	3/20/2017	Andrew Salinas Port Hueneme PD
12/14/2016	Lyle Martin Bakersfield PD	1/23/2017	John King Susanville PD	4/6/2017	Timothy Vu Alhambra PD
12/17/2016	Andrew Galea Los Altos PD	1/23/2017	William Scott San Francisco PD	4/6/2017	Scott Warnock Willits PD
12/23/2016	Roxana Kennedy Chula Vista PD	2/6/2017	Ed Anderson Williams PD	4/10/2017	James Ortega Placerville PD
12/23/2016	Terry Kim La Palma PD	2/6/2017	Ken Savano Petaluma PD	4/20/2017	Andrew Greenwood Berkeley PD
12/29/2016	Christopher Nunley Signal Hill PD	2/8/2017	Jodie Estarziau Manteca PD	5/3/2017	Steven McCulley Atherton PD
12/30/2016	Paul Tomasi Carmel PD	2/27/2017	Anne Kirkpatrick Oakland PD	5/14/2017	Tammany Brooks Antioch PD
1/2/2017	Nicolas Paz La Verne PD	3/1/2017	Robert Thompson Dixon PD		

CONGRATULATIONS NEW ASSOCIATES!

Matthew Ziemba
Lieutenant, Anaheim PD

Joseph Wade
Commander, Atherton PD

Mark Miner
Captain, Beverly Hills PD

Lincoln Hoshino
Captain, Beverly Hills PD

Garth Dale
Lieutenant, Blythe PD

Travis Walker
Deputy Chief, Cathedral City PD

Hamid Khalili
Captain, Central Marin PA

Matthew Madden
Lieutenant, Chico PD

Timothy Albright
Captain, Elk Grove PD

Isabel Yarber
Lieutenant, Exeter PD

Rico Tabaranza
Sergeant, Fairfax PD

Brad Collins
Lieutenant, Fairfield PD

Kelly Rodriguez
Captain, Huntington Beach PD

Dean Capelletti
Captain, La Habra PD

Henry Kwong
Captain, Milpitas PD

Steven Coday
Captain, Monterey Park PD

Kelly Gordon
Captain, Monterey Park PD

Eric Rosauer
Captain, Orange PD

Joseph Wren
Commander, Placerville PD

Kimberly Nida
Commander, Placerville PD

Steve Congalton
Lieutenant, Pomona PD

Christian Hsu
Lieutenant, Pomona PD

Bisa French
Assistant Police Chief, Richmond PD

Jed McLaughlin
Captain, Ridgecrest PD

Mike Bates
Commander, Rohnert Park Dept. of
Public Safety

Adam Affrunti
Lieutenant, San Bernardino PD

Michael Connolly
Deputy Chief, San Francisco PD

Jamie Knox
Captain, San Leandro PD

Eric Paulson
Commander, Santa Ana PD

Todd Stoney
Captain, Santa Barbara PD

William Marazita
Captain, Santa Barbara PD

Alex Altavilla
Captain, Santa Barbara PD

Bernie Escalante
Lieutenant, Santa Cruz PD

John Wilson
Lieutenant, Scotts Valley PD

Turu VanderWiel
Lieutenant, Sonora PD

Steve Phillips
Captain, Visalia PD

Brian Winter
Lieutenant, Visalia PD

Thomas Sims
Deputy Chief, Watsonville PD

In Remembrance



*We would like to take a moment to
remember those chiefs who are no longer with us.*

Cliff Diamond,
El Cajon Police Department

Lee Kolbrek,
Ontario Police Department

My Pension is Safe, Right? Definitely, Maybe...



By: James Touchstone, General Counsel for California Police Chiefs Association

No financial issue, particularly to those who are close to retirement, is likely more important than a person's anticipated pension benefits. The public and Legislature have devoted increasing attention to the looming pension crisis for both state and local pension funds in California. Some analysts estimate that these pension programs were underfunded by approximately \$475 billion as of 2008. More recently, California Pension Tracker, a project by the Stanford Institute for Economic Policy Research which compiles data concerning CalPERS, estimated that as of 2015 CalPERS was underfunded by \$228.2 billion dollars, utilizing an actuarial basis, and was underfunded a staggering \$969.5 billion utilizing a market basis analysis. Under either scenario, most analysts would be significantly concerned with these numbers.

The California Governor and the Legislature certainly were when they were advised by The Little Hoover Commission in 2011 that, "California's pension plans are dangerously underfunded, the result of overly generous benefit promises, wishful thinking and an unwillingness to plan prudently." In response to these dire warnings, the Legislature enacted AB 340 and AB 197, the California Public Employees' Pension Reform Act, commonly known as "PEPRA," which went into effect on January 1, 2013. PEPRA, among other things, addressed the issue of "pension spiking," whereby an employee increases his or her retirement allowance by increasing final compensation through inclusion of various non-salary items, such as unused vacation, leave and sick-time pay, clothing and equipment allowances or service credits. PEPRA amended Government Code section 31461, subd. (b), to state that "compensation earnable" did not include such items for

those persons in the 1937 Act County Retirement System who had not yet retired. PEPRA also added Government Code section 7522.34, which affected "pensionable compensation" of members of CalPERS. After PEPRA took effect, local municipalities took action to effectuate its provisions. Inevitably, legal challenges to the changes made to the various pension systems made pursuant to PEPRA followed.

Currently, there are three separate cases pending in the courts of appeal and the California Supreme Court addressing legal challenges to PEPRA and local regulations enacting changes to various pension systems authorized by PEPRA. On January 18, 2013, individuals employed by various governmental entities in Marin County and five employee organizations filed a lawsuit entitled *Marin Association of Public Employees v. Marin County Employees' Retirement Assn.* The plaintiffs sought declarative and injunctive relief that Assembly Bill 197, one of the bills that enacted PEPRA and MCERA's actions effectuating those changes were unconstitutional impairments of vested contract rights and were therefore unenforceable. The trial court concluded that the application of the new formula to current employees did not amount to an unconstitutional impairment of the employees' contracts, and dismissed the case. Plaintiffs appealed.

The First District Court of Appeal ultimately concluded that the California Legislature did not act impermissibly when it amended Government Code section 31461 to exclude specified items and categories of compensation from the calculation of pensions for current employees. The Court explained that while a public employee does have a "vested right" to a pension, the vested right is only

to a “reasonable” pension. In reaching its conclusion, the First District reviewed the general law relating to pensions, including several California Supreme Court decisions.

In quoting these decisions, the Court explained that “a public pension system is subject to the implied qualification that the governing body may make reasonable modifications and changes before the pension becomes payable and that until that time the employee does not have a right to any fixed or definite benefits but only to a substantial or reasonable pension.”

After review of the Supreme Court cases noted above, as well as other pension cases, the Court concluded that the Legislature did not act impermissibly by amending Section 31461 to exclude the specified items and categories of compensation from the calculation of pensions for current employees. Noting that an employee has a vested right only to a “reasonable” pension, “not an immutable entitlement to the most optimal formula of calculating the pension,” the Court explained that the Legislature, prior to an employee’s retirement, may alter the formula and reduce the anticipated pension. The Court further stated that “short of actual abolition, a radical reduction of benefits, or a fiscally unjustifiable increase in employee contributions” reasonable modifications to a pension plan were permissible. Based on these principles, the Court found that neither the statutory change, nor MCERA’s implementation of that change, amounted to an impairment of the employee’s receipt of a “reasonable” pension upon retirement.

The California Supreme Court granted review of the *Marin Association* case in November 2016. However, the Supreme Court stayed any action on the case pending the decision of the First District Court of Appeal in the case entitled *Alameda County Deputy Sheriffs’ Association, et al. v. Alameda County Employees’ Retirement Association, et al.* Similar to the *Marin Association* case, the *Alameda County* case involves consolidated challenges to amendments made to the County Employees Retirement Law of 1937 (“CERL”) by PEPR. Plaintiffs in the case include various employee associations. The plaintiffs in *Alameda County* challenged their respective county employee retirement associations’ ability to implement PEPR as to members hired before January 1, 2013 (referred to as “legacy members”). The Superior Court ruled against the plaintiffs. The Deputy Sheriffs’ Associations appealed. The case is still pending before Court of Appeal.

