

WINTER 2020



CALIFORNIA POLICE CHIEFS

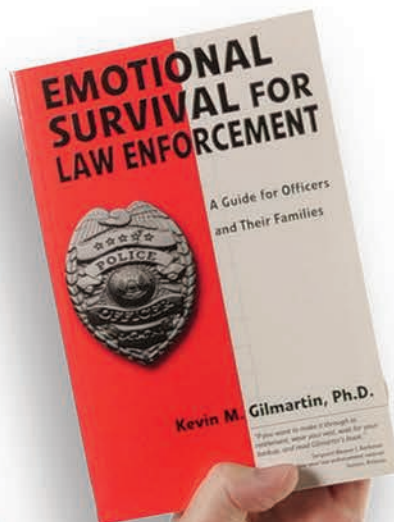
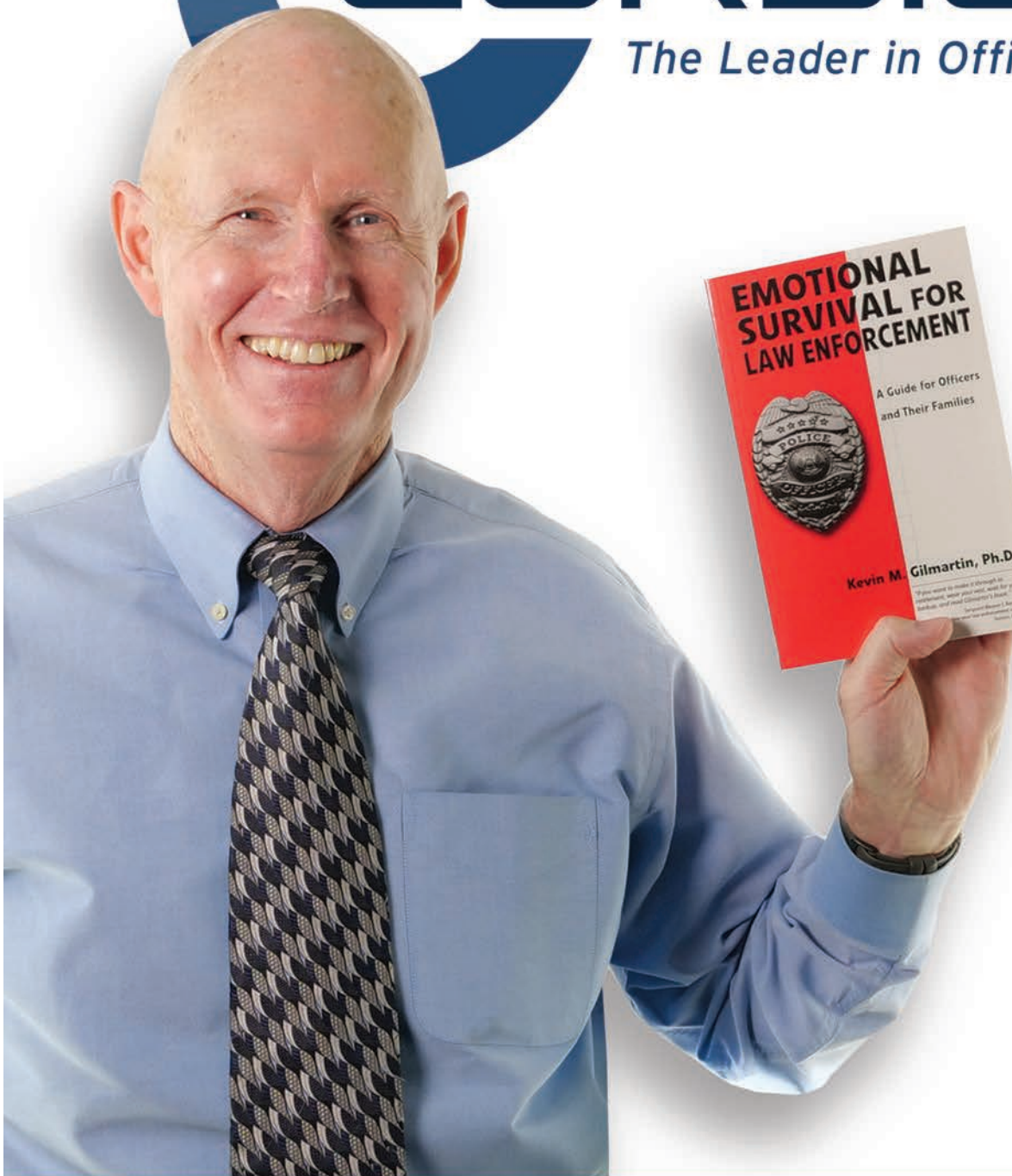
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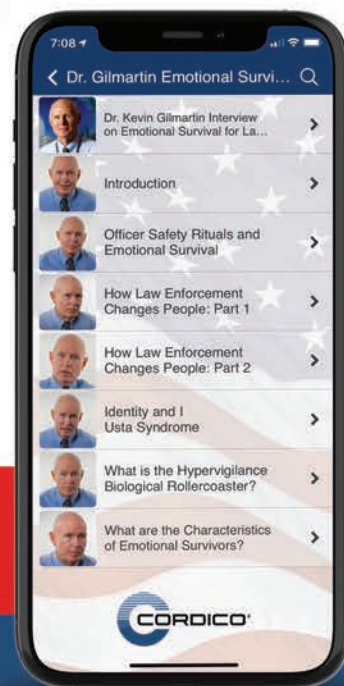
How 2020 Changed Policing Forever



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CALIFORNIA POLICE CHIEF

WINTER 2020



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ABOUT THE CALIFORNIA POLICE CHIEF

The biannual California Police Chief is the only magazine that reaches all of California's municipal chiefs of police with information regarding our members and their agencies. The magazine is designed to inform and inspire our members with articles about their personal and professional successes as well as offer updates and information about the association. The California Police Chief is part of our mission of serving as the voice of and resource of choice for California's municipal Police Chiefs. We appreciate and encourage our members and their agencies to submit articles to be used in future issues of California Police Chief, submissions can be sent to Brady Guertin at bguertin@californiapolicechfs.org.

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Welcome From President Eric Nuñez



Back in early October my wife and I returned to Orange County from a quick trip to celebrate our daughter's 21st birthday in Chicago. I felt a little under the weather but was not running a temperature, so I returned to work on a Monday as usual. My throat was scratchy and sore, and I was a little wheezy but being asthmatic my entire life, I have dealt with respiratory issues from time to time. I closed my door and was working from my desk when my emergency services coordinator, a retired division chief for Orange County Fire Authority, paid me a visit. He told me that Chicago was an extremely hot area of active COVID-19 incidents and that it would be a good idea to get tested. Good news -I was negative, but I must admit with my previous respiratory issues that I was a little anxious and concerned. I thought about all of those who succumbed to this unpredictable virus and asked out loud, when is this going to end and thought to myself, are we ever going to go back to normal?

I share this with you because it has been nearly eight months after COVID-19 hit our country and put us in lockdown mode in every sense of that word. No matter how much time has passed, or things have changed, some things seem to remain the same. By now, the state of California has seen peaks with hospital ICU's on the brink of being overwhelmed, curves flatten, surges in the virus, color-coded openings or closings, increased testing and hopes for a vaccine, but with no real end in sight. Now as we slowly open, we are finding spikes of infections with those returning to school, work, sports and recreation causing a new concern over a predicted second surge coming our way.

And if that were not difficult enough, in between the first surge of COVID-19 and the anticipated second surge our country has dealt with a level and type of civil unrest never seen before, which was sparked by the death of George Floyd on May 25th in Minneapolis, Minnesota. The media and social media was set ablaze and it felt as if something or someone was fanning these flames to indict, prosecute and punish all of law enforcement for a pattern of practice of excessive force, and more specifically for becoming a profession reflective of systemic racism, when the data would prove otherwise.

