



CALIFORNIA POLICE CHIEF

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

SPRING 2019



LEAVING A LEGACY

40 Years of Dedicated Service

Page 22

ALSO INSIDE

Conference Wrap Up

Five Ways A Law Enforcement Search Engine Can Help Improve Public Safety

Officer Wellness in the New Era of Policing



MOTOROLA SOLUTIONS

IT'S ABOUT TRUST

Everyday, officers throughout California face challenges and threats as they keep their community safe. Whether they are capturing video, prosecuting or defending a case, they need video evidence they can trust. A solution that discourages escalation during an incident and sheds light on challenging situations. Capture more and worry less with the Si500 Body-Worn Camera. The Si500 is designed to work seamlessly with your agencies APX or XTS radios as a body-worn camera, remote speaker microphone, and touchscreen display.

LEARN MORE AT:

motorolasolutions.com/trust

MOTOROLA, MOTO, MOTOROLA SOLUTIONS and the stylized M Logo are trademarks or registered trademarks of Motorola Trademark Holdings, LLC and are used under license. All other trademarks are the property of their respective owners. © 2019 Motorola, Inc. All rights reserved.



CALIFORNIA POLICE CHIEF

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

SPRING 2019



26

30

32

34

contents

- 4 Welcome From President Ronald Lawrence
- 5 Membership Update
- 8 POBRA's Forgotten Cousin: Government Code Section 3508.1 Affecting Civilian Police Employees
- 10 More Than Just Public Safety
- 12 Conference Wrap Up
- 14 Big Brothers Big Sisters: New One-to-One Youth Mentoring Program Strengthens Community Relations
- 16 Out of Box Recruitment Efforts of the Carlsbad Police Department
- 18 Five Ways A Law Enforcement Search Engine Can Help Improve Public Safety
- 20 Your New Executive Development Certificate Program
- 22 **COVER STORY**
Leaving A Legacy
40 Years of Dedicated Service
- 26 A Different Kind of Police Radio: Educating & Engaging Through the Air Waves
- 28 The Case For Law Enforcement Leaders To Be Present Online: Best Practices For Chiefs And Executive Managers With Social Media Profiles
- 30 Utilizing Automated License Plate Reader Technology to Enhance Community Partnerships
- 32 De-Escalation and the Advanced Officer Training Program
- 34 Officer Wellness in the New Era of Policing
- 36 The Bait & Switch

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.

EDITOR

Sara Edmonds

Communications and Marketing Manager

California Police Chiefs Association
sedmonds@californiapolicechiefs.org
916-325-9006

LAYOUT & DESIGN

Commerce Printing Services

Kellie Melby

www.commerceprinting.com



Your California Police Chiefs Association needs **YOU!** In this crazy era of the “information age” society has a ravenous appetite for rapid-fire information, quick data and fast connectivity on the internet. Unfortunately, banter in mainstream and social media has led to a frenzied rush to judgement, with misguided opinions and biased perceptions of police. Media sources seem plagued with misinformation. Even more outrageous is the deceitful manufacturing of fraudulent narratives.

The good news is California police chiefs have a reputation of preserving an objective view of facts, seeking truth, and being devoted to protecting California. The credibility earned by California police chiefs allows communities to trust their local police chief as a clear and honest voice standing apart from a backdrop of static, noise and chatter in the world. Communities have great confidence in their local police chief, which gives us an opportunity to be daring leaders in the protection of our cities.

Our association represents 333 California municipal police chiefs, 368 associate members, and 834 retired chiefs. This is 1,534 influential leaders focused to improve our police image, push back against bad legislation, champion good policy, and ensure California maintains excellent public safety.

I have seen significant police reforms since becoming a police chief in 2011, and every year brings new challenges. Policing has taken some hard hits, and this year we face one of the most controversial and emotionally charged police reform efforts ever; a direct attempt to dismantle officers’ rights to defend themselves and protect victims by removing their ability to use objectively reasonable force when making arrests or overcoming resistance.

Codified by the U.S. Supreme Court in 1989 (Graham v. Conner), the “objectively reasonable” standard has guided police use of force for thirty years. The U.S. Supreme Court recognized that courts must judge use of force from the perspective of a reasonable officer given the facts and circumstances, and not with 20/20 hindsight.

Unfortunately, some police reforms currently underway are misguided and attempt to raise the legal standard of police use of force, criminalizing officers’ split-second decisions when lives are in danger. We must defend our officers’ ability to do their jobs safely and protect our communities. I am confident commonsense will prevail, and in your leadership position, you can help.

My call to action is for members to get involved with CPCA. Whether directly or engaging on social media, together we can leverage our collective voices and defend the truth by shaping a positive image of our profession. We must remain strong with a resounding voice heard across our state, from Crescent City to Chula Vista. I encourage you to engage your community by educating with facts and taking an active stance on issues. Courageous leadership requires us to be firm in our convictions and bold in action. Working together, we can ensure California maintains outstanding public safety.

I look forward to leading our association this year, and partnering with you, as your California Police Chiefs Association needs **YOU**...now more than ever!

Sincerely,

Ronald Lawrence

Ronald Lawrence

California Police Chiefs Association President

Membership Update

It's that time of year for dues renewals. 2019/20 dues invoices will go out by email in May. If you have funds still available, you can pay when you get the email. You may also wait and pay your dues invoice on July 1. If you have any questions about dues, please contact Shannon Mahoney, Member Services Manager, at smahoney@californiapolicechiefs.org.

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

- Worked to prevent AB 931, the Use of Force bill sponsored by Shirley Weber, from reaching the Governor's desk. As part of our effort we held a press conference that we livestreamed on Facebook and brought a Use of Force simulator to the state Capitol for legislators and the media to try so they could experience the split second decision making our officers face every day.
- Worked on important amendments to AB 1421 that allowed us to support this bill, to demonstrate that police chiefs hold officers accountable for their actions.
- Are currently promoting SB 230, our Use of Force bill, and opposing AB 392, (Weber) and are actively engaged with a consulting firm to assist us in our communications strategy around these pieces of legislation.
- In concert with law enforcement stakeholders and the retail industry, helped qualify our Reducing Crime and Keeping California Safe Act of 2018 for the 2020 ballot. The initiative is designed to counter the impacts of Props. 47 and 57 and we are hopeful of its passage.
- Rebranded our Training Seminars and created an Executive Development Certificate program. Members completing our "Becoming a Police Chief: Developing a Mindset for Success and Service," "Succeeding as a Police Chief: Beyond the Basics" and "Strategic and Succession Planning for Chiefs of Police & Seconds in Command" qualify to receive the certificate which is mailed to them with a congratulatory letter.
- Rebranded our training developed to enhance and encourage stronger partnerships to include: "Partnering for the Success of Your City: A Course for Police Chiefs and City Managers," "Partnering for Your Department's Success: A Course for Law Enforcement Executive Assistants," and "Partnering for Team Success: A Course for Seconds in Command."
- Thanks to the work of our Addressing the National Narrative workgroup, we launched 4 regional communications training courses to emphasize tools and communications strategies agencies can use to build more trust with their communities. "Having a Communications Strategy that Works in Your Community" was held around the state and received positive reviews.
- In total, Cal Chiefs presented 18 training programs for chiefs, seconds and chiefs' executive assistants and held three one day summits: Our Technology Summit, What's Your Story Media Summit, and our Legislative Summit. We also just recently held a very successful Annual Training Symposium in Santa Clara and a sold-out Women Leaders in Law Enforcement Symposium in Palm Springs.
- Held Class 2 of our newly created Executive Leadership Institute at Drucker, a two-week intensive leadership development program in partnership with the Drucker School of Management on the Claremont Graduate University Campus and launched Class 3 which will be held July 13-27, 2019.

MEMBERSHIP

- Developed a white paper on Evidence Based Policing with many resource links and held a workshop at the Annual Training Symposium on the Importance of Evidence-Based Policing for Executive Managers. Both the white paper and training were developed through our Evidence Based Policing Workgroup.
 - Updated our website to streamline and simplify the links to information and to create separate websites for our Annual Training Symposium and Women Leaders in Law Enforcement Training Symposium. Changes and updates continue to be made as implementation moves forward.
 - Covered the good works and successful programs of our members through the *California Police Chief* magazine which is mailed to members twice a year.
 - Sent out hundreds of member information emails including requests for research on behalf of our members as well as legal and legislative alerts, Capitol Updates and News Briefs to keep our members informed on new developments and offerings and to help agencies with their research requests.
 - 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.
- Since the last membership update, we have had the pleasure of welcoming 13 new chiefs and 32 new associate members. The names and agencies are listed below. Please help us welcome them all! ■

CONGRATULATIONS NEW CHIEFS!

11/30/2018	Kevin Jones Susanville PD	12/29/2018	Michael Matteucci Burlingame PD	3/8/2019	Allen Byers Gridley-Biggs PD
12/1/2018	Eric Christensen Oakley PD	1/22/2019	Michael Ishii Hawthorne PD	3/15/2019	Jose Tellez National City PD
12/6/2018	Dean Milligan Downey PD	1/30/2019	Stu Greenberg Tustin PD	4/21/2019	Thomas DaRe Garden Grove PD
12/8/2018	Michael Hadden Colton PD	2/4/2019	Alan Piombo Mill Valley PD	4/24/2019	Chad Ellis Nevada City PD
12/15/2018	Jared Rinetti Union City PD	3/1/2019	Joe Mariani Lompoc PD	4/26/2019	Jason Wu Belvedere PD

CONGRATULATIONS NEW ASSOCIATES!