Finally, the First District Court of Appeal issued an opinion in another pension-related case in late 2016 entitled

Cal Fire Local 2881 v. California Public Employees’ Retirement System (“Cal Fire”). In *Cal Fire*, the Court concluded that there was no express vested right to purchase airtime service credits. The California Supreme Court granted review of the *Cal Fire* case on April 12, 2017.

The cases decided by the courts of appeal appear to signal a potential shift in California pension law. Rather than entitling an employee to the pension that was offered at hire, and prohibiting a reduction in such pension unless the reduction is offset by a comparable new benefit, both the *Marin Association* and *Cal Fire* cases concluded that public employees are entitled only to “reasonable” pensions, not pensions that provide fixed benefits immune from modification. If the California Supreme Court upholds these decisions, such a ruling may open the door for further pension modifications by the State, as well as local government entities, to reduce pension benefits in an attempt to deal with the alarming pension crisis taking place in California. It will be some time before the high Court rules on these issues. In the interim, many throughout the State anxiously await the Supreme Court’s clarification of the law governing pensions in California. ■



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CAPITOL *Update*

By Chief Jennifer Tejada,
Chair of the Law and
Legislative Committee



The Cal Chiefs' Legislative Committee hit the ground running this year, weighing in on no less than 300 bills impacting public safety and law enforcement. From immigration to marijuana and everything in between, 2017 is certainly shaping up to be one of our busiest years at the Capitol. This is in large part due to a recent rule change at the Capitol allowing legislators to introduce ten additional bills a year. The result? Over 2,700 bills introduced at the Capitol in one year.

If the increase in bills introduced this year wasn't enough to keep our team on the move, the increase in lobbying efforts by social justice and marijuana groups certainly is. In the past year alone, over 20 marijuana groups have acquired lobbyists at the Capitol. The ACLU continues to grow, seeing surges in donations following the 2016 election and new niche groups continue to pop up, fueled with a passion to "resist" the Trump Administration, even if public safety suffers as a consequence. Elected officials, knowing this attitude polls well in their districts, have been quick to support legislation to limit law enforcement interactions with federal immigration authorities (SB 54) and federal drug enforcement authorities (AB 1578).

It's not all defense at the Capitol this year. Cal Chiefs is sponsoring four bills and supporting 72 that strengthen public safety and support the law enforcement profession. Included in this list are bills to restore DNA collection for Prop 47 offenses (AB 16, SB 781), tackle drug-impaired driving (AB 6, AB 64, SB 65, AB 903) and classify a number of "serious felonies" as violent felonies in response to the passage of Proposition 57 (AB 27, AB 67, SB 75, AB 197, SB 770).

We've also continued our goal of working with nontraditional partners as well. In response to the rise in retail theft, the California Retailers, California Grocers and the United Food and Commercial Workers have all joined us to reinstate Section 666 of the California Penal Code, commonly referred to as petty with a prior. This section was deleted with the 2014 passage of Proposition 47. Their support reinforces our messaging that our

priorities don't just impact law enforcement, but our entire communities.

In addition to monitoring and influencing the channels at the Capitol, our efforts in Sacramento are also focused on implementation of ballot initiatives and previous legislation. AB 953 (2015), requiring the collecting and remitting of all stop data, is particularly contentious. Draft regulations promulgated by the Department of Justice earlier this Spring included overly onerous reporting requirements. Together with our partners at the State Sheriff's Association and PORAC, we were able to unite and push back against original regulations that would have resulted in significant losses in officer time.

We have also been heavily involved in working to minimize the negative impacts of Proposition 57 and 64 by working with the Governor's office on regulations and necessary changes to statute. When each initiative's set of regulations becomes public, we will be weighing in during the public comment period as well.

It is critical that Chiefs continue to educate legislators on the impacts of the never ending "reforms" to our criminal justice system, the legalization of marijuana, and recruitment challenges. Often, those with decision-making power at the Capitol lack real-life knowledge of the impacts of their legislation and rhetoric. I encourage everyone to connect with our legislative staff at the Capitol, attend legislative day, and meet with your legislators when they are in the district. After all of the chaos at the Capitol, a text from a police chief can change a legislator's mind on a bill. ■

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HONORING THE FALLEN BY TRAINING THE LIVING

By Dale Stockton

“We deal with tragedy all the time and when so much of it can be prevented, why wouldn’t we engage in a program that would reduce the risk to ourselves and the community? For that reason, Below 100 is the program that we need to implement today.” —Chief John Carli, Vacaville PD.

Below 100 is a common-sense approach to officer safety that has now been underway for over six years. Although the training has been delivered in most states, there are still many law enforcement professionals who are either unfamiliar with the program or have misconceptions about what the program stands for.

Why Is It Called Below 100?

And why isn’t the goal zero? The sobering answer is that this isn’t realistic. Those who wear a badge stand in the gap between good and evil, a responsibility that can be both dangerous and deadly. When a goal is obviously unobtainable, such as “zero death, zero injury,” it serves no purpose and is often dismissed outright.

Over the last twenty years, losses due to vehicle-related incidents have accounted for approximately 25% more deaths than gunfire. Data from an extensive National Highway Transportation Safety Administration (NHTSA) review show half of fatal police crashes are *single-vehicle crashes*. Primary collision factor: speed. Just as troubling: roughly half of officers

choose not to wear seatbelts while on duty. When it comes to speed, single-vehicle crashes and not wearing a seatbelt, it is extremely difficult to blame the bad guy.

Below 100 has five very straightforward tenets:

1. Wear your seatbelt.
2. Wear your vest.
3. Watch your speed.
4. WIN: What’s Important Now?
5. Remember: Complacency Kills!

Seems simple, right? Yes, but simple to understand does not mean easy to make happen.

Below 100 has proven successful at changing attitudes and has been recognized as the most successful training program in law enforcement history. Over sixty-thousand officers have been trained and NHTSA is now providing funding for some classes and outreach.

Is Below 100 Working?

The California Highway Patrol has taught Below 100 agency wide for over four years and LAPD is beginning their department wide training soon. One example of Below 100 effectiveness is the Yolo County

Sheriff’s Office. The department’s leaders knew they had a speed problem and had experienced an average of one at-fault crash per month over a period of ten years. Several deputies had been seriously injured and two were forced into early retirement. The crashes had cost hundreds of thousands of dollars and untold suffering. After engaging with Below 100, the department went more than 30 months with zero at-fault crashes. The agency received the National Law Enforcement Officers’ Memorial Fund 2015 Traffic Safety Award for its outstanding accomplishment.

Are Seatbelts, Speed and Body Armor Wear Really a Problem?

Based on extensive research by the National Highway Traffic Safety Administration (NHTSA), work done by California Peace Officers Standards and Training, documentation by FBI Law Enforcement Officers Killed and Assaulted (LEOKA) studies and countless queries conducted by Below 100 trainers, we know that seatbelt use by officers is approximately fifty percent. Since 1980, well over 150 officers have been ejected from their vehicles and died. Seatbelts work but only when they’re used.

Speed is very often the primary collision factor in police crashes and half of fatal crashes are *single vehicle*, meaning the officer was primarily responsible. There are times high



speed is necessary but it must always be situationally appropriate. When it comes to armor, the trends are encouraging with more officers routinely wearing armor but there is much room for improvement. The 2014 FBI LEOKA preliminary report noted that only 35 of the 46 officers killed by firearms were known to be wearing body armor. With more than 3,000 documented saves, we know that body armor works – but only when it’s worn.

WIN–What’s Important Now?

The concept of What’s Important Now (WIN) is one of the most powerful and comprehensive concepts in officer safety. Essentially, WIN is a combination of situational awareness and conscious decision-making that ensures an officer is continually reassessing the environment and placing priority on factors most relevant to safety. It’s important to understand that WIN is fluid and ever-changing. Look at the dynamics of a traffic stop and you can readily understand the concept. During the course of one stop, an officer will consider these key factors: 1) Does the violation merit a stop? 2) What are the visible risk factors associated with the vehicle and occupants? 3) When and where to initiate the stop 4) Reaction of the driver and occupants 5) Hazards of other traffic 6) The approach. 7) Maintaining focus (rather than taking a phone call or texting). And so on.

The point is to ensure decisions are based on a continual assessment of “What’s Important Now?”

Is Below 100 Evolving and Real World?