I know that our collective initial reaction was to provide this data (CA DOJ URSUS), which was collected by the state of California that indicate a reduction of the use of force by our law enforcement officers over the last three years. When interviewed on the topic of "increased use of force and killing of civilians of color," we attempted to share some of this data and to provide context about the vast majority of officer involved shootings involving civilians who were actually armed. Most of these armed suspects were engaged in the commission of crime, resisting arrest, or assaulting another civilian or police officer. Those interviews were never printed or heard by the public. Instead, we saw articles that helped fan those flames rather than bring calm and reassurance to the public.

As a result, we saw the opposite in some of our communities, and within days it seemed we had hundreds of protests and riots, and some areas completely engulfed in anarchy with millions of voices demanding police reform and police defunding. Sadly, several of these incidents ended in violence resulting in the killing of innocent people and police officers. Not to mention the hundreds of millions of dollars in damage and loss from the destruction by fires, looting and vandalism of thousands of businesses large and small.

From May 25th to August 30th CPCA's Legislative Committee saw 25 pieces of legislation, 23 of which were gut and amend bills with all of six weeks to discuss, debate, negotiate to amend, or mount a defensive posture and strategy to stop these bills from becoming law. All of these bills dealt with police reform in almost every category: recruitment, training, disciplining, certifying, de-certifying, defunding, use of force, use of deadly force, crowd and riot control and the expansion of previous legislation that disregards POBR or has little concern of the impacts to our cities by creating local unfunded mandates to accomplish some of these draconian changes. Ironically, CPCA had been involved in passing some of most sweeping reform in law enforcement. In 2019, we supported SB 230 and worked with the authors on the appropriate and most effective language for AB 392. We had in fact been at the tip of the spear leading the way

on how to better improve our service to our community and our promise to be just, impartial, and fair in all we do.

Despite having a very vocal anti-police minority of public sentiment, less than objective press and media, manipulative social media, and most importantly, a Legislature with a Democratic Supermajority in the state legislature, we managed to pull off a miracle by staving off some of the most sweeping and dramatic police reform that would have negatively impacted public safety and officer safety for generations. However, we did not do this alone or in a vacuum; it was done by all of you participating with your legislators, council and city managers making calls and letting our voices be heard above the din.

As I write this article, we are going through a national election which feels like there is more at stake than ever before; at least both sides of the aisle are made to feel that way. What I mean is, this past weekend I finally sat down to watch “The Social Dilemma,” a documentary of former employees (CEO, COO, platform designers, marketing managers, etc.) of the various biggies in social media: Facebook, Instagram, Twitter, et al. I will not go into an in-depth description of this movie other than to say it does portray social media platforms as a very systematic approach that cares not about politics, people or even the “truth.” It is only interested in increasing “screen time” which translates to how they monetize “users” and like drug addicted users of these platforms, we are served a scrubbed electronic affirmation of our thoughts, opinions, fears, beliefs, biases (implicit or otherwise), with no intent to provide balance, proof, truth or reality other than the one we chose for ourselves by hitting a like button. It is a very dystrophic view of our potential future.

I think the only thing that can stop this insanity is what started it in the first place, people. We all need to take a breath and seriously count our blessings. We have to be proud of the work that we have done, be sincere in the way we engage in the communities and provide guidance and hope to those who are following us into this profession and ascending to roles of leadership. We need to be both the candle and the mirror to spread the truth about what we stand for and the nobility of policing.

This is why even when law enforcement’s character and profession is stereotyped and scapegoated it is imperative that we as leaders of CPCA take the higher ground so we can gain a unique and enhanced perspective of our achievements and our failures. This allows us to get better, to be better; to be honest about ourselves. I am not certain that we have seen the worst, but I am confident the worst has not seen our best either, but it will. The amount of adaptive leadership potential CPCA possesses is off the chart, so be ready to serve CPCA because none of us can do it without the other.

God bless and stay well!

Eric Nuñez,
Chief of Police
Los Alamitos Police Department
CPCA President



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Membership Update

Since the last membership update, we have had the pleasure of welcoming 20 new chiefs and 23 new associate members. The names and agencies are listed below. Please help us welcome them all! ■

CONGRATULATIONS NEW CHIEFS!

6/2/2020	Manny Cid <i>Culver City Police Department</i>	8/3/2020	Robert Lopez <i>Baldwin Park PD</i>	9/8/2020	Gregory Allen <i>Greenfield Police Department</i>
6/15/2020	Shane Palsgrove <i>Morgan Hill Police Department</i>	8/4/2020	Chris Soria <i>Livingston Police Department</i>	9/16/2020	Michael Lorenz <i>Ontario Police Department</i>
6/29/2020	Casey J. Day <i>Fortuna Police Department</i>	8/14/2020	Joseph Wren <i>Placerville Police Department</i>	9/24/2020	Dean Capelletti <i>Oakley Police Department</i>
7/1/2020	Robert Lackey <i>Escalon Police Department</i>	8/17/2020	Greg Garner <i>Sanger Police Department</i>	10/1/2020	Pedro Espinoza <i>Gilroy Police Department</i>
7/14/2020	Michael Martinez <i>Arroyo Grande PD</i>	8/18/2020	Kevin Smith <i>Mendota Police Department</i>	10/13/2020	Aviv Bar <i>Whittier Police Department</i>
8/1/2020	Bisa French <i>Richmond Police Department</i>	8/19/2020	Matthew Madden <i>Chico Police Department</i>	10/14/2020	Jeremy Young <i>Livermore Police Department</i>
8/3/2020	David Stevenson <i>South Lake Tahoe PD</i>	9/8/2020	Matt Egan <i>Glendora Police Department</i>		

CONGRATULATIONS NEW ASSOCIATES!

Eric Parra <i>Assistant Chief, Alhambra PD</i>	Douglas Endy <i>Lieutenant, Cotati PD</i>	Tim Feeley <i>Deputy Chief, Glendale PD</i>	Chris Karrer <i>Captain, Menifee PD</i>
Ben Starke <i>Lieutenant, Anaheim PD</i>	Oliver Collins <i>Captain, Emeryville PD</i>	Eric Lane <i>Captain, Hawthorne PD</i>	Stephen Parodi <i>Lieutenant, Milpitas PD</i>
Ian White <i>Captain, Campbell PD</i>	Chad Tigert <i>Captain, Fairfield PD</i>	Maria O'Connell <i>Captain, Los Alamitos PD</i>	Ryan Rodriguez <i>Lieutenant, Pomona PD</i>
Dan Livingston <i>Captain, Campbell PD</i>	Cory Call <i>Captain, Foster City PD</i>	Wayne Byerley <i>Captain, Los Alamitos PD</i>	Marylinda Arroyo <i>Captain, Santa Barbara PD</i>
Alex Turcotte <i>Commander, Citrus Heights PD</i>	Jason Smith <i>Captain, Gilroy PD</i>	Giachino Chiamonte <i>Commander, Madera PD</i>	David Dickey <i>Assistant Chief, Ventura PD</i>
Laszlo Waczek <i>Captain, Coronado PD</i>	Luke Powell <i>Captain, Gilroy PD</i>	David Gutierrez <i>Captain, Menifee PD</i>	

IN REMEMBRANCE

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

Robert Blankenship
Redding Police Department

Forest Brown
Reedley Police Department

Ralph Hamilton
Sonora Department



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Leadership in a Time of Legal Uncertainty

By: James Touchstone, Esq., General Counsel – California Police Chiefs Association, and Richard Lucero, Esq.

The Emergency Services Act¹ has been part of California statutory authority for five decades. The Act received a unanimous final vote in the Assembly and was signed in 1970 by Governor Reagan. The structure it created followed from what had existed as the California Disaster Act approved in 1945 by Governor Earl Warren.²

Under the Act, the Government Code invests in the Governor wide authority during a state of emergency. This authority includes the ability to make or rescind orders and regulations necessary to carrying out the purpose of the Act.³

As a profession, we have had experience in a law enforcement setting with the use of emergency declarations. As one example, Governor Schwarzenegger invoked the authority directing CDCR to negotiate contracts for the transfer and housing of inmates using corrections facilities outside California. *Cal. Corr. Peace Officers Ass'n v. Schwarzenegger*, 163 Cal. App. 4th 802, 810, 77 Cal. Rptr. 3d 844, 848 (2008). However, these emergency doctrines attained an extraordinary level of impact on March 19, 2020 when Governor Newsome issued Executive Order N33-20, the stay at home directive.⁴

As is often the case, a societal change having this level of velocity outpaces the development of judicial interpretation. Law enforcement leaders over these last months have not had the benefit of decades of Supreme Court precedent to assist in determining how to apply these health mandates to complex issues involving otherwise sacred personal liberties. As an illustration, one of the primary decisions continuing to provide guidance today was issued over 100 years ago. “A community has the right to protect itself against an epidemic of disease which threatens the safety of its members.” *Jacobson v. Massachusetts*, 197 U.S. 11, 27, 25 S. Ct. 358, 362 (1905).