Ray Drabek
Lieutenant, Anaheim PD

Chris Moody
Lieutenant, Anaheim PD

Stephen Blunk
Lieutenant, Anderson PD

Michael Hill
Lieutenant, Beverly Hills PD

Frank Nunes
Captain, Buena Park PD

Andrew Dally
Captain, Capitola PD

Kevin Mensen
Captain, Chino PD

Eric Thunberg
Captain, Chula Vista PD

Henry Dominguez
Captain, Colton PD

Keith Davis
Captain, Costa Mesa PD

Leon Lopez
Lieutenant, Culver City PD

Matt Timney
Commander, Cypress PD

Michael Moulton
Captain, El Cajon PD

Jaime Bermudez
Captain, El Segundo PD

William Deplitch
Captain, Hayward PD

Eric Olson
Lieutenant, Hollister PD

Kathryn Krauss
Captain, Los Altos PD

Jason Hedden
Commander, Los Banos PD

Donald King
Captain, Merced PD

Bimley West
Captain, Merced PD

John Torrez
Lieutenant, Milpitas PD

Jared Hernandez
Captain, Milpitas PD

Steven Fox
Lieutenant, Milpitas PD

Abbie Serrano
Lieutenant, Milpitas PD

Frank Morales
Lieutenant, Milpitas PD

Joseph Carrillo
Lieutenant, Oakdale PD

Dan Adams
Captain, Orange PD

James Reifschneider
Lieutenant, Palo Alto PD

Jeffrey Greer
Deputy Chief, Riverside PD

Aaron Johnson
Deputy Chief, Rohnert Park
Department of Public Safety

Dave Norris
Captain, San Mateo PD

Brian Leyn
Captain, Signal Hill PD

Scott Campbell
Captain, South San Francisco PD

Ryan Cochran
Captain, Susanville PD

Greg Merrill
Captain, Tulare PD

Marcelo Blanco
Captain, Upland PD

In Remembrance



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

Glen Bell
Burbank Police Department

Stephen Cramer
Cloverdale Police Department

Leo Garfield
Richmond Police Department

Gary Lester
Belvedere Police Department

Daniel Robbins
San Bernardino Police Department

Gary Tatum
Vacaville Police Department

Norm Trau
Orange Police Department

Roger Williams
Marina Police Department

POBRA'S FORGOTTEN COUSIN: *Government Code Section 3508.1 Affecting Civilian Police Employees*

By James R. Touchstone, Esq. and Jamaar M. Boyd-Weatherby, Esq.

Almost every law enforcement agency in California is intimately aware of the duties and the obligations imposed by the Public Safety Officers Procedural Bill of Rights Act (“POBRA”). However, many agencies are not aware that POBRA has a little known cousin - Government Code section 3508.1. Section 3508.1 provides POBRA-like rights to police civilian employees. Located in collective bargaining statutes associated with the Meyers- Milius- Brown Act, Section 3508.1 provides a number of rights to civilian employees that were taken directly from POBRA. Section 3508.1 states that the term “‘police employee’ includes the civilian employees of the police department of any city.” Based upon this broad definition, it arguably would include everyone from clerical employees to non-sworn jailers. Due to the relative anonymity of this code section, there have not been any cases that specifically address the proper interpretation of Section 3508.1.

Similar to provisions of POBRA, Section 3508.1 provides in subdivision (a): “With respect to any police employee, except as provided in this subdivision and subdivision (d), no punitive action, nor denial of promotion on grounds other than merit, shall be undertaken for any act, omission, or other allegation of misconduct if the investigation of the allegation is not completed within one year of the public agency’s discovery by a person authorized to initiate an investigation of the allegation of an act, omission, or other misconduct.” Section 3508.1 also has the same tolling periods as POBRA. As such, the one-year limitations period is tolled in the following situations:

- 1 If the act, omission, or other allegation of misconduct is also the subject of a criminal investigation or criminal prosecution.
- 2 If the police employee waives the one-year time period in writing.
- 3 If the investigation is a multijurisdictional investigation that requires a reasonable extension for coordination of the involved agencies.
- 4 If the investigation involves more than one employee and requires a reasonable extension.

- 5 If the investigation involves an employee who is incapacitated or otherwise unavailable.

- 6 If the investigation involves a matter in civil litigation in which the police employee is named as a party defendant, the one-year time period shall be tolled while the civil action is pending.

- 7 If the investigation involves a matter in criminal litigation in which the complainant is a criminal defendant, the one-year time period shall be tolled during the period of that defendant's criminal investigation and prosecution.

- 8 If the investigation involves an allegation of workers' compensation fraud on the part of the police employee.

Despite the one-year limitations period and the tolling provisions set forth above, Section 3508.1 provides an agency with the ability to reopen investigations in certain circumstances. In provisions nearly identical to POBRA's

Section 3304, subdivision (g), an agency may reopen an investigation if the agency has discovered "significant new evidence" that is "likely to affect" the outcome of the investigation. In addition, the agency would have to show that the "significant new evidence" previously was unavailable due to one of two circumstances. Specifically, an agency would have to demonstrate that the evidence could not reasonably have been discovered in the normal course of investigation without resorting to extraordinary measures. In the alternative, an agency would have to establish that the new evidence resulted from the police employee's pre-disciplinary response or procedure. If an agency can satisfy these conditions, the agency can reopen an investigation regarding a civilian employee despite the one-year limitations period.

Section 3508.1 also provides for certain other provisions governing the investigation of misconduct and imposition of discipline with respect to civilian police department employees. As with any employment matter, prudence dictates that an agency seek appropriate legal advice prior to proceeding. ■



LCW LIEBERT CASSIDY WHITMORE

Trusted Legal Advisors to
California Police Chiefs

Since 1980

POBR | Wage & Hour | Litigation | IA Investigations | First Amendment | Retirement

www.lcwlegal.com



MORE THAN JUST PUBLIC SAFETY

By Corey Sianez, Buena Park Chief of Police

Use-of-Force, cannabis enforcement, and SB 1421. We're all very familiar with these topics and what Cal Chiefs' position is on each of them, but is public safety the only thing we concern ourselves with? If you answered yes, you're correct. If you answered no, you're also correct. Our number one priority is public safety; however, we can achieve this through other means outside the scope of criminal justice. For the past couple of years, we've supported numerous efforts to address California's housing and homeless crisis, early start education programs, mental health reform, and others. These issue areas may seem to be out of our preview as law enforcement, but we believe there is a nexus between homelessness and education, and public safety.

It's no doubt that law enforcement has taken on more responsibilities over years that would not otherwise fall under our jurisdiction. We're not only asked to be peace officers, but also social workers, mental health experts, and educators to name a few. The law enforcement profession has evolved, and so has our perspective. We're no longer just dealing with gangs, distribution of hard drugs, or human traffickers. Instead, we find ourselves addressing homelessness and troubled kids in high school and college. These issue areas involve law enforcement in one way, or the other. Regardless of what the situation might be, we're always the first to respond.

Being proactive, rather than reactive, can make the difference between someone having a positive or negative interaction with law enforcement. Some of these proactive measures we're supporting this year include measures like AB 344 (Calderon) which would establish the New



Beginnings California program. This program would provide grant funding to cities to implement employment programs for homeless. We're proud to support SB 40 (Weiner) and AB 1572 (Eggman) which would establish temporary conservatorships and redefine the definition for "gravely disabled" so that more individuals can receive the treatment they need. Cal Chiefs' is also supportive of bills that focus on preventing individuals from returning to the criminal justice system after they've served their time. This year we're supporting SB 716 (Mitchell) which would require county probation departments and the Division of Juvenile Facilities to collaborate with California's Community Colleges, State Universities and UCs to provide access to postsecondary academic and career technical education programs. These measures give us an opportunity to be involved and engaged with our communities in a more positive and productive way.

Public safety will always be our number one priority. We'll continue to push back against proposals that put our officers and communities at risk; however, we'll also be supportive of efforts to encourage our citizens to refrain from a life of hardship. As our profession continues to evolve, we need to begin to look at things from a holistic view. Our mission is to serve and protect, but maybe we can accomplish this in other ways outside of the norm. ■



NEED BACKUP?

Triggered alerts like gunshot detection and live video feeds deliver life-saving information when every second counts.

CA.AXON.COM/BODY3





CONFERENCE WRAP UP ★ ★ ★ ★

The 42nd Annual Training Symposium was held March 6-10, 2019 in the heart of Silicon Valley at the Santa Clara Hyatt Regency Hotel and Convention Center. This year's conference focused on the ongoing efforts of all law enforcement leaders to develop strategies and solutions to manage continuously evolving legal, political, and operational issues. Sessions addressed communication platforms and approaches to improve community-police engagement and collaboration, which was evident in this year's theme "Teaming Up for a Brighter Future."

There was a broad scope of workshop topics geared toward law enforcement executives. A fantastic example was Chief Martin Lyle's session titled "Creating a Culture of Accountability" that discussed the use of body worn camera's and how accountability is crucial to a healthy organization and the law enforcement mission. Also, Chief Eric Jones, Retired Chief Richard Lucero and Sergeant Renee Mitchell presented "The Importance of Evidence-Based Policing for Executive Managers". This panel discussion focused on why evidence-based practices are so important for police executives to understand in the current political climate.

The conference opened with keynote speaker Dr. Mitch Javidi, who introduced participants to the MAGNUS Leadership Principles and practices for advanced officer performance, emotional survival and resiliency. Additional keynotes included Retired Chief Dan Linskey

from the Boston Police Department who gave a compelling case study of the Boston Marathon Bombing and his unique experience and Documentary Filmmaker Brett Culp who spoke about Superhero Leadership and how everyday people can have an extraordinary impact.

Attendees also heard from Tony Blauer of Blauer Tactical Systems and Sergeant Danny Tamblyn from the Dorset Police Department in the UK about their pioneered research and training methodologies that influence defensive tactics throughout the world.

The conference closed with a debrief of the active shooter incident at the YouTube campus in San Bruno in April of 2018 from Chief Ed Barberini and Lieutenant Ryan Johansen. They focused on the timeline of the suspect's actions before and during the incident, the emergency response, public information and incident command management.

One of the highlights of the conference are the awards. On Saturday we recognized the Chula Vista Police Department with the CPCA Technology Award. That evening we presented two special awards; The Joe Malloy and Allen W. Sill awards. The Joe Malloy 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, was awarded to Chief Ken Corney of the Ventura Police Department. The Allen W. Sill award, that 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, was awarded to Retired Chief, Deborah Linden of the San Luis Obispo Police Department.

At Wednesday evening's Installation Dinner, Chief David Swing

was honored for his leadership as the outgoing Cal Chiefs' President. Chief Swing led the association through our fight to defeat Assemblymember Weber's Use of Force bill, AB 931 and our success in qualifying our Keeping California Safe Initiative for the 2020 ballot. His continued efforts in directing the work of our Addressing the Narrative Workgroup led to a series of regional training seminars presented on Having a Communication Strategy that Works in Your Community. The association welcomed Chief Ronald Lawrence from the Citrus Heights Police Department as the 54th President. Chief Eric Nuñez from the

Los Alamitos Police Department was elected as 1st Vice President, Chief Rob Handy from the Huntington Beach Police Department was elected as 2nd Vice President, and Chief Jennifer Tejada from Emeryville Police Department was elected as 3rd Vice President.