In late 2012, Below 100 trainers identified tire deflation devices (TDDs) as being responsible for more than two dozen line of duty deaths and hundreds of crippling and career-ending injuries. Program content was modified to address this issue.

Early in 2014, Below 100 trainers recognized that heart attacks were the third leading cause of line of duty deaths (behind vehicle-related and gunfire deaths). As a result, training now includes emphasis on physical fitness under the WIN and Complacency segments. As the value of self-treatment and buddy-treatment became apparent, Below 100 training incorporated discussion of tourniquet use. Emphasis was placed on training and having the tourniquet readily available and accessible by either hand.

Who Controls Below 100?

In November of 2014, Below 100 trainers formed a non-profit, 501(c)(3) corporation. A board of directors, composed of the most experienced and veteran trainers, oversees the operation and sets priorities for delivering the training. The organization is a completely voluntary group and no one receives compensation for their training efforts.

Below 100 trainers believe the best way to honor the fallen is by training the living. If you would like more information on Below 100, please watch the video at <https://vimeo.com/202403156> or go to www.Below100.org. ■

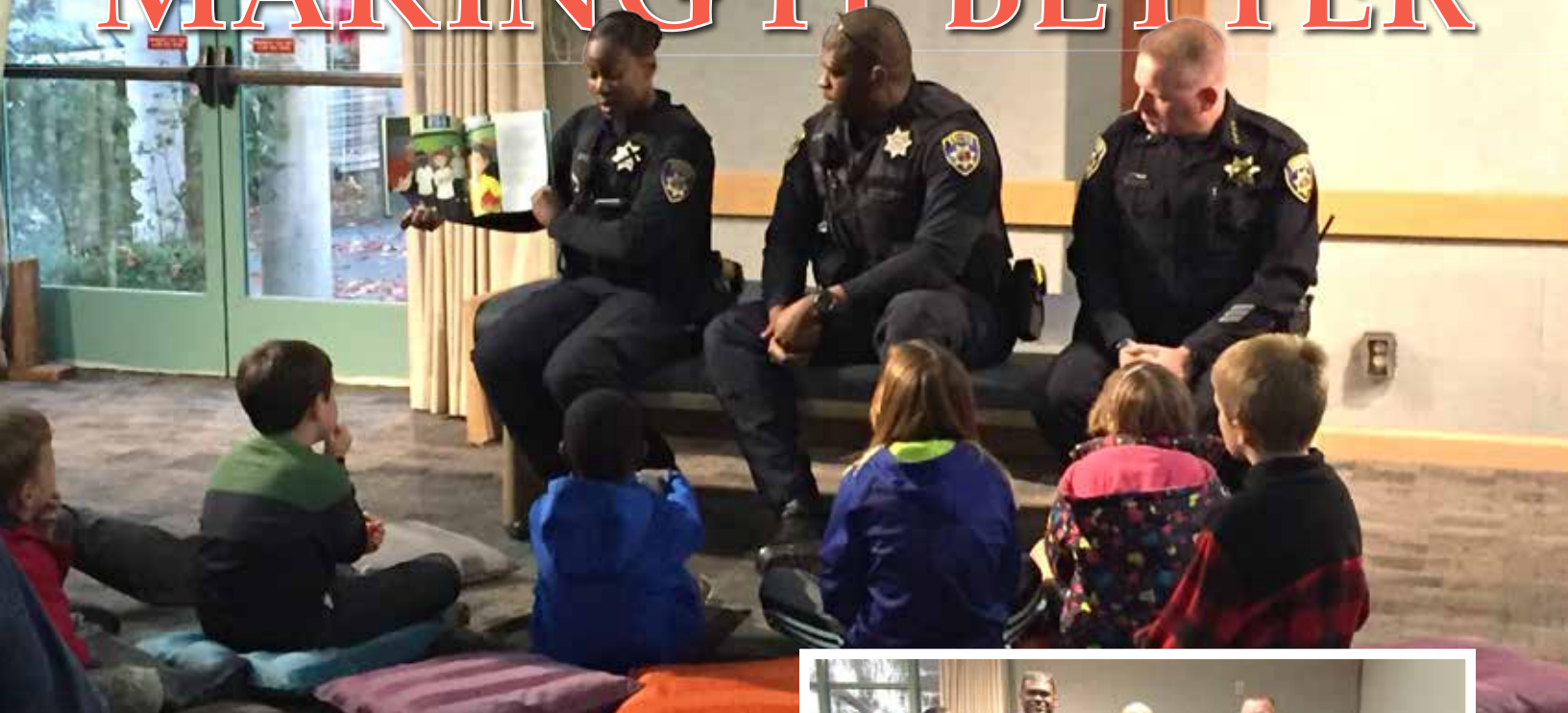
ABOUT THE AUTHOR

Dale Stockton,
Executive Director, Below 100

Dale Stockton is a 32-year-veteran of law enforcement, having worked in all areas of police operations and retiring as a police captain from Carlsbad, California. He is a graduate of the 201st FBI National Academy, the California Supervisory Leadership Institute, the FBI Southwest Command College and holds a graduate degree from the University of California, Irvine, in Criminology, Law and Society. He has served as a Commissioner for California POST and has been recognized as the most widely published public safety writer and photographer in the country. He has taught criminal justice classes for more than 20 years and is the Editor-in-Chief of Law Officer Magazine and LawOfficer.com. Stockton is the architect of Below 100, an officer-safety initiative designed to reduce police line-of-deaths, and has been involved in the presentation of the program across North America.



MAKING IT BETTER



By Chief Erik Upson, Benicia Police Department

In these challenging times reconnecting with our communities must be law enforcement agencies' top priority. Unfortunately, our youth are growing up surrounded by negative messages about law enforcement – messages reinforcing stereotypes that put the future of our communities' safety at risk. We tend to spend a great deal of time trying to connect with adults and teenagers, but perhaps make some assumptions about our younger community members. Unfortunately, this is the group most susceptible to the negative messages repeatedly projected by mass media; the group least in position to defend themselves from a clear and sustained attempt to drive a wedge between us. In the summer of 2016, I had the good fortune to meet a remarkable individual who has dedicated himself to finding ways to help connect law enforcement with the community, especially our most vulnerable population. His name is Andre Lewis.

The amount of positivity that radiates from Andre is difficult to convey in writing. He has an exceptional resume including graduating from the U.S. Air Force Academy, flying as a pilot for FedEx and creating his own literary company. However, his greatest achievement can be seen in the three amazing daughters he has raised who are leaders in their own right. Andre has dedicated himself to a very unique format for connecting police with youth through children's literature. Andre, a Benicia resident, approached me with an idea for a children's picture



book that would help reinforce positive messages about developing character and responsibility, recognizing that police officers are there for them and are always available in times of need, and improving literacy among our low-income families.

The book, titled *Making It Better in Our Community*, takes kids through a positive story of a boy rising above peer pressure to do the right thing while connecting with a local officer who helps guide him on a path to self-awareness, self-confidence, and ultimately learning to stand on his own. The book is generally targeted toward second through fourth graders.

Perhaps as important as the book is the method of delivery. The books are issued to officers and placed in every one of our patrol cars. Additionally, there is a stack of books available at the station. We kicked off our partnership with Andre and his book with a reading at the Benicia Public Library, conducted by myself and my two School Resource Officers. The idea is that every kid who is read the book by an officer gets to keep a copy of the book,

autographed by that officer with a personal message and a phone number they can reach that officer through. If an officer doesn't feel comfortable putting their own number, they can put down the dispatch number (dispatchers are aware that they might get calls and how to address those calls). Additionally, we are in the process of providing the library with ten copies of the book that will be prominently displayed and can be checked out by community youth.

Because the book is hardcover and signed by the officer, it is Andre's hope that the book isn't just a book to the young child, but rather a "treasure," something they will put out on display in their rooms and will serve as a constant reminder of the valuable lessons contained within. While this is just one example of what my officers do in the community to foster good relationships, it is another step of a journey of a thousand steps. That being said, it is an important step: attempting to connect with perhaps the most vulnerable and defenseless populations in our community. Though it may seem like a simple act, it's not one that should be dismissed, as a healthy relationship between a law enforcement agency and the youth in the community it serves is priceless. We must help them understand that the police are to be trusted, and that without them and our partnership, our communities are less safe.