In the period following change, before a body of law is established, the controlling influence shaping our response to what is taking place is leadership. This is one of the fundamental reasons the role of the California Police Chiefs Association is so consequential. Policy, training, organizational objectives and intent, and a projection of the law as it presently exists are what steer our collective actions.

With regard to implementing the various COVID-19 health officer orders, some of the decision-making factors we have collectively identified as being able to look to include:⁵

- Officer safety, access to personal protective equipment, and decontamination materials;
- Extent of compliance with social distancing/masks and responsiveness to safety admonishments;
- Blocking road or sidewalk access to essential services;
- Obstructing essential workers who are attempting to perform their duties;
- Conduct in violation of health orders putting pedestrians or uninvolved third parties at risk of unwanted exposure, particularly with respect to members of vulnerable populations;
- Scene command judgment about whether enforcement will mitigate or exacerbate the risks involved in the circumstances.

Regrettably, a number of very difficult variables remain as to the certainty of how we will proceed against controlling the virus: regional increases in rate of infection, availability of a vaccine, economic loss and reasonable opening of businesses, school attendance and the limitations with virtual education delivery, impacts to emotional health, continuity of revenue to public entities, constraints limiting effective law enforcement and increases in violent crime.

As compounding complexities, the nation is divided over questions of race, fairness, and the way communities should be policed. This Association and California law enforcement have sought to lead

through these circumstances in a way that builds better outcomes, preserves the authority necessary to serve our communities, and validates the dedication of the members of this profession. One of the clearest examples was the relentless leadership effort devoted to SB 230 and AB392.

One of the extremely harmful aspects of what has progressed has been to disregard the devotion of so many members of law enforcement and their families. A stark demonstration of how this has occurred has been the purposeful attempts to reduce or eliminate the protections of qualified immunity. Qualified immunity is important because it helps provide an officer the assurance to act in volatile and dangerous circumstances. The doctrine attains a balance between upholding what has been determined under law but without unreasonably applying the law beyond the reach of “clearly established” decisions. *Harlow v. Fitzgerald*, 457 U.S. 800, 102 S. Ct. 2727 (1982).

COVID-19 and everything happening across the profession threaten the confluence of an additional difficult set of circumstances. Valid training is almost invariably part of how we develop individuals, our organizations, and service to our communities. It is also a fundamental component of municipal litigation defense and seeking qualified immunity on behalf of our involved personnel. A significant disruption in revenue may challenge the level of training an organization is able to provide. Part of the purpose of this article is to continue to support the basis for Chiefs of Police and command staff to sustain this essential training. *City of Canton v. Harris*, 489 U.S. 378, 109 S. Ct. 1197 (1989)

One of the priorities we can take from this whole discussion and how we move forward is the criticality of our use of force review processes. To some extent, an involved officer may perceive this review mechanism as punitive in nature. In reality, the opposite is true. The review allows us to validate the many occasions officers have done the best they could in awful situations and that the department is aligned with the decisions they were forced to make. The review process also helps us shape our determination of where to direct scarce training resources or make policy adjustments. Very importantly, on those occasions where an officer may be overreaching

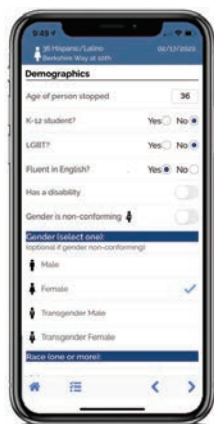
or in some form of turmoil, it can create a means to intervene or correct conduct before an irrevocably damaging event takes place. This further illustrates the importance, particularly of our sergeants, in understanding the critical role field management personnel have in applying their professional judgment, overall awareness, and assessment to each occurrence they review.

If we look at the coming months through the lens of our experiences, we can discern how the best decisions for our communities to advance will arise out of being afforded inclusive unified public policy deliberation from all relevant entities and perspectives, whether functioning regionally or at the state level. This includes respect for the mandates and capacity of each service provider. The valuable contribution law enforcement can make to this process derives from the relationships agencies have with the communities they serve, a high level of situational awareness, and an understanding of the benefits and impacts of what is being decided. With these foundational ideas underpinning our decision-making processes, we will adapt and continue to provide outstanding services to the communities that we serve.

REFERENCES

- ¹ Cal. Gov't Code § 8550 et seq.
- ² <https://padailypost.com/2020/05/21/1970-law-gives-newsom-sweeping-powers-in-a-state-of-emergency-local-official-helped-write-the-law/>
- ³ Cal. Gov't. Code § 8567
- ⁴ <https://www.gov.ca.gov/wp-content/uploads/2020/03/3.19.20-attested-EO-N-33-20-COVID-19-HEALTH-ORDER.pdf>
- ⁵ <https://www.jones-mayer.com/news/2020/05/01/vol-35-no-15-law-enforcement-evaluation-of-covid-19-health-order-protests/>

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Legislative Update: Pandemic and Politics

By: Jonathan Feldman

Legislative Advocate – California Police Chiefs Association

The global pandemic changed the way we all live and work. In isolation, that alone would have been enough to forever shift the day-to-day operations of frontline emergency service providers. Add to that the resurgence of a sustained movement against racial inequalities and police use of force, and 2020 marks one of the most significant watershed moments in the political history of law enforcement. As policy makers and agencies were adapting to respond to the rapid changes and new challenges, the California Legislature introduced a number of measures, both in response to the pandemic and call for police reform, that would have been devastating to law enforcement. In order to defend against these measures under the unprecedented circumstances, Cal Chiefs relied on new tools and tactics that have forever altered how to advocate for public safety.

At the start of the pandemic in March, the California Legislature closed their doors to the public as a statewide quarantine was issued. This was a dramatic shift for the Legislature, which normally heavily relies on public hearings, testimony, meetings, rallies, press conferences and coalition gatherings to conduct business. Advocates and lobbyists who typically walk the halls of the Capital in Sacramento to press issues on behalf of various special interests were now prohibited from those typical activities. After the events of Minneapolis generated resilient and sporadically violent protests, which led to more the two dozen bills being introduced on police reform, it became imperative that Cal Chiefs found new avenues to effectively lobby against major and complex issues. Developing new tools and tactics towards this endeavor became critically important.

Communication shifted as a result of the initial quarantine period, which aided in normalizing new methods for sharing and disseminating information. Online video conference calls became daily occurrences, and technology platforms expanded to meet growing needs. Cal Chiefs started hosting weekly “All-Chiefs” calls originally geared to sharing information about the coordinated statewide response to COVID-19. More than 200 chiefs averaged on each call, realizing the potential to quickly update large groups of chiefs all at once without the limitations of static emails and written memos.



“Meeting” the Needs of Our Members

By: **Meghan Kalmbacher**, *CMP, Events Manager – California Police Chiefs Association* & **Brittany MacKenzie**, *Training Coordinator – California Police Chiefs Association*

We did it CPCA! We postponed, we rewrote contracts, we found new ways of doing things and ultimately, we succeeded! After many months of uncertainty, September was a month for the history books when the Cal Chiefs team launched not one, but two multi-day virtual conferences. Thank you all for participating and for believing in us! Also, a huge shoutout to our unbelievable staff and our WLE & Training Committees! You were able to create something amazing all while dealing with everything 2020 has thrown at us. Thank you for your dedication, commitment and for inspiring greatness. In case you missed it, here’s what we had to offer in 2020.