We would like to thank our Training Symposium Sponsors: our PREMIER sponsor this year, was the California Massage Therapy Council. Additional sponsors included Adamson Police Products, Atkinson Anderson Loya Ruud & Romo, AXON, EcoATM, FirstNet Built with AT&T, Forensic Logic, Gemalto, JJ

Albanese, Inc., Jones & Mayer, Liebert Cassidy Whitmore, Mark 43, Master Precision Machining, Inc., Milpitas POA, Mission City FCU, Motorola Solutions, Mountain View Public Safety Foundation, National Safety Council, National Testing Network, OnStar, Redwood City POA, Santa Clara POA, Spectrum, Sun Ridge Systems, Inc., UPS, and Verizon. 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 Mike Sellers and the members of the Santa Clara Police Department.

The 2020 Annual Training Symposium will be held on April 19-23, 2020 in Palm Springs.
We hope to see you there! ■



WE CAN'T PUT OUR GRATITUDE INTO WORDS, BUT WE CAN PUT IT INTO DISCOUNTS.

We're proud to offer first responders special pricing on an OnStar® plan and select GM vehicles. You work hard keeping us safe. Let us return the favor.

Learn more about these special discounts at onstar.com/heroes



First responders employed by federal, state or municipal governments may be subject to restrictions that limit their ability to accept this offer. By accepting this offer, you verify that it complies with all restrictions regarding ethics and gift acceptance that apply to you. Limitations apply. See onstar.com/heroes and gmfirstresponderdiscount.com/offers for details and limitations. Services vary by model. Service plan required.
©2019 General Motors. ©2019 OnStar LLC. All rights reserved.



BIG BROTHERS BIG SISTERS:

New One-to-One Youth Mentoring Program Strengthens Community Relations

By Corey S. Stanez, MPA, Chief of Police, Buena Park Police Department

The past decade has proven difficult for police agencies across America to fulfill their mission of enforcing the law and fostering positive relationships with the communities they serve. On a national and local level, both television and social media accounts of police misconduct have furthered the distrust between police and the citizens they serve. This lack of trust makes the already difficult task of serving the community more problematic for police officers. Furthermore, as community members' trust in their police erodes, so does the agency's ability to solve crime, improve quality of life, and recruit future officers.

The Buena Park Police Department has worked diligently to find opportunities to engage its community in a positive way and build those lasting relationships that are needed to have a safe city. The department consulted and surveyed the community to find out what citizens wanted for their police department. Overwhelmingly, people wanted the police to interact with children in a positive manner. Based on these results, department leadership developed a five-year strategic plan with youth outreach identified as a metric to gauge the organization's success in its community engagement mission.

In 2018, Buena Park Police Department partnered with Big Brothers Big Sisters of Orange County and the Inland

Empire to make this desire for youth engagement a reality. Known for its one-to-one youth mentoring programs, Big Brothers Big Sisters worked with Buena Park Police Department to launch its nationally recognized Bigs with Badges initiative at the local middle school. In its pilot year locally, the program matched seventh-grade students with sworn and non-sworn personnel for monthly 90-minute mentoring sessions. A facilitated curriculum focuses on productive topics like academic achievement and career exploration, all while allowing each match to build a strong and enduring friendship.

Youth participants include students like Jacob, who is 12 years old and has never met his father. Big Brothers Big

Sisters hoped to introduce a positive male role model into Jacob's life, someone who could be a calming influence, provide motivation and encourage his dream of one day working in law enforcement. Bigs with Badges is an ideal program for youth like Jacob, who are at an impressionable age where opinions of police are shaped by family, peers and media.

Mentoring is also beneficial to the personal development of youth facing adversity. In the Big Brothers Big Sisters program locally, 68 percent of youth participants live below the poverty line, which puts them at greater risk for poor academic achievement, behavioral and emotional problems, chronic health issues and developmental delays. Half are being raised by single parents, grandparents, a sibling or foster parents, also contributing to greater health and education challenges.

With a mentor, higher educational goals can be set and attained. Last year, 99 percent of the Big Brothers Big Sisters class of 2018 graduated high school, compared to the state average of 83 percent (*California Department of Education, 2018*). Indicative of the generational change that is possible through mentoring, 74 percent of the Big Brothers Big Sisters graduates were the first generation in their family to finish high school. Studies show that participants in the nationwide program have the potential to earn, on average, \$315,000 more over the course of their lifetime compared to low-income peers who did not have a mentor (*Boston Consulting Group, 2013*). These individuals who benefit from mentorship at a young age help change their communities as adults by being gainfully employed, donating to charity and volunteering their time to better the next generation.

For 12-year-old Jacob, the first step on his mentorship journey began when he was matched with a sergeant with the Buena Park Police Department last year. Immediately after program launch, officers and civilian employees from the department jumped at the opportunity to volunteer and connect with disadvantaged youth. This program also serves as a way to get police officers more involved in the community in a non-enforcement role and develop positive relationships with families in the city they serve.

While the long-term benefits will become greater defined as the program matures and mentor-mentee relationships grow, all partners are confident that Bigs with Badges will help children view police officers in a different light. Their positive experiences through the program will lead them to tell friends and family that cops are people, too. Ultimately, youth engagement is the path to erase the "us versus them" mentality that exists between law enforcement and the community. We believe Bigs with Badges is a positive path to understanding, trust, and safety in Buena Park. ■



MARK43

POWERFULLY SIMPLE. PURPOSEFULLY SMART.

Over 25 public safety agencies in California use Mark43's cloud-native platform for dispatch, records, evidence, and analytics. We're proudly building the future of public safety software in partnership with our customers and their communities.



Unless there is physical evidence that needs to be booked, we don't have to come in to the station. Our time can be spent out in the field where we should be.

**– Officer Frank Garza
Placentia Police Department, CA**



mark43.com | 212.651.9154 | info@mark43.com

OUT OF BOX RECRUITMENT EFFORTS OF THE CARLSBAD POLICE DEPARTMENT

By Lt. Jeff Smith and Capt. P. Pascual



The recruitment of qualified applicants in law enforcement has been identified as a constant struggle within the industry. For many of us sitting around the recruitment table, the view on how employment is conducted within our individual agencies requires a new perspective. A paradigm shift from the traditional pool of candidates, to a fresh business model approach from the private sector by analyzing how we are applying the same business acumen in our recruiting practices. As important is the ability to leverage achievements between developing successful long-term employees with the needs of millennials to satisfy their necessity for technology, personal, financial and professional success. I have listed some of the ideas, philosophies and new approaches to recruitment the Carlsbad Police Department has incorporated in their efforts over the last five years.

- **HIRE FOR CHARACTER, TRAIN FOR SKILL.**

A concept originally identified during my attendance at a Southwest Airlines one day Culture Connections conference, but reflective of a new way of looking at applicants interested in a law enforcement career. As we all frequently know, the hiring process for law enforcement is appropriately filled with many areas where we may identify unsuitable applicants for employment. Despite this, our current hiring standards are riddled with absolutes when flexibility should be utilized. Can we adapt to the applicant's life experience as a direct reflection of their character, or conversely an honest experience based on poor judgement by a young adult? Second are our FTO programs designed to washout these same recruits, or train them for success. The recruitment and the field training phase for a new employee should have a clear shared goal of identifying, training and developing successful long-term police employees, and not one of opposing interests.

- **A FUTURE TACTICAL ATHLETE.** Education is a good indicator for success in today's law enforcement profession. At the root of a college athlete, they enjoy a team environment. They understand the necessity to work hard, to develop fundamentals, and are required to problem solve frequently in a dynamic environment. More importantly they often understand

the need to serve something greater than themselves in a team atmosphere. Their experiences and educational challenges faced by college athletes directly reflect the character and qualities law enforcement are looking for as it applies to the service to our community.

- **DEPARTMENT MINDSET.** The best recruitment tool we have today is our individual employees. They are the ones who must do the work every day. They are the ones who are best suited to engage these future applicants, and future employees about the real working world of law enforcement within our individual departments. They can speak candidly about our law enforcement culture, how technology is used, the work environment from shifts to supervision, and the true level of service and impact we have in the communities we serve.
- **OUT OF STATE LATERAL POLICE OFFICERS.** The Carlsbad Police Department has hired a small pool of out of state lateral police officers and lateral dispatchers during the last 5 years. The value in these potential applicants has been their tenured law enforcement experience, and their "plug and play" operability they possess within our organization. The challenge has been identifying applicants who share our Department's philosophy of service, their ability to adapt to a new law enforcement culture,

possessing the proper acumen for success within the department, identifying applicants who possess a contemporary collaborative and service-based problem-solving attitude, and ones who are not technologically averse. A thorough background process by department personnel has been essential for our success. These officers conducting backgrounds for potential employees must possess a clear understanding of the character traits of our Department values, how it manifests in the workplace, and a comprehensive evaluation of work history will be the benchmark for evaluation.

- EMBRACING YOUR HUMAN RESOURCE TEAM.** Hiring challenges can only be solved if a collaborative effort is made between all the stake holders, both inside and outside the Police Department. Developing a “team effort” attitude, having daily contact, and identifying shared goals with our Human Resource “partners” has been a large part of our success. As well, the Human Resource Department has been essential in assisting us in developing strategic hiring processes for our department’s future hiring challenges. Historically it took up to 6 or 8

months from the time you take a written exam to the time you started a police academy. In today’s fast paced world, instant results are a must to be able to secure good candidates. The Carlsbad Police Department and our Human Resource Department did this by condensing a written test, Physical Ability Test, and Oral Interview for new recruits into a two-week process. For lateral Applicants using Facetime and Skype for interviews has broadened the ability for them to recruit from all over the country.

A fresh look into law enforcement recruitment is required to meet the staffing challenges of the future. If we are asking our officers to lead by example in the community, then departments must be willing to be front runners in identifying the need to consider changing recruitment practices within today’s dynamic work force environment. We must be willing to apply successful business practices regarding the hiring of police officers, utilize innovative and collaborative approaches to recruitment, and clearly identifying the character traits required to possess in order to be successful within today’s law enforcement profession. ■

No. Doubts.


A dark alley is no time to doubt who’s got your back.