If anyone is interested in partnering with Andre, he can be reached at alewis@literarytools.org or you can reach out to me at eupson@ci.benicia.ca.us. ■



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City Love - Love Buena Park

By Chief Corey Sianez and Charlene Magruder

Still in its infancy stages, the LOVE BUENA PARK movement faithfully continues, thanks to the efforts of Police Chief, Corey Sianez, and the support of Buena Park's faith-based groups.

With around 500 volunteers, the second, annual LOVE BUENA PARK community service day took place on Saturday, April 29, 2017. People from all over the city submitted various improvement projects which revolved around everything from pulling weeds, assembling hygiene kits for the homeless, replacing walkways, to conducting a food drive. During a warm, sunny California day, the event began bright and early with high-energy music which got our group of committed volunteers pumped up with enthusiasm! Chief Sianez welcomed the crowd, recognized dignitaries, and then everyone eagerly left to go work on their projects.

Buena Park's restaurants donated delicious food in the morning and afternoon to keep volunteers fueled as everyone worked in unison to improve and beautify various areas of our city. We received overwhelming support from our city's churches, home improvement retailers, amusement attractions, restaurants, schools, car

dealerships, small businesses and other service organizations. But, this came with no surprise because when there's a need, the residents and businesses partner with our agency to come together and make things happen! Our officers were out there working up a sweat in t-shirts, work gloves and boots alongside the volunteers, in a concerted effort of bringing people together and serving one another.

Following completion of projects, the after-party celebration was a family-oriented time of fun and laughter that included bounce houses, games, prizes, face painting, balloons, and live local bands. Knott's Berry Farm's *Snoopy* paid a visit and a great time was had by all!

Despite other cities' participation in the "Love Your City" campaign, mirroring the Love Modesto campaign, Buena Park's involvement is quite exceptional because we know that our city is an entertainment corridor where many people congregate. This unique characteristic provides the ideal setting for our police department to stop and

focus directly on the inherent value of relationships with all those involved in each and every city event. The success of LOVE BUENA PARK is a clear indication that our relationships with those we serve are the strongest they've ever been. Whether it's our homeless neighbors or others in need, this is the time when everyone's drive to help reaches the surface!

In a world often plagued by community division, the opposite is true for Buena Park as our city continues to thrive in harmony with one another. In addition to bonding and building strength, the LOVE BUENA PARK service day provides Chief Sianez with yet another opportunity to be visible, authentic and faithful in upholding his oath of honor. We are confident LOVE BUENA PARK will continue for years to come and look forward to "paying it forward" in ways that are unimaginable. ■



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Wrap Up

Police chiefs from all over the state gathered April 9-13, 2017 in Monterey, CA for the 40th Annual CPCA Training Symposium. The Training Symposium kicked off on Monday, April 10th, with the opening ceremonies where Attorney General Xavier Becerra spoke. This was followed by an especially moving fallen officer ceremony, honoring the ten fallen officers who lost their lives in the line of duty in 2016. Deputy Scott Ballantyne, Officer Nathan Taylor, Officer Michael Katherman, Officer Jonathan De Guzman, Sergeant Steve Owen, Officer Lesley Zerebny, Officer Jose Gilbert Vega, Deputy Jack Hopkins, Sergeant Alfonzo Lopez, and Deputy Dennis Wallace. The Huntington Beach Police Department was honored as the recipient of the James Q. Wilson Award at the President's Luncheon.

Tuesday morning was jammed packed with training on subject matters ranging from Crisis Management and Stewardship of a Black Police Chief, to Psychological Fitness for law enforcement officers. Tuesday afternoon was spent in the trade show which housed over 110 vendors.

Wednesday's inspirational breakfast featured Major DJ Skelton, U.S. Army. DJ was severely wounded in November 2004, while leading a rifle infantry platoon in Charlie Company, 1-5 IN BN, 1st BDE of the 25th ID in close combat in Fallujah, Iraq. After six years of continual surgeries, rehab and recovery, DJ returned to the Infantry, completed the Infantry Captains Career Course at Ft. Benning, GA, was assigned to the 2nd Cavalry Regiment (CR) in Vilseck, Germany, and deployed to Afghanistan in 2011 as the Commander of Comanche Troop, 1st Squadron,

2nd CR in Panjway, Afghanistan. Upon redeployment, DJ was selected to serve as a China Foreign Area Officer (FAO). He completed Command and General Staff College and spent a year in Beijing, China conducting in-region training as a FAO. Later that day, during the Recognition Luncheon we welcomed 53 new chiefs and recognized 15 chiefs for their years of service ranging from 5 -30 years. A special recognition was given to Chief Martin Nicolas from the Weed Police Department for his 30 years as a police chief. The CPCA & Motorola Technology Innovation Award which recognizes a California municipal police agency's superior achievement and innovation in the field of information technology was awarded to the Modesto Police Department.

At Wednesday evening's Installation Banquet, Chief Ken Corney was honored for his leadership as the outgoing Cal Chiefs' President. Chief Corney was instrumental in strengthening the association's legislative efforts, improving the image of law enforcement through media outreach and ensuring additional funding for city police departments. The association welcomed Chief Edward Medrano from the Gardena Police Department as the 52nd President. Chief David Swing from the Morgan Hill Police Department was elected as 1st Vice President, Chief Ron Lawrence from the Citrus Heights Police Department was elected as 2nd Vice President and Chief Eric Nuñez from Los Alamitos Department was elected as 3rd Vice President.

Retired Chief Bob Lehner from the Elk Grove Police Department received the Joe Molloy Award which is presented to a Cal Chiefs' member based upon the recipient's professionalism, leadership, energy, and commitment to the mission of the association. This year we were pleased to honor one the association's dedicated

members, Retired Chief Sal Rosano, with the annual Allen W. Sill Founders Award. This award was adopted by the Board of Directors in 2015 to honor the vision and accomplishments of West Covina Police Chief, Allen W. Sill and the founding chiefs who created the California Police Chiefs Association.

Throughout the entire symposium attendees heard from experts in the field of leadership, communications, and recruitment. The event wrapped up Thursday morning with a powerful, informative and relevant debriefing of the Orlando Pulse Nightclub shooting.

We would like to thank our Training Symposium Sponsors: AXON, IBM, AT&T, American Military University, Motorola Solutions, ecoATM, Harris Corporation, Liebert Cassidy Whitmore, Jones & Mayer and Atkinson Andelson Loya Rudd & Romo, CYRUN, SpeakWrite, Verizon, Watch Guard and Adamson Police Products. In addition, we would also like to thank the CPCA Training Committee for their outstanding job in selecting the training for the Symposium, as well as our gracious host, Chief Dave Hober and the members of the Monterey Police Department and the Region 9 police departments and chiefs.

The 41st Annual CPCA Training Symposium will be held in Long Beach, March 18-22, 2018. We hope to see you all there! ■





City of Folsom's Faith & Homelessness Initiative

By: Lt. Eric Heichlinger, Folsom Police Department

Like many areas in the state, the Sacramento region has seen a notable uptick in the visibility of homelessness. Record snow and rainfall have caused flooding, often displacing people who typically reside alongside remote creeks and riverbanks and driving them into more populated areas. This has been true in Folsom, a community of approximately 78,500 in the northeastern corner of Sacramento County, and adjacent to the American River Parkway. In addition to the close proximity to the American River, Folsom is the last stop for eastbound Sacramento Regional Transit Light Rail trains.

The Folsom Police Department's efforts at addressing the public health and law enforcement issues pertaining to homelessness is spearheaded by the department's Community Crime Suppression Unit (C.C.S.U.). Working in partnership with local non-profits, Folsom C.C.S.U. officers seek to both address the issues surrounding

homelessness while simultaneously trying to guide those willing onto the pathway to stable housing. For those seeking permanent housing, Folsom officers steer the individuals to a Navigator, an employee of a non-profit organization. The Navigator is charged with creating a personalized action plan for each client, with the goal of the client working towards getting off the street. Depending on the needs of the client, the Navigator may assist with obtaining necessary documentation, securing Social Security SSI, disability insurance or veteran's benefits, reuniting the client with family, making mental health referrals, and obtaining substance abuse treatment. In short, the Navigators job is to develop a relationship with the client and assist in clearing all existing barriers to housing.