Our first ever virtual event was our Women Leaders in Law Enforcement (WLE) conference that was held on September 8-11, 2020. The event consisted of 8 workshops, 4 keynotes, virtual morning workouts, photo & karaoke contests, fun music and an overwhelming sense of empowerment. Over 450 women and men from California, Arizona, Washington and from across the United States came together to share strategies for success and find a little bit of the togetherness that WLE is known for. The WLE Committees look forward to planning for 2021 when we can hopefully meet in-person in Santa Clara and continue to build on what we have learned by incorporating some hybrid aspects to our already highly successful event.

Our second virtual conference of the year was our Annual Training Symposium that was held on September 21-24, 2020. We had almost 300 Chiefs and Seconds from across California come together for training on leadership, tech issues, critical incidents, mental health, legal issues and many other topics. We also threw in a little fun with “Throwback Thursday” and asked all of the participants to submit

photos of themselves when they first got into law enforcement. The results were very entertaining. Due to the continuing issues with COVID-19 and budgetary concerns, next year’s Annual Training Symposium will also be virtual and will be held on April 27-29, 2021.

The pandemic presented a unique set of challenges that we had to face as an association with regards to our in-person training courses. Trying to navigate what the remainder of the training year would look like was extremely difficult. Ultimately, we decided to postpone all remaining Spring 2020 training courses to take place in Spring of 2021. Some of the training courses have already been rescheduled, and dates are currently being determined for others. You can view the status of the courses on the Training Courses page of our website. While the pandemic has had some negative effects on the health of our training courses, it also opened our eyes to new training possibilities. We recognized that while we cannot offer certain training courses, we can help to mitigate the lack of training by offering virtual training. Virtual training is something that we hope to not just offer during the pandemic, but indefinitely. There are a variety of topics to be taught and conversations to be had that don't have to happen in person and we are capitalizing on that opportunity. Because leadership is always our number one desired training topic by our membership, we are currently working with Retired Police Chief, Pete Dunbar to put together a virtual leadership training series that will feature different leadership topics. Stay tuned for more information on this! While it has been difficult to see the negative effects, the pandemic has had on our training, we are grateful for the opportunities it has presented us.

Here's to 2021! ■

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FROM PANDEMIC TO PROTESTS:

How has 2020 changed policing in Benicia?

By: Irma Widjojo, Management Analyst/Public Information Officer – Benicia PD

In Short: **Not much.**

However, there are of course nuances to that answer. 2020 has given everybody a fair share of challenges and that is no different in the law enforcement profession. 2020 started with having to protect people's health and respond to a pandemic, to responding to swift changes that had to occur after more issues arose this summer. Law enforcement saw in the blink of an eye, a national movement that took momentum like never before. Some might see it as justifiable; others, might see it as betrayal. Regardless, police departments had to respond to new issues accordingly and it was no different for the Benicia Police Department.

Benicia is a small Bay Area city of 28,000, located about 45 minutes north of San Francisco. The city has seen low numbers in violent crimes, despite having its fair share of property crimes. The Benicia Police Department has 32 sworn personnel, including the Chief, and 18 non-sworn full-time professional staff. The Department prides itself in customer service and being part of the community in many ways. Which include, running a robust neighborhood watch program

and assigning an officer dedicated to serving as a liaison to address the growing unhoused community.

While the demands for police reform and cuts to police budget were prevalent, the Benicia Police Department was fortunate enough to still receive support from much of the community and City Council. With that said, the department did move forward with steps addressing concerns from our community.

For example, the Department sped up its Racial and Identity Profiling Act reporting by nearly two years. The Department will begin collecting data beginning in January 2021, instead of 2022 as required by the California Department of Justice.

The Department also continued its emphasis on de-escalation training and will require all staff to be educated on implicit bias. An official internal policy was also put in place to avoid patrol officers from responding to non-criminal, bias-based calls for service.

EFFECTS OF COVID-19 PANDEMIC IN POLICING AND OPERATION

One thing that is starkly different this year than any other year is how we kept our strong engagement with the community while using minimal physical contact. Our officers were encouraged to keep their distance and the public was advised that there would be more interactions via phone call when possible. Our Department made sure to emphasize community engagement in as many ways as we could during the pandemic. Social media became an even more valuable tool to keep the community informed and engaged about what was happening in the community

Our biggest challenge was the fear of COVID-19 infecting a whole shift of personnel. Measures were made by emphasizing social distancing, wearing a face covering, and temperature checks. Those who experienced symptoms were tested as soon as possible. This led to longer sick leaves to avoid any infection within the Department, which affected overtime hours.

WELLNESS

At the end of the day, what was seen to be the biggest impact is personnel's wellness.

Undoubtedly, the circumstances presented by 2020 have put a considerable amount of stress and pressure in one way or another on every single person on this planet. Those in law enforcement are not immune to it.

The feeling of being vilified added with the little rest from the increased overtime due to COVID-19 and mutual aid calls for riots and wildfires is a recipe for a mental and physical breakdown.

The Department has ramped up its wellness program as a result by making counseling available at no cost to staff. A mobile app with wellness resources has also been created and everyone in the department, including their family members, and retirees are given access to it.

TAKING CARE OF THE COMMUNITY AND EACH OTHER

While it may seem like police departments locally and nationally are called to take drastic changes in response to what happened in 2020, it is important to not lose sight of what matters. It is important to remember the service each department provides should be tailored to the community and not to the fringes. It is also important to not forget that within each department, there are human beings. Human beings who – for the most part – want to do their best and are doing their best day in and day out. Though it can be easy to get caught up in the politics, what should be a reminder to each of us is our humanity and the ability to make pragmatic and sensible decisions that benefits everyone. ■



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Are your officers insured?
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The Deluge of 2020

By: Ted Stec, Chief of Police – Bishop PD

I do not know if what our country has gone through this year will change policing forever, but the effects will certainly haunt us for many years. 2020 makes me think of the 9/11 terrorist attack on the U.S. Some remember it well, some have forgotten, while others have a skewed opinion of it. I see this profession as one that presents moving legal targets that necessitates our nimbleness. I also see a pendulum that swings both gently and fitfully depending on which way the wind blows. **The human race is fickle, and politics are brutal.**

Many of my SoCal colleagues know Bishop well. This is a glorious travel and vacation destination north of the Los Angeles area: hiking, world-class rock climbing, famous yearly trout derby, off-roading, and the largest annual mule event in the world. The daytime service population is over 20,000 comprised of the city, the surrounding greater Bishop area, an adjacent Native American Reservation, and the influx of tourists from all over the world. Over one-million vehicles pass through Bishop monthly. We are the only police department in the county who protects and serves these visitors.

The above illustration was necessary to set the tone before moving on to the theme of this edition of the *California Police Chief* Magazine. Has this idyllic area escaped the fallout of 2020? I feel the first inclination from many outsiders might be, yes. This is because Bishop is hours from hectic metros and high crime areas, so we have escaped a lot of the “drama” over the years. SoCal is about five hours to the south of Reno NV and has 14,000-foot mountain ranges to the east and west. But, unfortunately, this special and unique area has not escaped the trauma of 2020.

In terms of COVID-19, shutting down our deployment to only necessary, dangerous, or emergency work to reduce exposure hurt morale, especially on the hard chargers who like to work. A few weeks was tolerable, but months were not. Driving up and down Main St., which is often bumper-to-bumper, and hardly seeing any vehicles was troubling. Recognizing the fact that Bishop relies so much on tourism revenue, many began anticipating pay cuts or

furloughs to offset an increasing budget deficit. In September, the bargaining units agreed to furloughs. Luckily, I had two vacancies that I froze to lessen the financial impact while also placing my Lieutenant on patrol to fill a void. I feel COVID-19 will have lasting effects in terms of maintaining adequate PPE supplies and staff living with one more health risk to think about every shift. Of course, if an actual cure becomes available for COVID soon or, at least, an increase in more of the promising remedies, concern should be reduced. The bottom line is, this was a kick in the gut that has impacted work and home life, personal finances, family, and more.

In May, George Floyd died while in-custody. This certainly was not what we needed especially during a pandemic. This understandably caused heightened scrutiny of other police involved deaths and an unbearable amount of politics. California had already led the way on some use-of-force reform, but now the genie was out of the bottle again.