For software, trust Sun Ridge Systems’ RIMS CAD and Records Management. It’s like having a reliable partner that works with everyone in your department. A partner that has detailed information of everything that’s ever happened - available instantly in your vehicle, at the station or on your mobile device.

You want to make the smart choice for software. Choose the system that is time-tested, will provide long-term satisfaction for your personnel, and is cost effective. So, when the pressure is on - on the streets and on your budget - choose the most powerful, organized backup on the market. After more than 30 years, no one does a better job supporting law enforcement than Sun Ridge Systems.

SINCE 1985
Over 30 YEARS
 SERVING
Public Safety Communities

**Computer Aided Dispatch
 Records Management
 Jail Management
 Mapping
 Digital Imaging
 Mobile Computing**


RIMS
 Sun Ridge Systems, Inc.

POLICE DEPARTMENTS • SHERIFF DEPARTMENTS • SCHOOLS & UNIVERSITIES • SECURITY DEPARTMENTS
SunRidgeSystems.com - 800-474-2565



Five Ways A Law Enforcement Search Engine Can Help Improve Public Safety

Over half of violent crimes and 80% of property crimes go unsolved each year. The information that can solve and prevent these crimes exists but is frequently locked away in inaccessible legacy information silos within the 18,000 local and state law enforcement agencies in the United States.

With a law enforcement search engine, you can access all of your agency's data — along with data from agencies across the United States — with a single, easy-to-use tool.

Forensic Logic deploys the largest, most powerful network of users, information and technology in

American law enforcement. With the most advanced search and analysis capabilities in the industry, we give our users the information they need to keep themselves and their communities safe.

Discover the five ways a search engine can help improve public safety.

1. ACCESS A VAST NETWORK OF INFORMATION

With Forensic Logic, patrol officers, investigators, analysts and command staff can quickly and easily find critical information from any web-enabled device, whether they're at their desk or in the field.

With over 1.3 billion agency records, we power the most powerful network of law enforcement information in the country.

You can access a wide range of data, including court data, evidence, and lab data, NIBIN shell casing reports, mugshots, probation and parole information, warrants, CrimeDex alerts, BOLOs, vehicular data and the universe of Thomson Reuters CLEAR records.

2. QUICKLY FIND THE INFORMATION YOU NEED

Law enforcement officers can't wait until they're back at their desk to track down the information they need.

When solving crimes, every second counts. Quick access to relevant information improves situational awareness for law enforcement users at all levels.

With Forensic Logic's search engine, your investigators and patrol officers can access relevant, actionable information while still on scene at major incidents from any web-based device. The ability to quickly search the Forensic Logic database for leads and suspects helps your officers make more informed decisions, solve crimes more quickly and improve safety.

3. WORK TOGETHER WITH LAW ENFORCEMENT ACROSS THE U.S.

It would make things so much easier if criminals only operated within a single jurisdiction and consistently committed only one type of crime. However, we know this is not the case.

Open up access to interagency law enforcement data — as well as across departments — and share information effectively across systems and jurisdictions.

Our Google-like search capability returns results in seconds — from across your agency's IT systems as well as across the county, state, and country — regardless of technology, document type or data format.

As a result, law enforcement can collaborate more effectively, increase officer safety and solve more crimes faster.

4. MAKE SENSE OF A VAST AMOUNT OF DATA

In addition to finding relevant information, you need to be able to quickly make sense of it. That's why we've integrated our powerful search capabilities and COPLINK's advanced analytics and reporting in a single platform.

By centralizing and applying complex analytics across multiple data sets, COPLINK provides customized reporting and can help your staff identify patterns, anomalies, and outliers:

- **Patrol Officers** can instantly access the critical information they need to make the right decisions in the field.
- **Analysts** can better perform entity resolution, link analysis and intelligence production without traditional geospatial, temporal or technical restrictions.
- **Investigators** can glean actionable insights, in real time, that help identify crime trends and reduce criminal activity.
- **Command Staff** can develop meaningful metrics with access to the largest network of law enforcement data and a more comprehensive CompStat landscape.

5. FOCUS ON CRIME, NOT TECHNOLOGY

Focus on solving cases and reducing crime — not becoming experts in IT infrastructure and learning multiple technology tools.

Forensic Logic's search engine seamlessly integrates with your agency's existing IT infrastructure, providing a single, unified view across your systems of record. Instead

of searching for multiple tools, you can access everything from a centralized location.

The solution automatically normalizes all your data into a standard XML schema adopted by the Department of Justice and the Department of Homeland Security.

And last, but certainly not least, you can rest assured that your sensitive agency data remains secure in our fully CJIS-compliant cloud. ■



Forensic Logic has spent more than a decade collaborating with local, state and federal law enforcement agencies to deploy the largest, most powerful network of users, information and technology in American law enforcement. We've combined our industry-leading search engine, LEAP, with COPLINK's advanced analytics and reporting to offer a full suite of information technology in a single platform. The finest tools and the richest data are now matched with streamlined integrations and rapid deployment.

www.forensiclogic.com



**SUPPORT OUR
FALLEN OFFICERS**
**GET YOUR SPECIALIZED
LICENSE PLATE!**



www.DriveToRemember.org

YOUR NEW EXECUTIVE DEVELOPMENT CERTIFICATE PROGRAM

In recognition and appreciation to many of you that have taken the time and effort to attend CPCA training courses, we've designed a program just for you! The California Police Chiefs Association is excited to offer its Chiefs and Seconds in Command an exclusive Executive Development Certificate. The Executive Development Certificate program features three classes that will help shape your executive future. Upon completing the executive program courses within three years, you will receive a California Police Chiefs Association Executive Development Certificate. We strongly believe that the training we provide contributes to the betterment of the law enforcement profession, and strengthens the skillset of Police Chiefs, Seconds in Command, and ultimately those department wide. This certificate honors your devotion to shaping your executive future through learning the relevant information that affects Executive Leaders in law enforcement today. The executive program courses are the following:

- ★ Becoming a Police Chief: Developing a Mindset for Success and Service
- ★ Succeeding as a Police Chief: Beyond the Basics
- ★ Strategic and Succession Planning for Chiefs and Seconds in Command

If you have attended any or all these courses in the last three years (retroactive to the beginning of 2016), they will be honored in receiving your Executive Development Certificate. If you are eligible to receive a certificate, or have any questions about the program, please contact Brittany Davis, Program Coordinator, at bdavis@californiapolicechiefs.org. ■

ecoATM® kiosks have provided a safe, secure, and innovative way for consumers to recycle over tens of millions of used or broken mobile devices since 2009.

Learn more at: www.ecoatm.com/law-enforcement



LIVE VERIFICATION

A remote attendant verifies and approves every transaction through three high-res cameras in real time. The cameras also capture multiple images of the sellers which are included on the transaction report.



SCREENS PHONES FOR ACTIVE KILL SWITCH

Some manufacturers have introduced software to disable stolen phones. If the kiosk detects such a "kill switch," it will reject the transaction unless the user is able to deactivate it.



CAPTURES SERIAL NUMBER & DEVICE PHOTOS

The ecoATM® kiosk electronically extracts the serial number (IMEI, MEID, etc.) for each phone if technically possible. Images of the device are included on the transaction report.



ID VALIDATOR

A valid government-issued ID is required for every transaction. Photos of the actual ID are captured and added to every transaction report.



NIST COMPLIANT BIOMETRIC DEVICE

A valid thumbprint is captured and included in the transaction report where required by law.



©2018 ecoATM, LLC. All Rights Reserved. ecoATM, Gazelle and their associated logos are trademarks of ecoATM, LLC.

PROUD SUPPORTER



IACP/ecoATM Leadership in Crime Prevention Award



The Finest Technology

The Richest Data

TOGETHER AT LAST

The most advanced law enforcement technology within one powerful platform.



Advanced search engine combined with powerful analytics



Access critical information instantaneously from any device



The largest available network with over a billion documents and objects



Enhanced UI for a seamless and intuitive experience

Sign up for release updates at:

<http://info.forensiclogic.com/coplindx>



LEAVING A LEGACY

★★★ *40 Years of Dedicated Service* ★★★

*“Safety, Service and Trust!” is the motto of the Fresno Police Department, but more than that, it’s the roadmap Chief Jerry Dyer has used for the past 18 years as chief of the department. It’s hard to believe by looking at him, that Chief Dyer has been in this profession for over 40 years and all with the same department. Chief Dyer has a way of making things look easy. We’ve all watched him shine in front of the camera, handle intradepartmental scandals, lead organizations, be a father, husband, grandfather and more importantly, be the man of God he was intended to be. **But who is Jerry Dyer?***

Jerry comes from a family of law enforcement, but not just any agency, The Fresno Police Department specifically. His father was a detective at Fresno PD, his sister a detective at Fresno PD, and currently; his son-in-law, niece and her husband all work for Fresno PD. Jerry began his career in 1979 as a police cadet and quickly rose through the ranks. As sergeant he was head of the SWAT team, helped many crime victims, supervised the narcotics division and connected with faith-based leaders to build

community trust. He then was promoted to lieutenant where he was known in the community as being extremely relatable and approachable. Soon after his promotion he was assigned as administrative lieutenant and public information officer. During this assignment Chief Dyer worked tirelessly to raise private funds and he successfully launched Fresno PD’s Skywatch helicopter unit. During his time as captain he oversaw one of the busiest districts in the City, all while also overseeing the Skywatch unit. He



was then promoted to deputy chief and assistant chief in the same year. During this time, he remained true to the community which he loved, stayed connected and oversaw the operating budget for the 5th largest city in California.

In 2001, soon after his promotion as assistant chief, he was appointed as chief of police. Since then, Chief Dyer has made sure that all five district stations have moved into new facilities, providing the latest available technology so that everyone is able to do their jobs to the best of their abilities. He again was able to secure donations from several community members and businesses which resulted in the Department's first Real Time Crime Center, Media Room and Joint Media Center (a large media room used for press conferences with allied agencies).

In addition to serving the residents of Fresno he also served the members of the California Police Chiefs Association. Chief Dyer was appointed to the Board of Directors of the California Police Chiefs Association in 2004 and elected 3rd vice president in 2005. He was sworn in as president of Cal Chiefs in March 2008, at the association's 31st Annual Training Symposium, which he hosted in Fresno.