The Navigation process is highly labor intensive. Just getting the client 'document ready' can be a challenge and require multiple visits to a variety of governmental agencies. Further,

Folsom has a single Navigator who works part time. As a result the process of preparing a client for housing can be lengthy, and often longer than a person experiencing homelessness is willing or able to wait.

FORCE MULTIPLIERS

Folsom is blessed with a strong sense of civic pride and a high level of volunteerism. This is readily apparent among our faith-based community and many of our congregations have voiced and demonstrated a strong desire to assist homeless members of our community. The challenge with these efforts is ensuring the volunteer energies are directed towards solutions and do not enable or exacerbate the problems associated with homelessness in Folsom. Under the leadership of Folsom Fire Chief Dan Haverty and Folsom police Corporal Peter Boelman, the C.C.S.U. supervisor, the concept of Folsom Faith and Homelessness Initiative (FHI) was developed.

The FHI draws upon the experience, resources, and desire

to serve of members of Folsom's faith-based community. The FHI is a multi-religion / multi-denominational group, currently comprised of eight small teams of volunteers who assist the Navigator in preparing a homeless client for eventual matriculation to stable housing. One team of three FHI members are attached to a client and, after establishing a relationship with the client and under the guidance of the Navigator, FHI members can assist the client with many of the necessary tasks to work towards housing. Further, the FHI team members act as mentors and sponsors, essentially coaching the clients towards success. This in turn frees up valuable Navigator time, allowing for an increase in assessments performed and a decrease in the time it takes to prepare a client for transitional housing.

Fire Chief Haverty, who is working towards becoming a Deacon

in his church, acts as a liaison between the City, the Folsom Police Department, and the FHI members. With his intimate knowledge of City government and his strong connections to Folsom's faith-based community, Chief Haverty is uniquely qualified for this role.

The program is not for everyone. By rule, any clients with criminal histories of violence, sex crimes, or weapon violations are not candidates for the FHI mentoring. They can still work with our C.C.S.U. team and our Navigator but will not make contact with FHI.

MOVING FORWARD

The FHI is relatively new and a work in progress. One of issues identified early was the specific skills and traits the Navigator must possess in this model. By job description, a Navigator is an expert in the causes of homelessness and at traversing the various bureaucracies that must be

successfully addressed to get a client into housing. In the FHI model, the Navigator must also be an educator, a case manager, and possess strong communication skills. Our FHI members have asked for an increase in training and communication and we will soon have quarterly training and information sharing meetings to achieve that goal.

The Folsom Faith and Homelessness Initiative was born out the desire to achieve productive, long-term solutions to the issue of homelessness while simultaneously providing an opportunity for our amazing faith-based community to serve in concert with City government. Evaluated on the basis of the creation of a successful partnership built upon mutual respect and trust, the FHI has been an unqualified success. We envision this relationship will translate to practical and demonstrable results. ■

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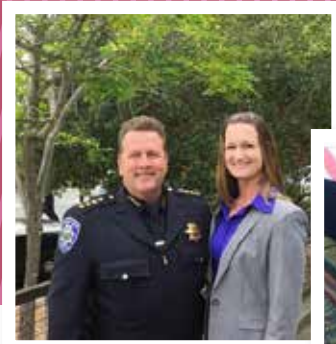


FOCUSING ON GENDER DIVERSITY:

One Department's Efforts

By: A/Lieutenant Beth Hopkins

The national average of female officers to sworn staff is about 13 percent (according to the US DOJ). In 2017, the Walnut Creek Police Department (WCPD) exceeded the national standard and grew its female force to a record-breaking 22 percent. Currently, the department houses 82 sworn officers and 18 of those officers are women. For three decades, the average number of female officers remained in the single digits until recruiting efforts in the mid 2000's increased the average to where it is today. While statistically this is a tremendous step in the right direction, historically, the department's turnover rate involving sworn female officers has been very high. In recent years, the department leaders found the turnover rate to be unacceptable, and turned their focus to determining why so many talented women that had been hired and trained, were not remaining with, and ultimately retiring from, the police department.



The first woman to be sworn in at WCPD in 1977 was Officer Patty Farrell (ret.). Officer Farrell said her ten years at the department were positive, but she noticed a lack of mentoring and coaching for her in the area of leadership. On her own, she networked with other women officers in the area which she said helped her career sustainability but there was always something missing. This experience became a common theme in conversations with other women who had served and retired from the department.

We all recognize that gender diversity is of great value to an organization, However, a passive approach to achieving it, is ineffective. Chief Tom Chaplin was hired in 2013 and has influenced a culture shift in which candid dialogue about gender diversity is not just appreciated, but is expected. Recognizing that it is important for women to have women mentors and to see women in leadership positions, the department has taken a proactive approach to diversifying the ranks through leadership training and mentoring. The successful promotion of four women since 2004 into sergeant and lieutenant ranks has provided the female officers role models within the department. The women in rank are keenly aware they are mentors to all department personnel but they have a significant and unique responsibility to the other women. But more importantly, department leadership supports participation in networking and training opportunities such as the Women Leaders in Law Enforcement (WLLE) training symposium sponsored by the California Police Chiefs Association. The support doesn't stop there, one of the women on the department's leadership team currently serves on the WLLE conference planning committee and is participating in a group that is creating a Bay Area WLLE chapter.

Chief Chaplin said, "Fostering gender diversity is not just a nifty catchphrase. Real commitment to diversifying your leadership team and department makeup enriches

the department and the community it serves." This June WCPD will proudly celebrate 40 years of women officers serving the department. There is no better way to honor those who blazed the trail, both at WCPD and in law enforcement, than to remain focused on and committed to developing the future leaders of the department.

To find out more about WLLE please visit:
www.californiapolicechiefsassociation.org/about-wlle. ■

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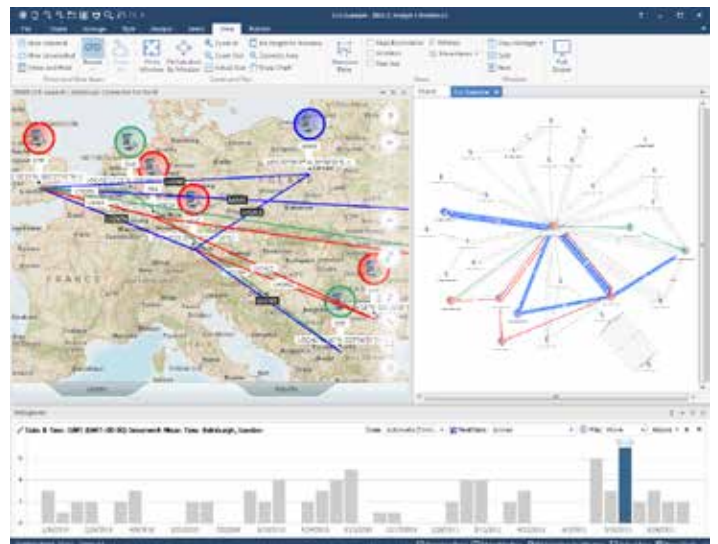
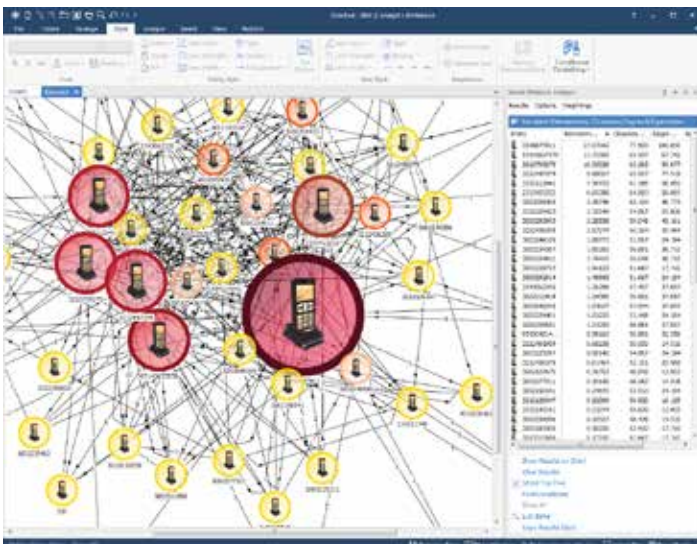


From Gang Violence to Human Trafficking, **Investigative and Intelligence Analysis Technology** **Can HELP YOU Combat Crime**

Unlike your favorite TV crime show, discovering clues for complex crime rings takes a lot more time than an hour. Investigative analysis is a detailed tradecraft where the clues to solving crimes often span numerous sources of information in multiple locations. As a result, law enforcement agencies are often challenged to quickly uncover insights during time sensitive investigations. IBM i2 intelligence solutions enable law enforcement crime analysts to make use of disparate

datasets and multi-dimensional visual analyses to improve their efficiency and help reduce crime by developing comprehensive views of the connections between people, places, technology, criminal activity, and more.