As expected, my Bishop PD officers, and several officers from my previous agency whom I continue to mentor, began questioning this career. Had trickery and unscrupulous intent found its way into the reform and, more importantly, what is next? Officers had serious discussions about the meaning and potential consequence of just one word or phrase in the new law narrative and, once again, they wondered, what is next? One does not have to look far to find a media story that tends to highlight prosecutors seemingly relishing the thought of prosecuting peace officers even when those officers

followed the law. This, of course, has added fuel to the concern. The steady flow of false or misleading information about law enforcement hasn't helped either. A trend has emerged that is attempting to make self-defense illegal for all, and the word "victim" is being transferred to the suspect.

Bishop managed the dozen or so protests just fine, avoiding the problems some departments faced with rioting and fighting. We feel a portion of this success can be attributed to the outreach leading up to the events that discouraged illegal activity with messaging that we would not stand down. Nonetheless, our staff was concerned and vacillated between deploying long-term tactics or the "new way," whatever that was. Staff was glued to media coverage of the unrest in Seattle and Portland. Though far away, this was not consolation as we knew it would grow. There was some "defund Bishop PD" on social media by known residents, which was hurtful since we had done nothing wrong. There was some chatter about eliminating our School Resource Officer, as well. I feel we weathered this segment of the storm fine, as the support for us was much louder than those complaining.

I have had a few of my officers make statements such as, "If you can get out now, do so," "I just have to make it to 50," and "I'm not so sure if I like the job anymore." This is terribly sad anywhere, but I feel possibly more so in such special places like Bishop.

I mentioned above that I still mentor officers I supervised from my previous agency. They too have shared with me similar concerns illustrated above and looked to me for help. Our daughter is a CHP officer, and her husband is a city police officer. Adding family to the mix, of course, creates a different level of thought and perspective.

My responses to those I lead, coach, and mentor is of cautious optimism. Realizing what's going on, studying it, thinking it through, and ensuring we do not become timid and adopting a position that "the sky is falling" is key, as doing so will lead to mistakes. A self-fulfilled prophecy is generally defined as an instance where a person predicts that they ultimately caused something to happen by simply aligning certain behaviors with that said prediction. In this instance, the deluge of 2020 has fundamentally changed how we think and react to calls for service which, if not kept in check, could exacerbate 2020 for individuals and departments.

I hope you found my input interesting and helpful. Take care and be safe my friends! –Ted

ABOUT THE AUTHOR

Ted Stec has been the Police Chief in Bishop, CA for about five-years now. Prior to Bishop, Stec worked in agencies near the San Francisco Bay Area and north of Sacramento, CA. He has a Master's Degree in Public Administration and is a graduate of the FBINA (#242), the LACP Leadership in Organizations course, Executive Development Course, and the Sherman Block Leadership Institute (#252). He has change-agent experience along with coordinating and co-facilitating two Team Building Workshops. ■



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Using Technology to Navigate Through 2020

By: Jamie Hudson,

Real-Time Information Center Supervisor – Elk Grove PD

One of the ways that the Elk Grove Police Department (EGPD) responded to the issues of 2020 was the use of new technology to respond effectively and efficiently through our Real-Time Information Center (RTIC), which we opened in early 2020. This allowed us to respond to protests, COVID, and all the other issues 2020 brought us. The RTIC has a video wall consisting of eight 55” monitors which with the help of RGB Spectrum’s Galileo Display Processor, can function as a single screen or many screens within the wall. It has three operator positions and was part of a capital improvement project using space inside our existing police department campus.

EGPD filled its first full-time position in the new RTIC on March 1st, 2020. The supervisory position was tasked with assessing the abilities and needs of the RTIC to determine how it can best serve the police department and the community’s needs. Thirteen days later a local state of emergency was declared because of COVID-19 and the RTIC transitioned to the Department Operations Center (DOC) during the pandemic.

Since March, our agency has transformed the way we operate, plan, and respond to events. We found three main areas in which we ultimately focused on: Communication, Intelligence, Technology.

COMMUNICATION

Teleworking began immediately upon stay at home language was contained in our county’s public health order. Chief Timothy

Albright believed it was imperative that all employees, especially those teleworking, receive timely and accurate information updates as we all navigated through the event. The RTIC was able to have a tactical dispatcher assigned to it full-time to work in the DOC. The DOC began daily briefings using Microsoft Teams to provide updates to all supervisory and management staff in a live and interactive setting. These daily briefings contained all information on the rapidly changing landscape related to COVID and contained the direction our agency was using for our response.

The DOC began publishing an “Agency Brief” which is sent weekly to all agency staff. This document contains new directives, updates, and other agency-specific information to ensure all employees have the most up to date information. We found it important to consolidate the information flow to be certain the message from our executive

staff was consistently received. It is produced to be quickly read, easily digested, and not overly verbose. Our agency ceased the daily briefings via Teams when we reintegrated our teleworkers but continue to publish the weekly Agency Brief as we have found this to be the most effective way to disseminate timely, single-source information.

RTIC serves as a full-time DOC now and is tasked with creating all incident action plans for the agency by collaboratively working with all affected bureaus/units depending on the type of event. This also ensures a single point of information which helps to avoid any information falling through the cracks.

INTELLIGENCE

Historically, information was received or located, analyzed, and turned into intelligence by multiple sources within or agency. Setting up a DOC for COVID-19 while having a high percentage of our agency staff off site teleworking, opened our eyes to the need for a central point of intelligence. By establishing this central point, it would give us the highest probability of not having important intelligence slip through the cracks. The RTIC began this centralization effort by asking all department staff to send any information they may come across related to COVID-19 to them. The RTIC immediately began receiving information from agency staff and when combined with proactive research and information received through teleconference briefings at the state and county level, they were able to create credible intelligence and disseminate it appropriately.

This effort led to a broader desire to have information funneled through RTIC as an information repository to continue to grow the concept of a centralized intelligence point. Once received, the information would be analyzed, research, categorized and distributed as necessary. What we found is a lot of the information being received was duplicative in nature because multiple sources throughout the agency would find or receive it, mine it for parts which applied to their scope of work, and act on it as necessary. By having a centralized repository, that process of it being initially reviewed by the original recipient continues, but it is then passed on to RTIC to allow them to analyze it and determine if more dissemination or agency action is needed.

TECHNOLOGY

The RTIC utilizes the Live Earth data analytics and visualization platform, along with accessing all our traffic and campus cameras through Avigilon. Some of the tools used are camera trailers, changeable message sign board trailers with cameras, unmanned aircraft systems (UAS), along with many software platforms as well.

This wide range of tools allows our RTIC to be entrepreneurial in their approach to utilization in the most efficient and effective ways possible.

When protests began in Sacramento recently, several mutual aid resources were sent from throughout the region. Resources from EGPD were sent as well and at the time, we were unsure if protests would be occurring in Elk Grove or not. RTIC initiated a Teams meeting and packaged incoming live video feeds from social media, network television and print news organizations, helicopter downlinks, and fixed cameras into a single shareable screen. It would broadcast all that information to our executive staff. We also invited the Sacramento Police Department Real-Time Crime Center and the Sacramento Sheriff's Office to receive the live video stream since we were already mining for the videos and packaging them to share.

After the first protest, we reached a collaborative decision with the involved agencies to share the stream during subsequent protests with agencies who were sending mutual aid resources to assist. This ultimately allowed executive staff from regional agencies to view the live feed videos being streamed to give them the most current and real time situational update at the location their units were assisting. Dispatch centers were also invited to view the stream if they desired as well, which gave them the ability to see what their units were involved in.

The use of fixed traffic cameras, mobile camera trailers, and UAS allowed our agency to respond to protests within our own jurisdiction more efficiently. While robust incident action plans and staffing existed, only a handful of officers from our traffic bureau were visible to protesting groups. We were able to ensure the safety of the protesters when they marched using camera technology and did not have to have officers positioned at all intersections. Through the live feed of the protests from all the incoming cameras, our executive staff and incident commanders were able to watch the protests from their phones, computers, or monitors in their command post without having to physically have eyes on the event.