He is the only major city chief to serve as president of the association and was a very hands-on leader. Because the president who succeeded Jerry, Pasadena Chief Barney Melekian, left his presidency part way through his term, Chief Dyer served as past president on the Executive Committee for almost two years and chaired the

Nominating Committee twice as a result.

Chief Dyer's experience as public information officer shown through during his time as president of Cal Chiefs especially when it came to speaking with the media. And there was not a lack of issues to discuss with the media during his presidency. He emerged as a leader of the law enforcement coalition that worked tirelessly on a counter proposal to the release of 40,000 inmates as proposed by the three-judge panel in the Coleman/Plata case. He is a subject matter expert on prison and parole reform issues and their effects on local law enforcement and public safety. As we all now know, the potential prisoner release by the three-judge panel resulted in the proposal and passage of AB 109, better known today as Realignment. Chief Dyer went toe to toe with the Coleman/Plata attorneys and Governor Jerry Brown over the potential public safety impacts of this legislation and was successful in helping negotiate funding for local law enforcement in the budget to deal with the drastic changes to the criminal justice system created by AB 109.

In 2011, Jerry Dyer was honored by San Mateo Chief Susan Manheimer with the Joe Molloy Memorial Award for his record of commitment and contribution on a statewide level to the association and to the greater law enforcement community. He continues to be highly respected within the law enforcement community, both as a chief and as a statewide leader in policing.



*“There’s never
a good time
to leave, but
there is a
right time.”*

Current President Ronald Lawrence, Chief of Police in Citrus Heights says, “There is no question the lasting legacy Chief Jerry Dyer has left with our association and profession. With more than 80,000 peace officers serving and protecting California, there are only 333 municipal police chiefs, and Chief Dyer’s career is among those that clearly stand out. Since 1966, the California Police Chiefs Association has relied upon dedicated police chiefs committed to volunteering their energy and efforts, beyond their own jurisdiction’s responsibilities, to represent all municipal police chiefs throughout the Golden State. Serving as our 43rd President in 2008, Jerry is among a respected list of past presidents who have not only improved policing in California but has made significant advancements to our police profession in the United States. Like many of our CPCA past presidents, Jerry has left an indelible mark on California policing, leaving a legacy that any CPCA president would hope to replicate.”

Past President Susan Manheimer, Chief of Police in San Mateo says, “Chief Dyer’s so highly respected within our law enforcement community because of his long and dedicated contributions both as a chief and as a national and statewide leader in policing. I am proud to call him friend and colleague and hope he reaps as much as he has sowed!”

Past President David Maggard, current Chief of Police for Los Angeles World Airport Police says, “I don’t know of anyone in the past two decades who has contributed more to policing in California than Jerry Dyer. I have always admired his personal convictions, his passion for our work and his tireless service to his community and to all he has served with.”

But the quotes do not stop there. This article submission idea came from his assistant of over 20 years, Eileen Guzman. When Eileen heard about the opportunity to showcase Chief Dyer and his amazing career, she jumped on it. Here’s what she had to say, “Fresno, California has been blessed to have the greatest Chief of Police as their Chief for the past 18 years. No other person can come close to the honor, respect and admiration that the citizens of Fresno have for Police Chief Jerry P. Dyer. Job well done Chief; you will truly be missed by all. Congratulations on your retirement.”

There aren’t many Police Chiefs who have made it as chief for 18 years let alone, 40 years with the same department. Chief Dyer is truly an exceptional leader, husband of 39 years, father, grandfather, and son of God. To put it in the words of the chief himself, “There’s never a good time to leave, but there is a right time.” ■



ADVANCE YOUR CAREER WITH **NEW LEADERSHIP SKILLS**

Unlock Your Potential with a Master's in Law Enforcement Leadership **—100% Online**

Designed for current law enforcement professionals who want to promote and lead, USD's accredited leadership-focused master's degree supports your career goals with a relevant and practical curriculum that develops your strengths as a manager and leader. In this dynamic, 5-semester program you'll learn organizational leadership, data analysis & reporting, critical thinking strategies, public safety law, budget/resource planning, and effective methods of communication - all in a flexible online format that allows you to balance work, life and school effectively. USD even lightens your load by offering up to 12 units of transfer credit for eligible FBINA training or California Command College.



***Endorsed by law enforcement &
highly rated by students***



Gary W. Morrison
Police Chief (Retired),
Carsbad Police Department
Former Police Commander,
Long Beach Police Department

“I highly recommend the Master's in Law Enforcement and Public Safety Leadership. The curriculum is designed to be current and relevant for the police leader and manager. The faculty are experienced and proven leaders in their respective disciplines. The online format gives the student structure, yet flexibility for personal and professional life issues that can occur. Further, the online experience gives the student a national perspective from peers across the country, each sharing their unique perspective. The material taught in the program is what I did every day as a law enforcement supervisor and executive manager.”

APPLY NOW AND START IN JANUARY!

CriminalJustice.SanDiego.edu | (877) 896-3820

Discounted tuition for CPCA members!





A Different Kind of Police Radio:

EDUCATING & ENGAGING THROUGH THE AIR WAVES

By Sergeant Chris Adams, Lieutenant Steve Stanfield and Assistant Chief Rick Armendariz



Each day thousands of men and women in law enforcement around the country suit up to protect the streets of their communities. They test their equipment, grab their duty bags and inspect their vehicles even before they take the first call for service. These brave men and women then hit the streets and begin their shift working the beat each and every day.



In the Central Valley city of Modesto, California there is a small group of officers that work a different beat. To prepare for this beat these men check their headsets and microphones. Once a week these officers work a beat that has no borders or boundaries, this beat is only limited by the ability of a radio wave sending a signal out for all to hear. Their goal is to share law enforcement with their community and help those within the sound of their voice understand what it is like to be behind the badge.

For the past six years the Modesto Police Department has been using an innovative way to reach their community. Their weekly radio show, Behind the Badge has been on the air since 2012. The idea behind the show is not simply community policing. It is much more than that. It gives the listener a rare opportunity to hear from local law enforcement on important topics about the community and public safety. It truly takes listeners "On the front lines and behind the scenes" of Law Enforcement.

The Behind the Badge radio show reaches listeners regionally in the Central Valley, but is available across the globe through iHeart Media.

Departments across the US have the opportunity to tell people their story through social media, their PIO office, or even local media. The difference with Behind the Badge is the hosts are able to personalize all aspects of law enforcement and public safety. Each week the show covers regional law enforcement topics, but the topics can really be dissected and humanized. It is not just about providing safety tips to the listeners, it is about debriefing a mass

shooting, or talking about how the death of an officer is affecting the agency.

The hosts of the show don't just talk, they also listen. Each week listeners are able to connect to the live show by texting in questions, or asking live on the air questions as well. While most listeners are supportive of law enforcement, some question what we do and that gives the show an opportunity to respond with factual information.

Behind the Badge is not just static to the studio either. They have recorded their show out in the community and events such as the Stanislaus County Peace Officer Memorial Run, or a Safety Fair in Stockton. This gives the listeners an opportunity to see the hosts in action, but also learn more about events going on within the community.

The show focuses on being A-Political, while also not holding back on what is important. Recently the show hosted a Sheriff's candidate forum for the Stanislaus County Sheriff's race. It was not a debate, but an opportunity for each candidate to be asked what their stance was on certain issues. The goal was to educate the public, and helped them to make an informed decision when it came time to vote.

The show spends time also focuses on the challenges facing law enforcement. Behind the Badge was able to host an interview CPCA President Chief Ron Lawrence to talk about upcoming crucial legislation that could affect law enforcement. This was another opportunity for listeners to be educated on the things affecting them and their local law enforcement in California.

Behind the Badge can be heard in the Central Valley every Saturday at 11am on KFIV 1360am and everywhere else on iHeart Radio. @BehindtheBadgeRadio ■





THE CASE FOR LAW ENFORCEMENT LEADERS TO BE PRESENT ONLINE

Best Practices For Chiefs and Executive Managers With Social Media Profiles

By Captain Chris Hsiung, Mountain View PD

The majority of police departments in the United States now have some sort of presence on platforms like Facebook, Twitter, or Nextdoor; and that's a good thing. When used correctly and effectively, departments big and small can successfully manage critical incidents by posting timely information and dispelling rumors. They can also build a narrative that negates national assumptions around why we elect to go into a profession that's sole mission is to protect and serve.

The rise of law enforcement agencies on social media has also brought about many command staff and chiefs who have created their own professionally affiliated social media accounts. This is a positive shift for our industry as it fosters communication and engagement with the public on a more personal level and allows people to get to know the faces behind the badge. Even more important, being present on social media as a law enforcement leader allows you to consistently message the values that serve as a foundation to your leadership brand and style. Now, more than ever, our communities and our country need to hear the messaging and talking points you already deliver at community events, academy graduations, and internally to your staff; only now, with social media you're able to magnify this message to a broader community of residents and businesses you serve (who are already effectively using social platforms). Our collective absence on social media

as law enforcement leaders has allowed the narrative to be told by others. This has to change.

We all understand the importance of effectively telling our stories to change inaccurate perceptions about policing. Having law enforcement leaders present and willing to engage on social media help towards that goal. It's my belief that now, more than ever, law enforcement leaders need to be seen and heard online, in addition to everything we do in person in the community.

So how do we do this right? Some have "official" social media accounts bearing profile photos in uniform, while others have "non-professional" accounts with profile biographies that say something similar to, "tweets and opinions are my own and don't reflect my agency..." Those with professional accounts know—or should know—to stay away from posting about certain topics like politics, personal opinions, or religion. Those with non-professional

accounts would be wise to stick to personal opinions, thoughts, or whatever they are comfortable sharing on social media. The problem is when the two overlap.

I have seen far too many police chiefs, command staff, and line level personnel who have “non-professional” or personal social media accounts blur these lines when they do things like this:

- + Their twitter handle contains their rank (e.g. @ChiefJones_PD)
- + Their profile photos or posts show them in uniform or portray their department patch, badges, or logos
- + They post official incident information from their “non-professional” account
- + They’re responsible for their department’s twitter account so you see identical tweets coming from the department and their account at the exact same time
- + They post photos of themselves during their work day, in uniform, during the course of their normal duties
- + There is almost always mention in their bio about, “... tweets and opinions are my own and don’t represent my department...” (Opinion: I doubt this would stand up in a criminal/civil lawsuit or internal affairs investigation).