Violent crimes continue to rise throughout North America and related gang activity is spreading throughout both urban and rural areas of the United States. “Some 33,000 violent street gangs, motorcycle gangs, and prison gangs with about 1.4 million members are criminally



active in the U.S. and Puerto Rico today. All use violence to control neighborhoods and boost their illegal money-making activities, which include robbery, drug and gun trafficking, prostitution and human trafficking, and fraud. Many gang members continue to commit crimes even after being sent to jail.”¹ IBM i2 solutions can bring new and unprecedented insight into hidden connections by helping investigators analyze all relevant data sourced from local police departments (crimes, arrests/warrants, traffic stops, LPRs), State and Federal agencies including prisons and corrections, public/private data aggregators, and social media. Providing access to all of these data sources, cognitive analytics can identify connections and relationships, resolve identities and aliases, and help expose associated networks of gangs, cartels, and organized crime.

Another example where intelligence-led policing can have an impact is human trafficking, one of the fastest growing crime in the world today. Perpetrators usually recruit victims under false pretenses, transport them across borders, then exploit them for labor. IBM i2 solutions, industry leading software used by law enforcement agencies around the world, help intelligence analysts and investigators to identify, collect, catalogue and correlate patterns of recurring data associated with cases, such as physical and Internet addresses, bank accounts, telephone numbers and names. Automatically connecting hidden relationships amongst the data, and visualizing those links on digital and physical charts that can be universally shared between investigators and law enforcement, helps accelerate investigations and interventions. Ultimately, regions where the sourcing of forced labor is common can then be better educated to avoid exploitation.

Law enforcement agencies collect tremendous amounts of data, but struggle to maximize the value of that data. Human-led analysis and computer-driven analytics together create actionable insight out of overwhelming data. With effective solutions for managing, analyzing, visualizing and sharing information, agencies can augment traditional policing methods with more intelligence-led approaches that help disrupt and reduce crimes. ■

Authors: Jamie Reid and Steve Dalzell, i2 threat and intelligence analysis, IBM Security

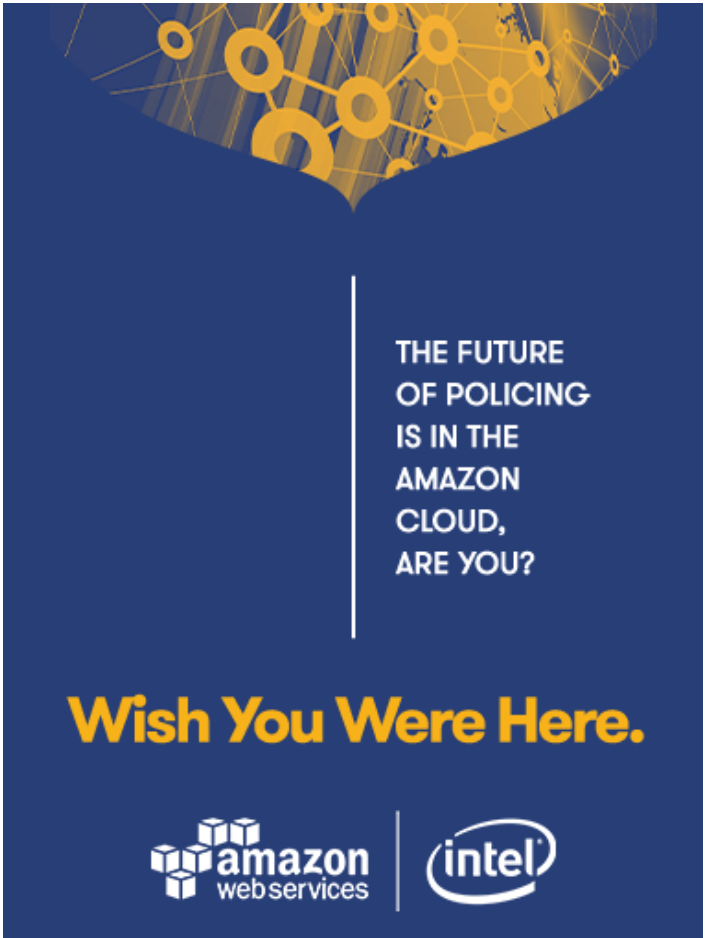
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LEGISLATIVE DAY



On May 10th, a wave of navy blue descended upon the State Capitol. Chiefs from across the state joined legislators and state officials for Cal Chief's 4th Annual Legislative Day to discuss high-priority legislation and issues.

Chiefs heard from Senators Mike McGuire and Jim Nielsen as well as Assemblymember Jim Cooper and Medical Cannabis Regulation Bureau Chief Lori Ajax before heading over to the Capitol for a live DUID demonstration, tour of the Capitol and meetings with legislators. Senator Jim Nielsen and Assemblymember Jim Cooper were presented with Cal Chiefs' Legislator of the year awards for their support, collaboration and legislative leadership.

"This year's legislative day really highlighted the shifting dynamics at the State Capitol in response to the

new Presidential Administration. We had great discussions on the need to balance the safety concerns of our communities and political support for legislation like SB 54 and the need to protect public safety," explained Chief Jennifer Tejada, chair of Cal Chiefs' Law and Legislation Committee, "as the political rhetoric continues to heat up, it is critical that chiefs inform their elected officials about the real impacts of their legislation" continued Tejada.

Chiefs were able to network with each other and share strategies for success when contacting their legislators about legislation of

consequence, as well as meet with the legislators in a relaxed setting at one of the many bars within walking distance of the Capitol.

"My first visit to the State Capitol was earlier this year after being appointed as chair of the marijuana policy committee. Being able to connect with chiefs who have been visiting the Capitol for years gave me some new tools and strategies that I will be sure to use during my next conversation with my state Senator" said Chief Chris Dewey.

In addition to networking and presentations from elected officials,



this year's Legislative Day included a collaboration between Cal Chiefs, CHP and Assemblymember Tom Lackey. Together, we hosted a DUI/D demonstration to show legislators and their staff how traffic stops work and how officers can detect the presence of drugs in an impaired driver.

"Today was a great opportunity to show Legislators, their staff and

the media how law enforcement handles traffic stops with suspected drug-impaired drivers. There are a lot of misconceptions about the steps and procedures that officers take to ensure they do not falsely arrest people who are not impaired and today was a great way to correct those misconceptions. We were also able to show how new technology can be used to give officers an objective way

to detect recent drug use and improve enforcement efforts. I want to extend a big thanks for the California Police Chiefs Association and the Sacramento Police Department for making this demonstration happen" said Assemblymember Tom Lackey.

As Cal Chiefs continues to expand its advocacy program, we hope to see you at our next Legislative Day in Sacramento May 16, 2018! ■





Sikh Officers Help Meet the Needs of the SIKH COMMUNITY

By: Ruben Chavez
Chief of Police, Livingston Police Department

The City of Livingston is located in the rich agricultural valley of Merced County. Almost 20% of the residents are Indian from the State of Punjab in Northern India. Many are drawn to the San Joaquin Valley as it mirrors much of the agricultural area in their native state which has been described as the bread basket of India. The State of Punjab is also the home to Sikhism which is the religion of the majority of the Indian population in Livingston. Almost 250,000 Sikhs reside in California, half of the national population in the United States.

Unique cultural and religious practices of Sikhs include the five articles of faith, the Kesh is their uncut hair, the Kangha, a wooden comb, the Kara, a bracelet on their right wrist, the Kachehra, a religious undergarment, and the Kirpan, a curved knife worn on them. The Kirpan has caused some concern for the schools which, by state law, do not allow knives on their campuses. A solution has resulted in the Kirpan being sewn into the child's clothing so it is not to be easily accessible. Many of the cultural practices also require that anyone entering the Gurdwara, or Sikh

church, to cover their heads and remove their foot wear. This practice should be respected by any police officer as well, during those times they may need to enter the Gurdwara as part of their duties.