Our agency is still learning how its RTIC will be used most efficiently moving forward. From what we've learned so far, it has allowed us to respond in a more efficient and safe way to a variety of calls for service and events such as protests. It also has begun serving as the information and intelligence hub of the agency. Through our desire to leverage all available technology to continue being as communicative as possible with our staff, while responding to calls for service and events as safely as possible, we will continue to reshape how we police in years to come. ■





Why I Took a Knee

By: Stephen Watson, *Chief of Police – Eureka PD*

In the early evening hours of Sunday, May 31st, I waited uneasily inside the Eureka Police Department (EPD) listening to updates over the police radio as a crowd of several hundred demonstrators marched toward us. This was our city's second day of spirited and sometimes unruly protests following the death of George Floyd at the hands of Minneapolis police officers days earlier. An even larger demonstration on Saturday, organized by a local self-professed anarchist group, had turned very tense after a few agitators in the crowd hurled rocks and insults toward our officers. Some carried signs demanding, "Abolish the police." Another held a sign that brazenly declared: "Defend life. Shoot cops." Patrol cars were damaged and protestors twice marched to EPD where some vandalized the front of our building.

A pivotal moment approached our department when the peace and safety of our city and the relationship with our community was at stake. Nearly 50 law enforcement officers, equipped and ready, were packed into our classroom awaiting orders. I made a decision. Rather than meet the crowd with a formation of officers in riot armor, we would meet them with a powerful moment of solidarity. I would go outside with only my core leadership team.

As the chanting crowd grew closer, I asked the county Sheriff if he wanted to join me. He soon stood by my side. A white board emblazoned with the message, "We stand with you against racism," stood prominently behind us. The crowd arrived and gathered before our small group. I stepped forward and addressed the assembly. I began by making an unequivocal statement condemning the death of George Floyd, saying I was outraged too. A few in the crowd attempted to shout over me, but one individual stepped forward and successfully advocated to let me be heard, telling the crowd to "listen" and stating, "They have a voice too." The Sheriff spoke, acknowledging their cry of "no justice, no peace" and affirming, "We hear you." After some time, I took a risk and asked, "Can we walk with you?" Many in the crowd responded enthusiastically.

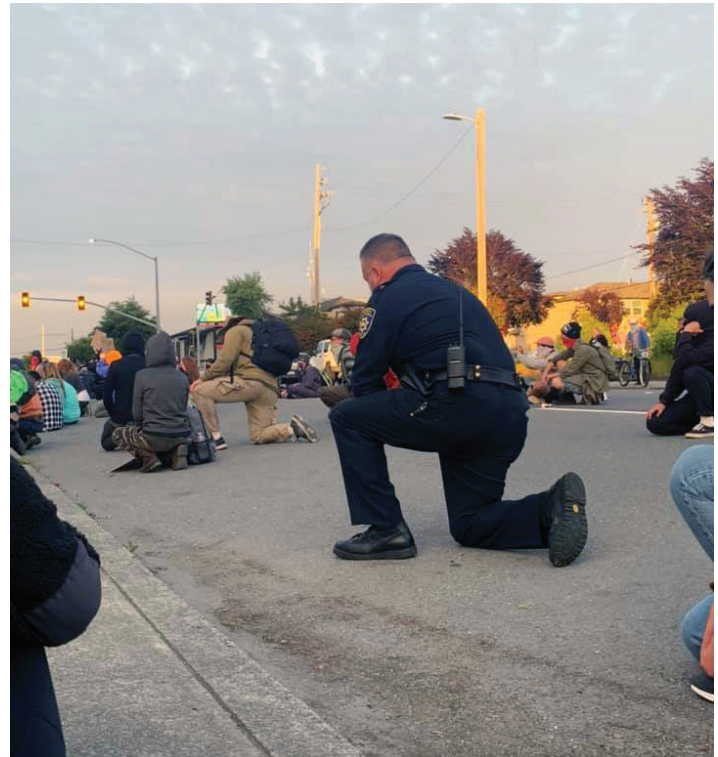
We walked in solidarity with demonstrators to the courthouse where a planned rally took place. A speaker asked for everyone to kneel for 9 minutes in remembrance of George Floyd. The Sheriff and I took a knee with them. I kneeled not out of a sense of obligation to the moment, or because I agreed with every tenet of the BLM movement. I kneeled because it was the right thing to do and what people needed to see from us as leaders of our community and city. It was an authentic moment where we stood in proxy for law enforcement leaders across this country. People needed to know we also stood against racism, especially within our own ranks, and we would act decisively to effect meaningful change. I understood action, not words, were being demanded and we must take tangible steps forward together. As Martin Luther King Jr. said: "We cannot walk alone. And as we walk, we must make the pledge that we shall always march ahead. We cannot turn back."

As protests continued across the country and locally, I repeatedly messaged to my command staff and our officers that most in the crowd were our fellow community members—neighbors, friends of family, people we may interact with as we go about our daily "other" lives. Their children may go to school or play sports with ours. The

cashier at the grocery store, the doctor who provides our healthcare, and the waiter at our favorite restaurant may be among them. This is our shared home and when these protests were over, we all had to continue to live and work together.

We endeavored to transform officers' mindsets from the old "hats and bats" approach of civil demonstrations control to understanding their prime role as our community's guardians. Our starting and preferred posture became one of de-escalation, restraint, patience, adaptability and a "softer" presentation. While riot control equipment was staged nearby out of sight in case it was needed, our officers showed up wearing their regular, daily uniforms. I repeatedly reminded them the greatest officer safety measure we can equip them with is the public's trust and the willingness to cooperate because of a positive relationship with our community. The palpable tension in the room during earlier operational briefings was replaced with a more relaxed and confident atmosphere as this bore positive results reciprocated by many in our community.

This has been an exceedingly turbulent and difficult year for our country. Political and social tensions have been elevated and this election cycle was the most divisive we've seen in some time. People's expectations and the future of policing have forever changed. But there is opportunity in the turmoil. We must have the courage and will to continue to adapt and meet our profession's and nation's emerging challenges. I am confident we will—it is what we do best.





Localism in Law Enforcement: Creating Conversation in Your Communities

By: Katie Nelson, *Public Information Officer*, and Chief Chris Hsiung, *Deputy Chief – Mountain View PD*

In the wake of the death of George Floyd, local law enforcement leaders began re-examining ways in which to connect with their communities to be hyper focused on how issues in the national narrative were impacting their cities locally.

Each community has its own set of individual needs, nuances, and personalities, which police chiefs know very well. These idiosyncrasies are what make each community so unique, and it is why so many choose to live -- and serve -- in the cities that they do. To be able to know the traits of your community, and how and why that connects to its members, has never been more pivotal.

With the overwhelming tidal wave of the national narrative, negative news coverage, and endless social media posts, many in our communities assumed the same must be true in our jurisdictions. Many asked how and why our agencies are different, how we can work to prevent what has made headlines across our state and our country and what we're doing to effect change.

In Mountain View, timing to allow for listening and growth together as a community was pivotal. In the immediate aftermath of the death of George Floyd, emotions were high. The national narrative surrounding law enforcement skewed heavily towards all the wrongs done by those who wear a badge. The trust that many of us worked so hard to build up through transparency efforts was practically zapped overnight.

As the anger and concern strongly surged forward weeks after George Floyd's death, elected officials and police chiefs alike were hounded with questions around defunding, the "8 Can't Wait" campaign, and more. The question of "How do we recover from this?" was on all our minds. We all saw the same footage out of Minneapolis. We could feel the absolute horror, disgust, and fear from our communities. What could we do, at a grassroots level, to begin to get everyone

to the table, to champion localism in law enforcement, and create moments of opportunity for thorough, honest, and transparent dialogue with those who call our cities home?

In Mountain View, we began to ruminate on the idea of a community academy, the bones bearing the multi-session tracks of a community academy, but with a mindset of listening, learning, and creating a safe environment to foster true dialogue; not on teaching necessarily the nuances of police work or trying to change their minds. By incorporating conversation as a key concept in the building of this new program, dubbed ***MVPDx: Partnering for the Future of Policing***, we set ourselves with a standard not of teaching per se, but one of collaboration, listening, and true dialogue.