This is not to say that law enforcement professionals should never post about law enforcement issues from their personal accounts. To the contrary, the issue is whether an examination of their social media feed or profile has anything in it that would make the average person think they used the account in an official law enforcement capacity (think back to photos in uniform, tweeting incident information, etc). Now, mix this with a few personal opinions about politics, religion, promoting their personal side business or (fill in the blank) and it’s a recipe for disaster.

Unfortunately, there are recent examples where police chiefs have lost their jobs due to opinions they expressed on social media, sometimes recently, and in other instances from years ago. The takeaway is this: **don’t mix the two**. Either keep your social media presence completely professional or completely personal and private (with the caveat that nothing is ever truly private on social media).

Recent case law has shown that law enforcement agencies are able to limit free speech rights of police officers and the topic has been written about in the media. Most contemporary department social media policies draw a distinction between personal (constitutionally protected) free speech vs. speech made pursuant to their official duties. As an example, the Mountain View (CA) Police Department social media policy says the following:

Department personnel are free to express themselves as private citizens on social media sites to the degree that their speech does not impair working relationships of this department for which loyalty and confidentiality are important, impede the performance of duties, impair discipline and harmony among coworkers, or negatively affect the public perception of the department.

AND

*As public employees, department personnel are cautioned that speech on or off-duty, made pursuant to their official duties, “that is, that **owes its existence to the employee’s professional duties and responsibilities**,” is not protected speech under the First Amendment and may form the basis for discipline if deemed detrimental to the department. Department personnel **should assume that their speech and related activity on social media sites will reflect upon their position and this department.***

Another area where police chiefs stray on social media is when they break news on their own official social media accounts. Breaking news will always draw immediate “likes” and “reshares” of your post. Resist this temptation. If your residents and media are used to following your agency’s main social media accounts for news, it’s confusing to now have news come from a different account during a time of crisis. The best practice is to let your agency break the news online and in turn, reshare that agency post or tweet from your account.

In conclusion, I believe more law enforcement leaders need to be seen and heard online to make us more present, tell our stories, and be heard in the national narrative. In doing so, take care to draw a clear line between your personal and professional accounts. Your presence online is a valuable asset to your community and organization. In the same way that public events allow a forum for you to express your leadership values, brand, and style, consider stepping in to the social media world to do the same. Your community is likely already there. Clearly know and understand the “lane” your online presence operates in (posting about leadership, community involvement, etc.) and avoid crossing into the “lane” your agency social media operates in (day to day posts, breaking news, or positive stories about your agency). Don’t let you discomfort with technology result in missed opportunities to interact online. It’s well worth the time and investment to use a communication mechanism that has now become ■

¹ Mountain View Police Department Policy 1055 – Social Media
<http://www.mountainview.gov/civicax/filebank/blobdload.aspx?BlobID=20335>



Utilizing Automated License Plate Reader Technology *to Enhance Community Partnerships*

More and more police departments are utilizing automated license plate reader (ALPR) technology as a critical tool to solve a variety of crimes in their respective jurisdictions. Detectives and analysts have developed ALPR analysis into an essential investigative tool they can use to identify and track suspects prior to, during the commission of, and as they flee from their crimes. Numerous examples exist where ALPR technology has helped facilitate crime scene analysis by allowing law enforcement to gather information about vehicles in the area, identify suspects by generating leads, and prepare for interrogations by giving law enforcement the knowledge of a vehicle's approximate location at the time of a crime. Advancements in ALPR technology, coupled with a reduction in expenses associated with these types of surveillance cameras, have ultimately made this technology more affordable. With these benefits, the Redlands Police Department (RPD) is now utilizing the equipment to enhance community policing within the City and provide neighborhoods and business complexes a tool to help keep their communities safe and secure.

For the past 15 years, RPD has utilized a city-wide camera surveillance system comprised of high-priced pan-tilt-zoom cameras that can be monitored in real time. Although several crimes have been solved with the aid of the cameras, including a homicide, more than not, investigators are left with an image of a vehicle either entering or leaving the crime scene. Detectives often captured and distributed images of suspects' vehicles, but usually there was not a clear way to easily identify the suspect's vehicle, leaving authorities with just an image of the car. RPD researched existing ALPR technology, but the cost proved to be more than most mid-size cities could afford.

Research put RPD staff in contact with representatives of Flock Safety (www.flocksafety.com), a start-up company that specializes in manufacturing affordable, easily mobile, and solar powered ALPR cameras. RPD tested their camera camera and determined its specifications provided exactly what was needed to deploy in hot spot areas prone to criminal activity. Since the cameras are web based, investigators have the ability to access the data from any computer connected to the Internet. If needed, they can share access with other law enforcement agencies. As an added benefit, the camera's cellular capabilities allow for deployment in areas in which traditional surveillance cameras cannot be installed.

Utilizing advancements in ALPR technology, RPD had a vision of bolstering its community policing efforts by funding cameras that could be deployed around the community as the need arises. Recently, staff at RPD held a community meeting that was live streamed via Facebook in which officers explained how the police department intended to utilize the cameras to enhance its community policing programs. As community policing officers and crime analysts identify crime trends, they will have staff who are specifically trained in the camera installation deploy the cameras at ingress and egress points in certain areas that are likely to be victimized. For example, housing tracts are typically designed to provide limited access points so if houses within the tract are being burglarized, investigators can have a camera installed at the entrances and exits. These cameras will capture the license plates of cars entering and exiting the area and have the ability to differentiate the license plates belonging to residents from

those that do not live in the area. Analysts can quickly distinguish between the cars that belong in the area and those that do not. If needed, the camera's small size could enable departments to covertly install the cameras.

Upon learning of this strategy, various residential areas and business complexes decided to fund cameras for the Redlands Police Department to deploy in their area. The intent is to enable RPD to capture the license plate data utilizing an array of cameras partially funded by the police department and partially funded by private entities. Since the camera captures movement based on infrared trigger, the camera will capture not only vehicles with license plates but also those with paper plates or missing plates, motorcycles, bicycles, and even pedestrians, enabling these cameras to capture movement in locations other than streets This allows for use on trails, bike paths, and other remote locations.

Creative law enforcement minds are known to adapt existing technology to address their needs. Within the first month of acquiring the ALPR cameras, Redlands experienced a fatal hit and run traffic collision of a beloved school crossing guard. Armed with a vehicle description obtained from a business' surveillance camera, investigators have deployed ALPR cameras at strategic locations in hopes of capturing an image of the vehicle along with its license plate. With the past ALPR technology, Departments would have had to make a very large investment in order to adopt this strategy. The willingness to embrace innovative technology has enabled the Redlands Police Department to solve 60 out of the last 61 homicides, resulting in a 98.4% clearance rate since 1996.

As community stakeholders continue to expect and demand that their local law enforcement agencies solve all crime problems in their respective communities, effective police departments will continue to utilize technology to provide force multipliers. This ALPR strategy will enable authorities to deploy cameras in neighborhoods and business complexes in order to provide investigators with a credible lead to identify culprits. With unlimited data storage, departments will not have to worry about incurring costly data storage fees. With this affordable ALPR technology, law enforcement agencies now have another effective tool in their tool box to both enhance community policing and solve crime.

Travis Martinez has over 24 years of law enforcement experience and is currently the Assistant Chief of the Redlands Police Department. He can be reached at tmartinez@redlandspolice.org. ■



DE-ESCALATION

AND THE ADVANCED OFFICER TRAINING PROGRAM

By Lieutenant Christian Le Moss

The Santa Cruz Police department, like many agencies in California, gave officers Critical Incident Training (CIT) and exposed them to de-escalation training and tools. Yet, at 0300 hours when commanding officers are sound asleep, patrol officers are confronting a mentally ill man hearing only the demons in his head, waving a knife wildly. As leaders we need the confidence each officer is safe, well equipped, and trained to handle this incident.

Chief Mills and I talked about our ability to reduce the potential for officer involved shootings. As we talked, one of the opportunities for reducing potential Officer Involved Shootings (OIS) are those people in crisis who are not capable of being talked down. There must be more than just talk and empathy provided by CIT. I was tasked to provide training that ensured each officer was adequately trained to tactically de-escalate these problems. My focus became giving officers an opportunity to de-escalate using Time-Talk and Tactics.

We had previously trained in de-escalation concepts such as small team tactics, use of verbal de-escalation, and less lethal tools were standard. What we lacked was how the

concept of de-escalation was viewed organizationally; how incidents are investigated, documented, and recognized within our department. Like us, most law enforcement agencies run their training programs in a very compartmentalized format.

Tactical de-escalation brings all these training concepts together, a more thorough and robust training experience. The goal was to elicit a comprehensive response to incidents from officers. For example, an officer is put under stress and then asked to communicate using empathy, active listening skills, while simultaneously coordinating a tactical response.

My training and experience solely focused on the de-escalation of incidents and analyzing and

debriefing use of force encounters. We made suggestions to implement change where appropriate. Police agencies proficient in de-escalation tactics are the ones that take time to analyze their incidents. In doing so, officers become better critical thinkers, and willing to adjust their tactics based on feedback. This does not seem common in policing. Officers that engage in this feedback and adjustment loop are more proficient and may take fewer lives exposing themselves and the departments to less liability exposure.

After looking at our training programs and thinking of various strategies on how to best implement De-escalation Training into In-Service Training, I determined the following:

We implemented training in three phases.

PHASE 1: An interactive presentation on De-escalation concepts/strategies. This presentation was 2-3 hours in length and covered the most basic principles of de-escalation: Time-Talk-Tactics. This was an important phase as we had to dispel many myths associated with the de-escalation process; such as officers must compromise officer safety in order to effectively de-escalate a situation. In reality, de-escalation concepts should increase officer safety and the safety for the subject(s) in crisis. It's a win/win scenario.

We ensured officers were speaking a common language. The end goal of phase #1 was to increase officers' awareness, provide methods of how to build confidence in tools and tactics, and proficiency in de-escalation tactics overall.

PHASE 2: A review of de-escalation concepts by reviewing video of critical incidents. Officers were teamed up in groups, shown a video of a person in crisis/critical incident involving a law enforcement contact. After the video each officer group had to critically debrief the content of the video, making suggestions on how to effectively de-escalate the situation while also considering officer safety strategies. The video debrief allowed officers to compare/contrast tactics/tools in order to evaluate effective de-escalation strategies. Additionally, we presented a discussion with the officers regarding our agency's tools available for use during critical incidents.