The Sikh community is very outgoing and inclusive within the City of Livingston; however it is very close knit and participates in many celebrations and activities within their culture, which may not be known by other members of the public. These festivals include the Diwali, Nagar Kirtan/Hola Mohalla, and Vaisakhi, which draws



thousands of people to Livingston annually and include parades, fireworks, colorful pageantry, and complimentary Indian food and beverages.

The Livingston Police Department have two full-time Sikh police officers who are able share many of the cultural practices of Sikhism with other department members to allow for a better understanding and at the same time, enhance community relationships. Our Sikh officers, Wapinder Kang and Kamalpreet Gill, are both able to respond to calls involving members of the Sikh community and speak Punjabi and other native languages to quickly and effectively resolve any issue or concern that may arise. They are the true ombudsman of the department who also resourcefully educate our work force on their religion and culture and in the end, help our department be the best it can be in collaborating with the Indian community. ■



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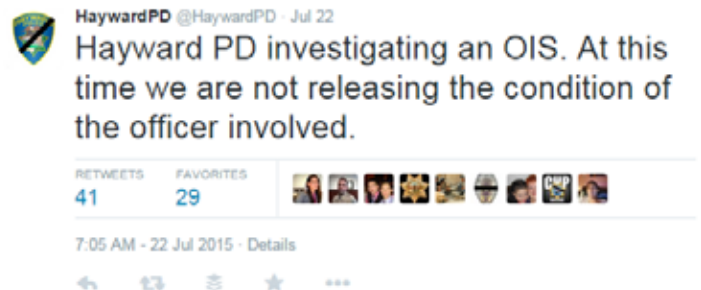
IT'S SIMPLY NOT YOUR NEWS TO BREAK:

#StayInYourLane

By Captain Chris Hsiung
Mountain View Police Department

A little over two years ago, Northern California law enforcement was rocked by horrific news when the Hayward Police Department suffered the tragic loss of Sgt. Scott Lunger, shot and killed in the line of duty on July 22, 2015.

As we see time and again across the country, news breaks on Twitter and other social media platforms and is then carried by the mainstream media. It was no different for this case. Unfortunately, sometimes we in law enforcement are our own worst enemy. In this incident, it was other law enforcement departments that helped break the news of the officer's death on Twitter, instead of the primary jurisdiction handling the incident. In the interest of breaking news first, the mainstream media does not hesitate to rely on a tweet or post from *any* credible law enforcement social media account to *act as their source* for verification of information.



In the case of Sgt. Lunger's incident, many of us watched the news break about the officer involved shooting. The official tweet from Hayward PD that morning (shown above) advised that they were not releasing the condition of the officer. We can safely assume that during that time, Hayward PD personnel were in the midst of identifying, locating, and delivering the tragic news to Sgt. Lunger's family in person. At the same time, we know that in any OIS or critical incident, a flurry of text messages go out and it doesn't take much time for our tight-knit law enforcement family in neighboring jurisdictions to figure out what happened. Hayward PD officially tweeted the tragic news of Sgt. Lunger's passing a little over two hours later. Unfortunately, many well-intentioned agencies started to tweet condolences or had changed their profile photos to include mourning badges *up to an hour before* Hayward PD had an opportunity to officially announce the information. The mainstream media immediately picked up on these tweets and shifted their reporting to announce that Sgt. Lunger had died, many running screen shots of law enforcement tweets as part of their "breaking news" reporting.



For the record, I absolutely believe these agencies and law enforcement individuals were well-meaning when they sent these posts and tweets. However, we must remind ourselves to take a step back and remember that family and loved ones of the downed officer come first. If tragedy strikes, they deserve to hear it *in person* from our own personnel, not on social media. Therefore, before tweeting or posting sympathy messages, it is imperative to go to the affected agency's social media accounts or website and see what they have officially announced. Until then, we must maintain "radio [and social media] silence" out of respect and allow the affected agency to make proper notifications. In the parlance of public information officers, we call this "staying in your lane." **It's simply not your news to break.**

On a similar note, news of critical incidents can spread

virally from internal department sources as "significant others" or family members post information about a critical incident to each other's Facebook feeds. As the extended law enforcement family learns of an officer's passing, many people begin to change their profile photos to mourning bands or "thin blue line" logos. These posts and avatar changes, while absolutely done out of sympathy and respect, can prematurely announce the bad news to the fallen officer's family (who will likely be in the extended social network). To that end, departments should take time to inform and educate their personnel and family members that, they too, should wait and defer to official news from the department ***so that the officer's family can hear the tragic news in person.***

Tami McMillan, national board member from Concerns of Police Survivors (C.O.P.S.), is often called upon to be a "lifeline" to law enforcement survivors during the aftermath of sudden, tragic, and often violent line-of-duty death incidents. In her opinion, premature sharing of an officer's passing on social media is a huge problem across the country and can unduly traumatize family members who have not yet received official notification from their loved one's agency. In one recent incident, a family member learned of the officer's passing from social media, ***three*** hours before the agency representatives knocked on her door. We must change this.

What can we do? Let's all take a step back and make a commitment. When a line of duty death occurs, remember to check the affected agency's social media channels for official news and notifications prior to discussing the incident from your department social media channels. Train your personnel to do the same on their personal accounts so that if tragedy strikes, we allow the hard news to be done in person, not online. Just because the media is posting somber photos of officers gathered at a hospital or making inferences about the status of an officer, most will usually refrain from an official announcement *until they see the news coming from police department accounts*. Your well intentioned tweet just became verification for the media to put out "breaking news."

I was recently talking about this topic with Capt. Zach Perron from Palo Alto PD and he summed up the situation perfectly saying, "In today's law enforcement social media environment, where a premium is often placed on the timeliness of information dissemination, I think it's important to have a "line of duty injury/death" exception. There should not be a "rush to be first" in these situations. It's not a competition to see who can express their condolences fastest. ***The only police agency that should "break" news of their officer's condition should be the employing agency, plain and simple.***"

Originally published in the IACP Social Media Blog. ■

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The Case for Intergroup Dialogue:

CREATING SPACES FOR COURAGEOUS CONVERSATIONS

By:
Sergeant Shawn Hill, M.A.C.J., Santa Barbara Police Department
Howie Giles, Ph.D, D.Sc.

Law enforcement across the country is searching for more effective approaches to meet the needs and demands of the communities they serve. The pillars of Procedural Justice - respect, voice, neutrality, understanding, and helpfulness - have become the embodiment of legitimate policing. As departments are challenged with ways to forge this platform of policing into their organizational culture, creating spaces for intergroup dialogue provides an evidence-based approach to address rifts that have been exposed between law enforcement and civilian community members.

INTERGROUP CONTACT

Dialogue would be considered “intergroup” when the people engage each other more in terms of their social category memberships than their personal attributes (Giles & Maass, 2016; Giles & Harwood, in press). In particular dialogues outlined below, the intergroup dynamic consists of police officers and non-police officers. Intergroup

theorists use ingroup and outgroup labels to describe the two memberships.

Research shows that intergroup contact, that is dialogue between in- and outgroups, predicts, under certain circumstances, lower intergroup prejudice (Pettigrew & Tropp, 2011). Positive outcomes are more likely to occur when equality and collaboration are fostered in the environment in which the contact occurs. Hence, it is import-

ant for such conversations between police and civilians to occur in a place where everyone feels safe to speak their minds.

WHAT WE HAVE NOW AND WHY IT'S NOT ENOUGH

Officers on patrol rarely have the time or the appropriate environment to have lengthy, detailed discussions with community members on topics that are often divisive and complex. These conversations, however, are an essential pillar in repairing police and community relationships. Officers need not only to be brave in the face of physical danger, they also need to be trained in discursive engagement, and provided time to have courageous conversations. Courage in these conversations is often manifested in vulnerability, empathy and affinity. Intergroup settings offer an opportunity for these exchanges. Programs such as Coffee with A Cop have provided some valuable platforms for police and community engagement; however, spaces need to be created for civilian community members and police to engage in a bilateral, facilitated dialogue on topics that are often tense and divisive in nature. Topics such as implicit bias, immigration enforcement, and use of force policy are at the pinnacle of public debate. Police officers who patrol neighborhoods need to be at their community's table for this conversation.