The first cohort -- many of whom were local police reform activists, concerned community members who had contacted us, local community leaders and more -- honed in on themes that were sparking national dialogue -- bias, community policing, the current state of law enforcement and its future. The program was also adaptable, particularly in the age of COVID-19, with modifications to allow us to be mostly virtual via Zoom with select in-person experiential days. With those parameters, officers within the department would join twice-weekly conversations, either from their office or from their home, to listen in with the group, a total of 10 residents to start, hear their concerns, and as allowable, share their own stories, feedback, and where applicable, apply teaching moments.

Originally slated for seven sessions with the final day a marathon of discussion around three themes -- bias in policing, policing presence,



and police-community collaboration -- the group quickly shifted to wanting to extensively discuss, and by extension highlight, how to begin to look at how the future of policing may adapt or change. We learned from our own cohort that more time wasn't just needed, it was wanted. The group *wanted* the opportunity to continue to connect, to converse, and to collaborate. Despite all their differences, and all their varying mindsets and mentalities, something borne out of a desire to simply interface, to just get to the table, had blossomed into something more.

And, as the group learned and absorbed information to grow their knowledge and understanding of who we were and the work we do, they began to have moments of recognition where they truly saw beyond the badge, behind the uniform, and learned that we were just as human as they were, with servant's hearts and a desire to be what our community needs and wants. Comments like: "It's like you're not allowed to be human," or "If this is what you see on any given shift, we aren't doing enough to take care of our officers," or "I came in wanting to hate you, but I just can't" was just some of the feedback we've gotten so far. These "a ha" moments, where the true understanding of the difference between their local truths of policing versus the national headlines of law enforcement, are pivotal. But, they cannot happen in a vacuum. Opportunities exist in every call, every meeting, every conversation. We must seize on that.

Our sense of duty to our communities is intrinsic. It is not something we necessarily choose. In each of us is this calling to serve. And, when we see the places and people we devote our lives to reeling from the impact of a decision that cost a man his life thousands of miles away, we too feel slighted, hurt, and betrayed. That is not who we are, and that is not what we do.

So, we too are hearing the national narrative, and we, just as much as many in our communities, want to be able to listen, to learn, and to be better connected. Creating opportunities like MVPDx to do just that strips the national narrative of its vitriol, and it divests the national headlines from the local experiences, both good and bad. By being able to concentrate specifically on what can and should be done locally, we can begin to build a framework for our entire profession. We can lead one another by exceptional example.

Transparency and trust can be rebuilt from this moment in our history, but we must make the effort to do so. We must create spaces that are safe for our residents to share with us their faith in or their fears of law enforcement. We must be open to hearing criticism and concern, because the only way for a meaningful paradigm shift forward is to acknowledge that we are willing and able to listen and that we will be present in doing so. And, in turn, we are also afforded the opportunity to finally begin to speak up, to share our truths, and

to allow our communities in turn to hear about who we are and how and why we serve them.

"Localism" is a strategy to acknowledge the national narrative but to focus dialogue and discussion points on local, firsthand experiences and issues. Localism has been our strategy in how we dialogue with our community and it has made a huge difference as a foundation for genuine conversations and trust building. Do not let the opportunity slip away. There are those in your department who can and who want to help lead the effort to build better avenues of connection. Your communities are inevitably craving that -- let them speak, let them be heard, and in turn, let them hear you. ■





Opinion: Why We Must Be the Example

By: Commander Eddie Anderson, Patrol Operations Division – Marina PD

In the wake of George Floyd's death in Minneapolis, there has been a nationwide call for police reform, with the expectation that police officers are held accountable for excessive use of force and other unlawful actions.

If we take a moment and view law enforcement as ONE BODY, we can all agree that we need to do better. With that being said, I know that the majority of law enforcement officers are doing what they were called and sworn to do. Most of us have not forgotten why we chose this honorable profession. However, when we turn on the television or scroll through our social media accounts, you can start to believe that most citizens in our nation do not support the police. As leaders, we must ensure our officers know that this is not true, but we also must discuss the challenges facing law enforcement professionals today. We must be mindful that if we are fortunate to have a positive relationship with our communities, it may not be possible for us to understand the depth of what other organizations and communities are experiencing. Although we may not be able to personally relate to those challenges, it is our duty to embrace the challenges faced in other communities as our own.

HOW CAN WE MAKE A DIFFERENCE?

The Marina Police Department in Monterey County, California, prides itself with continually evaluating and discussing the importance of how we treat those we are sworn to serve and protect. We see every citizen contact as an opportunity to provide a positive, professional, and respectful interaction with law enforcement.

We remind our officers that because we respond to a variety of calls for service throughout our careers, our natural tendency is to become desensitized to the importance of these calls. We must fight the tendency to become complacent, and not forget that this may be the first time someone has been pulled over, been in an accident, or a victim of a crime. We must be mindful that although this may be just another call for service to us, the circumstances of what we were called to may be very traumatic for them. Even though we may only be in their lives for 20 or 30 minutes, how we treat them in that short amount of time can influence how they view law enforcement as ONE BODY, as well as how they view our individual organizations.



OFFICER SELECTION, TRAINING

Due to a significant staffing shortage, our organization spent the last two years focusing on recruitment. During our recruitment process, we carefully selected our new officers. Although recouping our staffing was difficult, we managed to successfully recover. Of our authorized 29 sworn officers, we hired 13, with only 2 being laterals.

From an organizational perspective, our FTO program was bearing a tremendous responsibility. We viewed this an opportunity to develop and mentor each of our new officers into what we believed would be a model law enforcement professional.

During our staffing crises, our veteran officers remained committed and loyal to our organization. Although they sacrificed time from their families because of the need to work numerous hours of overtime to fill vacant shifts, yet they continued to support our organizational goals while honorably serving our community. To have a successful FTO program, we recognized that we needed their work ethic. Through frequent meetings and discussions with our veteran officers and FTO supervisors, we all agreed on the importance of us being the example. Our veteran officers worked tirelessly and, as result of their hard work, they are now working side-by-side with the new officers that they trained, while continuing to mentor and develop them through their probationary periods and beyond. They are now able to see that their sacrifices were not in vain.

ONE CALL FOR SERVICE, ONE CONTACT AT A TIME

I am often asked, “With everything going on, how can we make a difference?” My answer is simple, “One call for service, and one contact at a time.” More now than ever, how we provide service and how we respond to our community's needs and concerns, should be our top priority. We must embrace the importance of establishing trustworthy relationships, and we must be consistently conscious of how our decisions and actions are crucial in our commitment to providing service in an appropriate and humane manner.

As individuals we must personally hold ourselves accountable for our actions, recognizing that how we treat people influences how society views law enforcement as ONE BODY. Our nation is waiting for us to be better and our communities are depending on us to do the right thing. Regardless of race, ethnicity, or social status and struggles, we must value and respect human life. **We must be the example!**

ABOUT THE AUTHOR

Eddie Anderson is a commander with the Marina Police Department, currently assigned to Patrol Operations Division. He has been with the department for 23 years and has served as an SRO, field training officer, patrol sergeant, motor sergeant, SWAT operator, and commander. ■





Knowing When to Listen

By: Andy Mills, Chief of Police – Santa Cruz PD

This year, our nation saw two events this summer that shook this country and policing to its core. Minneapolis Police officer Derek Chauvin knelt on George Floyd until he was dead, and Breonna Taylor was killed in a late-night search warrant. These two actions caused massive civil unrest; and resulted in numerous chiefs losing their jobs and a push for more law and policy changes for policing. Beyond the inevitable changes that frequently happen when there are unjust events, our front line staff's stress level has been immense.



The Santa Cruz community did a few things to understand the angst level and deflect the potential for violent protests. Immediately after the George Floyd murder, we pulled together influential leaders from the Black community and broke bread together. We brought in some food, sat next to one another, and talked. It was raw, powerful, and rewarding. The voices in the room were clear on just how damaged their relationships were with the police. But they made it clear that they were there and representing themselves not the entire Black community and that we need to make time to talk with every member of the Black community.