PHASE #3: Focused on scenario training. We constructed various scenarios with role players. Officers had to use de-escalation concepts from Phase 1, knowledge of tools/resources

from Phase 2, and employ de-escalation techniques with role players simulating critical incidents.

Officers were put into patrol teams and a simulated dispatcher-initiated calls to officer groups. Officers were dispatched in a phased manner depending on the nature of the call. Once officers arrived on scene, they had to use all available resources as if it were a real incident. Officers had to balance de-escalation concepts and use time, tools, and tactics to de-escalate the incident. Communication cues were predetermined with role players so if the officers mishandled the situation the scenario would escalate and vice versa. Concluding each scenario, the officer group would debrief the incident and discuss their de-escalation effectiveness.

One scenario was established as a failure scenario. No matter how effective the de-escalation tactics employed by the officers, the situation was elevated to a use-of-force encounter. The purpose behind this scenario was to reinforce officer safety principles and remind officer *not all situations can be de-escalated*.

In conclusion of our training, officers responded positively. Officers reported a boost in confidence with their systems and abilities and expressed a desire to continue with more training in the future. Moving forward with our De-escalation Training, we have included an introduction of de-escalation concepts with recruits in our Field Training Program, began using monthly "Roll-Call" de-escalation training, and also now internally track the de-escalation of incidents by use of our Use of Force form. De-escalation is not new to law enforcement but is a principle that must be revisited, understood, and trained regularly in order to effectively protect the public and our officers from the many encounters they face daily. ■





OFFICER WELLNESS

IN THE *New Era of Policing*

By John Carli, Chief of Police, Vacaville, California



As a police chief, I am troubled by the pressures our officers are experiencing.

How can we ensure the safety of each of our employees, both physically and mentally? As leaders, we focus on training so they are prepared to confront the threats faced. Yet, there is another risk lingering each day, the uncertainty that police officers are psychologically prepared to endure each crisis, able to emotionally survive.

For many years we have heard the national rhetoric that the police are the problem. Our profession was in shock as we watched the attack unfold against the Dallas police officers in 2016. I vividly recall what I was doing in the moment as many of you probably did as well. Having been at the White House with other law enforcement leaders discussing the President's Task Force Report on 21st Century Policing, I was traveling home and watching the in-flight television, absorbed with feelings and gripped with emotion. I was experiencing these same emotions again recently, the night Officer Natalie Corona was ambushed and murdered in Davis, California, on January 10, 2019.

Our society is facing a crisis, one that depends on logical solutions versus emotional reactions. The death of Natalie Corona drew significant attention, but the impact it may have on our profession in the future is far from over. Several of my officers heeded the mutual-aid call that night in January. An exhaustive search for many hours led an army of officers through the streets of Davis, an unsettling war-like atmosphere that is hard to describe to those who have never served in our profession. The suspect, in an act

of cowardice, placed a gun to his own head in the presence of officers, and then went inside a house. A single gunshot, which was a self-inflicted suicidal death sentence, and another traumatic scar, would soon rain down on those seeking to end the clash.

A few nights later officers in my department descended on a violent scene where a man tried to kill his own family, stabbing two of them, setting the house on fire and trapping the children inside. The manhunt lasted for hours and included several allied agencies. I could feel the stress, just like the night of Officer Corona's death. "Shots fired" was broadcast over the radio. I knew how much danger our officers were in as they searched for this predator. The use of deadly force against this attacker ended the stressful search and triggered the officer-involved fatal-incident investigation protocol. Our city awoke never truly knowing the danger befallen on a seemingly peaceful town. However, some of our officers and dispatchers experienced a breaking point.

I drove to the crime scene and talked with officers, checking to see if they were okay. Some were reeling with emotions. One officer had also been involved in the recent



manhunt for Natalie Corona's killer in Davis. Struggling and needing help, he reached out to a licensed counselor with a click of a button using our department "Wellness App" on his iPhone. The next words out of his mouth got my attention, "I don't know how much you paid for the "App" but it is worth every penny!" His revelation confirmed that our wellness culture and App were beneficial.



The Vacaville Police Department Wellness App was a solution born a year prior during a meeting I had with Dr. David Black, President and Founder of Cordico, a passionate and well-recognized psychologist and mental health expert who has focused his efforts to improve officer wellness in our profession. I shared my idea, an expectation and a call to action. I wanted to develop an App, include best-in-class tools, resources, and information to promote officer wellness and resilience, as well as make licensed clinicians just a few clicks away, in a fully anonymous environment, and put it in the hands of every officer in my department. A few months later the App was released, and my department embraced it! I quickly realized this mobile wellness app for law enforcement should be put in the hands of every first responder serving in communities across the nation. Now this powerful proactive officer wellness movement is underway.



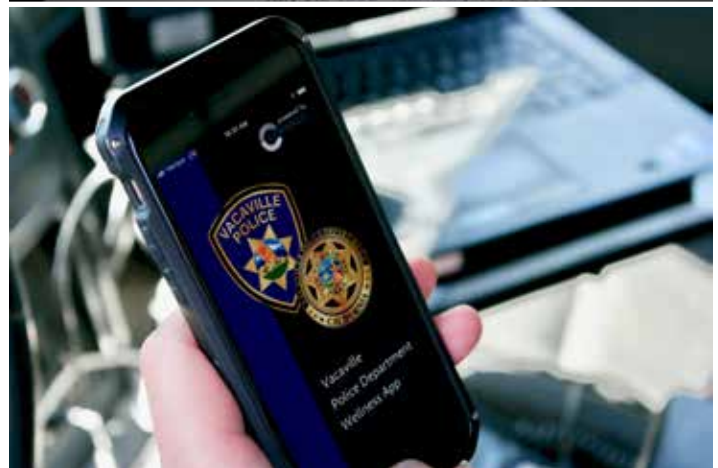
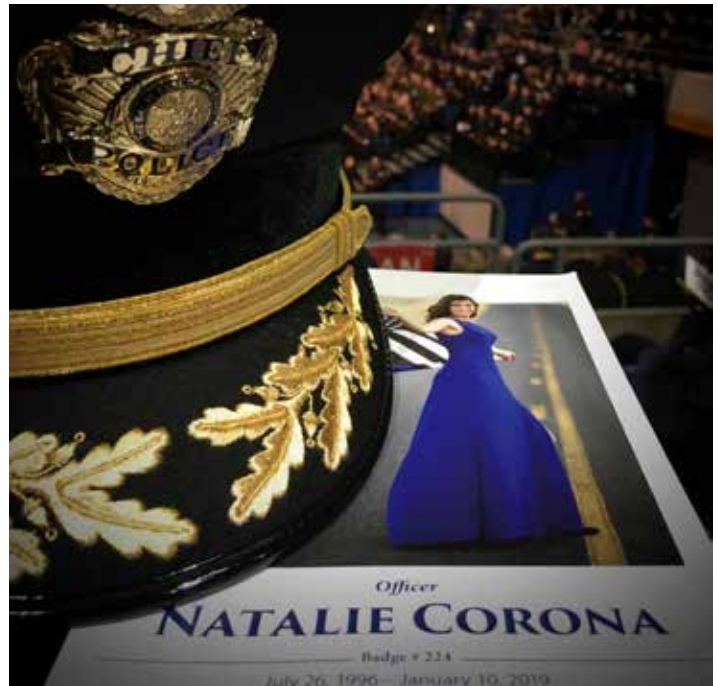
The Cordico Law Enforcement Wellness App provides officers with instant access to a powerful on-demand wellness toolkit and best-in-class resources. One key feature of the Cordico App is that it is entirely confidential, allowing officers to receive trusted information and immediate clinical services without fear of negative repercussion, a significant barrier to officers receiving necessary help.

The wellness toolkit is interactive and practical, incorporating the best tools and resources available to help officers emotionally survive their careers. Instant self-assessment tests are one of the most engaging features of the Cordico Law Enforcement Wellness App. Officers

are able to complete a variety of self-scoring tests within less than five minutes in the App, and are then provided immediate feedback and guidance based upon their results.

The vision has been to make the best quality tools and resources instantly accessible to officers in crisis. Thus the interface is designed to be intuitive and simple to navigate, while providing access to trusted content that has been selected and reviewed by law enforcement professionals, researchers, and police psychologists. (You can learn more about the Cordico Law Enforcement Wellness App here: <https://www.cordico.com/police/>)

As leaders within our profession, we need to advocate for healthy organizations. The question before you now is whether you are promoting a culture of wellness? It is a call to action, not just a program. We all took an oath to lead our departments. More importantly, are we caring for those that put their lives on the line every day? My hope is that you, we, promote officer wellness. As leaders we need to lead the way and care for those that are in harms way. ■





The Bait & Switch

By Captain Steve Gorski, Walnut Creek PD



Just over two years into legalization, the cannabis industry is attempting to rewrite critical elements of Proposition 64. Taxes and regulations, the argument goes, are too high and complex. The competitive disadvantage allows the black market to thrive making it hard for those going legal to compete.

It is not news to anyone reading these pages that cannabis' influence in Sacramento is becoming more entrenched every year. Law enforcement and public health organizations are already having trouble matching their financial capabilities, and political reach. This may explain why the industry feels emboldened to advocate

for such substantial changes to Prop 64 so soon after its passage. Let's recap how legalization was sold to California voters.

Before the 2016 election, the pro-cannabis Drug Policy Alliance estimated tax revenue would bring in \$1.4 billion annually. The figure was quickly adopted and disseminated in news stories. The official 2016 election Voter Guide lowered the estimate slightly when the *Argument in Favor of Proposition 64* stated:

"The independent Legislative Analyst's Office found that 64 will both raise revenue and decrease costs. By collecting unpaid taxes from marijuana, it will bring in over \$1 billion of revenue every year to help California. And it could save tens of millions of dollars annually in reduced law enforcement costs."



In addition to mountains of tax revenue, we would retain local control, the black market would die a quick death and funding for youth programs, and research would prevent spikes in DUID driving and abuse by minors.

In actuality, 2018 marijuana revenues were \$345 million, or roughly a third of the industry's rosy projection. There is indeed room for growth, but the number says more about misinformation during the campaign than flawed tax rates.