As implicit bias is increasingly part of our daily dialogue, opportunities for intergroup contact have shown promise in reducing even unconscious bias (Saad, 2016), with affinity being an essential characteristic for creating necessary bonds between police and public. Relatedly and many decades ago, August Vollmer, a reformer from the Professional Era of policing, identified *sympathy* as a special quality required of a police officer (Vollmer, 1936). In this vein, he wrote:

The citizen expects police officers to have the wisdom of Solomon, the courage of David, the strength of Samson, the patience of Job, the leadership of Moses, the kindness of the Good Samaritan, the strategical training of Alexander, the faith of Daniel, the diplomacy of Lincoln, the tolerance of the Carpenter of Nazareth, and finally, an intimate knowledge of every branch of the natural, biological, and social sciences (p. 222).

The term, social contract, has been used to describe the consent civilians have given police in an effort to achieve a greater level of safety than if police protection did not exist. When segments of the public begin to doubt they are safer with police protection than without, the legitimacy of law enforcement begins to erode. In discussing the loss of net gain by the public in this contract, Jeffrey Reiman (1985)

wrote that "... if law enforcement threatens rather than enhances our freedom, the distinction between crime and criminal justice is obliterated" (p. 241). As tense pressures are placed on the hinges of this social contract, increased intergroup dialogue promises to help redefine how law enforcement communicates with the public, and restores legitimacy where it has been lost.

FORGING CULTURAL CHANGE

Non-traditional events, formal and informal, are beginning to surface which demonstrate cultural shifts in how law enforcement engages with the communities they serve. Recently, in an editorial for the *Santa Barbara Independent*, community member, Matt Lowe (2017), wrote about a Sunday morning gathering of two congregations, Jewish and Christian, which were joined by four police officers in an intergroup setting, focused on law enforcement and people of color. When describing the outcome, he wrote: "...relationships were built with folks who might not usually cross paths: Jewish folks with Christians, Christians with Police Officers, Jewish and black folks, black and white folks. This was great. There was dialogue; the ice was being broken, something great was being built."

Another example provides evidence that police accreditation agencies are embracing the value of intergroup contact between law enforcement and community members. Recently, California Peace Officer Standards and Training (POST) certified a course, *Aligning Perceptions (Adaptive Policing)*, in which officers are embedded in a Santa Barbara City College Justice Studies class with students, and as students. The students and officers engage in intergroup contact as they work together through a critical thinking exercise where they are required to act as a judge and sentence a convicted person. The groups (ingroup and outgroup) must form a consensus on the court sentence, using California Rules of the Court emphasizing mitigating and

“

Programs such as Coffee with A Cop have provided some valuable platforms for police and community engagement...

”

aggravating circumstances attending the case, requiring both parties to examine the legal and human components of sentencing. In explaining the value of the program, Anne Redding, Department Chair of the Santa Barbara City College Justice Studies Program, explained how this intergroup setting brings together officers and civilian students “in a way that they can begin to understand each other in a context which they have probably not been previously able to talk with each other about or understand” (personal communication, April 17, 2017).

Evaristo Arreola, a student participant in the course, discussed the negativity portrayed in the media surrounding police and civilian interactions, and described how there always seems to be some miscommunication. Arreola believes “for this to ever resolve, for there to be a solution, we need two people (police and civilian) talking to each other, and I feel like this (course) is really helpful. It helped me be more comfortable around cops and made me realize

they are people just like me.” When asked what he hoped to be the takeaway for the officers in the classroom, he said “to be more empathetic to a young person who is nervous for maybe their first contact with the police. We all know we have impartial biases about certain things, so for them (police) talking to people and discussing certain taboo subjects, they can learn from that and may be better prepared to handle certain situations” (personal communication, April 17th, 2017).

Choi and Giles (2012) suggest that communicative accommodation by law enforcement has a dramatic impact on how the community evaluates its police officers, even more so than other predictors such as age gender, and ethnicity. Officer *nonaccommodativeness* could induce a perceived negative experience, even more so than whether a citation was issued during a police civilian contact. Intergroup dialogue reinforces communicative accommodation by reducing implicit prejudice (Vezzali & Giovanni, 2011).

Intergroup dialogue puts us on a path to implement many of the critical dimensions of Procedural Justice. Humanizing police officers and increasing public trust leads to increased cooperation between police and the public they serve. Our communities, which include civilians and the officers who protect them, should consider courageous conversation, in a mediated intergroup setting that is deemed “safe” for both parties, as a vessel to deliver procedural justice. ■

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UNITED AIRLINES AND POLICING—*NOT THAT DIFFERENT?*

By: Retired Chief Pete Dunbar, Pleasant Hill Police Department



Policing in America has taken a public hit for several years. The officer involved shootings and uses of force displayed on TV and social media have caused some second guessing of incidents, legislation mandating accountability and civilian oversight. Expert analysis has shown that in some of the cases, underlying organizational issues led to the unnecessary outcomes that took place. No matter where the incidents took place, most departments have felt the public outcry for reform, including a task force formed by President Obama.

The incident in Chicago with United Airlines involving the forcible removal of a passenger isn't that different from what's happening in policing. United has a history of low employee morale, going back to the termination of employee pension plans in 2005 when going through bankruptcy protection. The merger with Continental never created a merger of employees, as pilots and flight attendants work under different rules. Policies were never updated and training was not updated to create a single entity to move in one direction. And the public fallout has caused a reaction by United to restore public confidence and trust.

How did policing and United end up on the same road? The common themes are leadership, accountability, hiring and training. If law enforcement doesn't learn from the past and focus on these areas, it will be more difficult to sustain trust and provide excellent service to their communities. People can choose to fly on a different airline but they have only one police department. Their dissatisfaction can lead to unnecessary political oversight that will affect morale, employee performance and retention.

In 2014, \$14 billion was spent on leadership training throughout the United States. But if 70% of learning takes place in the workplace and only 10% through formal training, what policies and procedures does your department have in place to develop leaders at every level? Are people being held accountable for their actions and given the appropriate competency training tools to perform as needed?

Research has found that effective leadership can increase employee engagement by as much as 30%. Effective leadership means those behaviors that create a positive workforce attitude. The frequency that you engage in effective leadership, which includes development of subordinates, has a significant impact on the performance and morale of your department. Yet many of the younger workforce (often described as millennials) feel that their leadership ambitions are not being addressed.

In a 2016 Deloitte survey of 7,700 college educated millennials, 66% expect to leave their current organization within five years. The majority cite that their leadership ambitions are not being developed and they lack a sense of loyalty to the organization. The development of effective leadership development programs can have a great impact on your agency today and in the future.

This doesn't mean that we need to promote younger people or we will lose them. What the survey suggests is that no matter what position or classification a person has in your department, they are a candidate for leadership development. The only qualifications necessary is the desire to develop those skills and behaviors and a commitment by the department to be part of that process. Such programs as mentoring, coaching, job shadowing and acting assignments are on the job training examples that have little fiscal costs but makes for a better department today and tomorrow.

Many agencies are operating at less than full strength because they cannot hire qualified candidates. We are seeing a change in our recruitment of younger candidate pool from ten years ago. Drug use, lack of "life" experience, deception and psychological issues uncovered during a background are more prevalent than in the past. Being in law enforcement is seen as more dangerous than before and those dangers and public sentiment towards police discourage good candidates from even applying. We've got to play a more aggressive role in developing our pipeline, as Fairfield PD has done with their Public Safety Academy, and many have done with cadet and Explorer programs. To use an unpopular phrase, we have to "grow our own".

Finally, training has to be realistic and engaging. Interactive training with learning activities where students learn by doing provide the greatest opportunity for retention. Training on department policies and procedures, often mundane, can be developed into exercise or scenarios. By sending someone to formal training and not having them follow-up or discuss their experience is a missed opportunity to provide training.

The CPCA Training Committee has developed a host of classes to assist you in developing your leadership skills, building a better team and improve skills in other areas. CPCA training can greatly assist you in not becoming a United. ■



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