Fast-forward to today when Sacramento is inundated with lobbyists prophesying the imminent demise of the fledgling marijuana industry due to crushingly high taxes. Enter Assembly Bill 286, authored by Assemblymember Bonta. The bill would temporarily reduce California's cannabis excise tax from 15% to 11% percent and suspend the cultivation tax altogether through 2022.

The industry has argued small growers and retailers can't compete with the black market, and as they go out of business, only the largest monopolistic companies will have the resources to survive. However, this was always going to be the case. Decisions on tax rates should not be knee jerk reactions to these market forces. Moreover, the promises made to California voters should not be undone

in a futile attempt to rescue people who made a business decision to come out of the shadows. Law enforcement, of course, should want to encourage this, but not at the expense of funding for promised youth programs and the infrastructure needed to regulate cannabis properly.

The primary flaw of focusing on tax rates is that it just puts cash in the pockets of the industry without addressing the real problem of enforcement. Without effective enforcement, any tax rate, combined with the costs of regulation, will keep the black market thriving.

Budget and staffing challenges following the great recession led to hard choices for Chiefs. Narcotics units often ended up on the chopping block to cut costs. On the heels of these cuts, law enforcement responded to the will of the public and Sacramento as penalties for drug crimes were systematically reduced making arrests and prosecutions problematic. In short, many agencies got out of the proactive narcotics enforcement business.

Current plans to combat the black market place too much emphasis on regulation and inspections with not nearly enough focus on investigations, enforcement operations, and good old fashioned arrests. Enforcement mechanisms should not just be focused at the state level and instead must be in partnership with local and county law enforcement agencies. Few police agencies, however, have the money or staff to start up a narcotics unit or commit personnel to task forces. This funding must come from the state. It's encouraging there is talk of additional funding for enforcement efforts, but the details – like how much and where it's directed - matter.

We cannot combat the illegal cannabis market without enforcement any more than we can eliminate the illicit opioid market with Naloxone. There are already sufficient incentives in place to leave the black market. There must be more focus on deterrents for those choosing to reject lawful business practices. A focus on proactive enforcement and maximized penalties should be the priority before any consideration of rolling back tax rates. ■

More Than 45 California Police Departments
— **Trust Planit Police Every Day** —
With Their Officer Scheduling Needs.

www.planitpolice.com



Deployables – connecting you to the critical information you need

You know that the ability to communicate is critical, especially during a crisis or a natural disaster.

FirstNet provides the backup you need to stay connected. So, you can coordinate your public safety response during large events and quickly restore access to the voice and data you need in an emergency.

With FirstNet you have access to 72 dedicated deployables – including Satellite Cells on Light Trucks and Satellite Cells on Wheels.

These are mobile cell sites that link to FirstNet via satellite. They don't rely on commercial power availability. And they provide first responders with connectivity capabilities much like a cell tower.

How FirstNet restores communication

The FirstNet deployable program has helped firefighters battle wildfires, rescuers in the aftermath of severe weather, and law enforcement manage large events. So, whether you're responding to a crisis in a rural area or a crowded metroplex flooded with users, FirstNet deployables offer the connectivity you need.

Agencies on FirstNet can use these resources at no additional charge. And FirstNet handles delivery and maintenance and provides expert staff.

Stay connected with FirstNet

With FirstNet, you can be prepared for anything. FirstNet provides the tools you need to help keep you connected to your team and other responding agencies.

So, while America depends on you to save lives, protect property, and maintain safety and order, you can depend on FirstNet.

Rapid Deployment Kits

In addition to deployables, Rapid Deployment Kits – designed for use during emergencies in rural and remote areas – are also available for agencies to purchase.

Agencies can use a drop kit while waiting for a FirstNet dedicated deployable to arrive. These kits include a satellite link, Cradlepoint mobile router and Sonim XP8 smartphones.

Contact your FirstNet Specialist today for more information on ordering a deployable. And see why thousands of agencies around the country have already chosen FirstNet for their communication needs. ☰

Requesting a Deployable



HOW DO I REQUEST A DEPLOYABLE?

Call Customer Care at 800.574.7000, 24/7/365, or call your FirstNet solutions consultant.

HOW LONG DOES IT TAKE?

FirstNet has committed to a 14-hour average response time for emergency requests – from getting the request to having a deployable on scene and operational.

The FirstNet Response Operations Group at AT&T will evaluate and prioritize requests from public safety agencies on FirstNet, using the National Incident Management System. This system incorporates life safety, incident stabilization, property conservation and situational awareness into deployment decision-making. Please note it may not be possible to accommodate all requests.

HOW DO I REQUEST ONE FOR FUTURE USE?

Call Customer Care at 800.574.7000 or contact your solutions consultant. For planned events – such as a concert, festival or sporting event, for example – you must submit your request at least 30 days in advance of the event.

HOW MUCH DOES IT COST?

Public safety agencies on FirstNet can request deployables at no additional charge.

ARE WE LIMITED TO FIRSTNET DEPLOYABLES?

No. In addition to the 72 dedicated deployables, we may coordinate with AT&T for access to its fleet of hundreds of deployables of varying types.

CAN WE PURCHASE OUR OWN?

Agencies can purchase their own deployable units from our First Responders Mobility Zone program. Or they can retrofit existing command center units with FirstNet capabilities through an optional “deployables as a service” program. Please contact your FirstNet consultant for more information.

FirstNet is the nation's first emergency response communications platform dedicated to public safety. Available for eligible entities & individual first responders. Learn more at FirstNet.com



GRAPPLING WITH HUMAN TRAFFICKING IN MASSAGE ESTABLISHMENTS IN YOUR CITY?



CAMTC CAN HELP!

HUMAN TRAFFICKING IN MASSAGE STOPS HERE!

The California Massage Therapy Council (CAMTC) has been on the forefront of the human trafficking issue since CAMTC's inception a decade ago. Our multi-faceted efforts are clearly working, with 50,000+ well-vetted CAMTC Certified Massage Professionals doing their part to keep California safe.

CAMTC has added significant resources to our investigation staff so that when a complaint is filed, we're able to quickly take appropriate action in cooperation with local law enforcement agencies. This rapid response team is a result of the unique independent structure of CAMTC, which allows us to act much faster than traditional governmental licensing agencies.

Get proven results for your police department. Schedule a **FREE CAMTC Training** in your local city within California. By coordinating your department's enforcement protocols with CAMTC's rigorous denial and disciplinary programs, you can help make a real impact to stop human trafficking in your community.

Contact Rick McElroy

- CAMTC Director of Law Enforcement Relations
- LAPD veteran with 28 years citywide vice enforcement.

Email rmcelroy@camtc.org

Learn more about CAMTC

<https://www.camtc.org/cpca-strategic-partners>



PARTNERS TO PROTECT
THE PUBLIC





Cal Chiefs Highlights Partners Working to Support Law Enforcement

The Strategic Partner Program was designed to create partnerships with leading organizations whose objectives include the support of the profession and the broader law enforcement community.

Corporate Circle members are listed on the Corporate Circle link on the website and members are encouraged to visit the link as a reference when they are in the market for police products and services. The link will serve as a centralized resource for agencies that are looking for cutting edge products and services in the law enforcement sector.

CAL CHIEFS WELCOMES THE FOLLOWING STRATEGIC PARTNERS:



Rick McElroy, CAMTC Division Director
805-390-0397
rmcelroy@camtc.org



Mieko Doi, Lead Channel Manager
469-644-3594
mieko.doi@att.com



MOTOROLA SOLUTIONS

Hugh O'Donnell
Area Sales Manager – Los Angeles
Mobile (760) 333-8179
hugh.odonnell@motorolasolutions.com

Scott Lees
Area Sales Manager – Southern California
Mobile (714) 553-9003
scott.lees@motorolasolutions.com



Karin Vallery
Director, Strategic Accounts
415-265-7787
kvallery@forensiclogic.com

Joel SteMarie
Director, Solutions Consulting
509-342-4124
jstemarie@forensiclogic.com

CAL CHIEFS WELCOMES THE FOLLOWING PREFERRED PARTNERS



Morgan Favors
415-512-3009
mfavors@lcw.com



Ben Rubke
Regional Manager,
Video and Evidence Management
415-314-9573
brubke@axon.com

Bob Dillon
Regional LE Body Worn Video Specialist
Direct / 415-722-4767
rdillon@axon.com

CAL CHIEFS WELCOMES THE FOLLOWING CORPORATE CIRCLE MEMBERS

PREMIER



James Touchstone
714-446-1400
jrt@jones-mayer.com



Alfonso Estrada
562-653-3474
alestrada@aalrr.com

Jay Trinnaman
562-653-3497
JTrinnaman@aalrr.com



Erik Fritsvold, Ph.D.
Academic Coordinator,
Law Enforcement & Public Safety
Leadership M.S.
619- 260-4026
erikf@sandiego.edu



Max Santiago, Dir. of Law Enforcement Relations
858-461-9968
max.santiago@ecoATM.com



Alex Liston
609-458-5544
Alex.liston@cellebrite.com

mark43

Southern California Rep:
Terri Greene
terri.greene@mark43.com

Northern California Rep:
Will Kane
will.kane@mark43.com



BE SAFE OUT THERE.™

Sherry Leveque
313-665-8278
Sherry.leveque@gm.com

STANDARD



Amy Harcourt
866-471-2001 ext.
amy@planitschedule.com



Sun Ridge Systems, Inc.

Betsy McNutt
800-474-2565
betsy@sunridgesystems.com



Alexandra Seabrook
502-815-0645
aseabrook@learninghouse.com



California Police Chiefs Association

PO Box 255745
Sacramento, CA 95865-5745

PRSRT STD
US POSTAGE
PAID
CPS

J & M

“Specializing in providing advice and representation to public entities and California’s law enforcement agencies.”

A Trusted Legal Team...

Experts in Public Sector and Law Enforcement Issues – Over 30 years of experience

- City Attorney Services
- Legal Advisor to Law Enforcement
- Labor & Employment
- City Prosecutor/Code Enforcement
- Health & Safety Receiverships
- Litigation
- Special Counsel/Non-Litigation
- General Counsel
- Medical Marijuana Litigation
- Wills, Trusts, & Probate

Representing over 75 California Cities and Public Agencies, including:



Contact us today!

3777 N Harbor Blvd.
Fullerton, CA 92835
(714) 446-1400

8150 Sierra College Blvd., Ste. 190
Roseville, CA 95661
(916) 771-0635