Several suggestions were made on how we can build relationships and put us on solid ground with those who are hurting. We learned so much from that meeting – one thing in particular stood out was how to make a good-faith effort to address problems we see across our community. When the meeting ended, we all agreed that discussions such as these needed to continue happening to help us impact our community and implement change. We continued to meet several times over the months and came up with a plan of action.

1: THE POLICE CANNOT SPEAK FOR THE BLACK COMMUNITY; WE CAN, HOWEVER, AMPLIFY THEIR VOICES.

We came up with a goal to ensure Santa Cruz Police are objective in their interactions with the Black community and to use the least amount of force necessary. Many people expressed they do not feel safe when stopped by the police. Even members of my agency showed concern for their loved ones if the police were to stop them. We can think the fear is unreasonable, but their fear is real and almost universal. It is our job as police leaders to fix this, not the Black community.

SCPD put together 22 recommendations for change in how we police. These recommendations can be found at ChiefMills.com. Most changes we can implement internally; some will take Council approval. Yet, we desire to see them through to the end. When the community feels safe, fewer mistakes are made, and our officers are safer as a result.

2: WE WATCHED AND LEARNED FROM OTHERS' MISTAKES TO TIGHTEN UP OUR POLICY AND PROCEDURES. POLICE LEADERS SHOULD BE MORE PROACTIVE IN CONTROLLING BEHAVIOR BEFORE MAKING CATASTROPHIC MISTAKES.

Now we are working with the Santa Cruz Warriors and the Reggie Stephens Foundation to bring us closer together with communities of color. The Warriors are the G-League franchise of the Golden State Warriors and many of their players end up in the NBA. Our command staff met with their coaching staff to understand what it is like to be a Black man in modern-day America. Particularly, we examined the interaction between the police and men of color. The discussion was fascinating and challenging for both sides.

Each of them had accounts where they were stopped and questioned for extended periods for no apparent reason. Over lunch, former NFL player Reggie Stephens talked about his experience with the police. It was heartbreaking yet hopeful.

Reggie's story reminded me of the Bible verse in Genesis: "You intended me harm, but God intended it for good. He brought me

into this position so that many lives could be saved." (New Living Testament) That sums up the Reggie Stephens story.

The next step is for the SC Warriors and the SCPD is to construct a mentoring program between our officers and the players, organizations, and the community. Through genuine humility and neighborhood policing, we can build severable bonds with all communities. Even with the communities that right now don't trust us.

3: WHEN PEOPLE PERCEIVE THEY ARE MISTREATED DURING A POLICE CONTACT, AND THEY SEE INCREDIBLE INJUSTICE IN THE MEDIA, THEY BELIEVE THAT COULD HAVE BEEN THEM. FEAR OF THE POLICE INCREASES AND CAUSES HYPERVIGILANCE. HYPERVIGILANCE IS SOMETHING ANY COP UNDERSTANDS.

The deaths of Mr. Floyd and Ms. Taylor, among others, will alter the way we lead our departments and community. Building closer relationships is just a place to start. Reform cannot stop there. By talking with your communities, you too can help address the systemic problems we see across the nation. We are proud of the work so far, but much more needs to be done. We look forward to our continued conversations with these communities to come together as one community and one nation. By bringing those to the table who disagree with us and by listening, we all can address these problems, but it will take all of us. ■





Learning from Hindsight in 2020

By: Rainer Navarro, Chief of Police – Santa Rosa PD

With legal changes such as AB748, SB1421 and RIPA taking shape, it seemed as though law enforcement leaders had a good handle on the forecast for our profession. However, 2020 brought significant changes that will impact public safety forever. Communities are facing an unparalleled pandemic of our time. COVID-19 changed the dynamics of how our communities live and how law enforcement agencies provide service. Calls for police reform and widespread demonstrations were familiar, but the frequent and sustained violence, coupled with hurried reactions from the public, were more dramatic than I have seen in my 28-year career. Meanwhile, the effort to build citizens' trust in law enforcement has seen more challenges than ever. The perfect storm of a pandemic, social issues, and high-profile police incidents affected communities throughout the country. The City of Santa Rosa was no different.

On March 31, 2020, we experienced California's first police officer COVID-19 death. Detective Marylou Armer died due to complications from the virus and another 8 officers tested positive within two weeks. Detective Armer's tragic death made this invisible killer suddenly apparent, compelling us to react quickly and overhaul safety protocols to address the virus. Our overhauled safety protocols, which continue to this day, include entry stations with temperature checks, and employees assigned to sanitize our facility. We now clean equipment and vehicles with sprayers and UV lights on a regular basis. We rely on dispatchers to ask questions specific to health issues. We standardized the practice of officers screening contacts prior to going into homes. Officers can be exposed daily, when required to venture into the safety bubbles of other people. As this virus has demanded a better understanding of physical wellness, the changes we made have enhanced safety for both the community and our staff. Even after the pandemic passes, many of these protocols should stay in place, especially in the winter months, to combat the spread of diseases and

viruses in the future. Continuing to improve procedures that bolster the health and safety of our officers will, in turn, continually improve public safety.

COVID-19 has also changed the way we meet. In Santa Rosa, meetings with Command Staff, employee associations, and other city departments are now held virtually. Briefings take place outside. In the past, law enforcement has relied on traditional community engagement events such as Coffee with a Cop or Community Police Academies to conduct outreach activities. COVID-19 has made events like these unfeasible and reduced our platform almost entirely to social media. Although SRPD, like other departments, has been increasing its social media presence, our young online platform became our main tool to address the prevailing distrust in law enforcement that has pushed many to the streets in protest. Without traditional engagement methods, our profession needs to become more creative in building trust and legitimacy. Investing in virtual platforms provides the potential to accomplish these goals.



Another significant change this year is the prominent call for police reform after the summer protests. Even incidents of racial tension that occur thousands of miles away can touch every community. Changes are constant in public safety; however, the crowd tactics and issues usually seen in the large metropolitan cities began to appear in smaller communities. The demand to defund the police and government leaders calling to abolish police departments at such a wide scope was unprecedented. Santa Rosa, a city of 178,000, experienced five consecutive nights of violent protests. The extent and nature of the violence was something we have never seen in our city's history. Protests were organic, beginning peacefully during the day and turning to violence under cover of darkness. The anxiety of police brutality is impacting police programs that historically had few to no complaints, such as school resource officers. Last year, Santa Rosa school districts asked our department to expand our SRO program. Today, the city's largest school district is on the verge of removing officers from campuses, after a recent hasty survey showed that 8% of students dislike police. At the same time, board members point to external events to question the virtue of our SRO program.



National incidents, and the fast pace of news and social media, spark controversy. Departments using best practices will still be judged on the procedures and actions in other states. Some changes will be difficult but necessary. The removal of the carotid restraint became one of the first major changes that will impact California law enforcement forever. Crowd control techniques and impacts on crowd psychology will be reevaluated. Other changes that law enforcement has desired for some time, such as mental health reform, have accelerated due to a need for more progress, sooner, in our national emergency.

Could we have foreseen the changes this year to prepare for a pandemic, the consequent recession, and the summer riots? Some may argue yes, but you know what they say about hindsight, and the speed at which change came this year seemed exceedingly difficult to predict. Still, 2020 has taught us that we must always be prepared for it. Likewise, it is more important than ever to know that we must lead the change. The Cal Chief's platform "Leading the Way" is just the start. It will be important to utilize this time in history to seek the changes leaders have desired to enhance accountability and credibility. National training standards will and should change. What should not change is our commitment to build trust and provide quality service that instills public confidence, so our communities see officers as legitimate and reasonable authority figures. We need to focus on our Code of Ethics to remember that we are called to a professional service, with the courage and integrity to meet challenges, make a difference, and build the necessary trust—and a better future. ■



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California Police Chiefs' Association's Officer Wellness and Resiliency Committee is committed to providing CPCA members with a best-in-class platform and resources; to promote Officer Wellness and to raise awareness using a multitargeted approach. One of the strategies is to provide its members with a regular column in the California Police Chief magazine. Content will include Q&A received from the membership as well as national subject matter expert contributors on all aspects of Officer Wellness and Resiliency. We welcome you to the new "Wellness Corner" column. We hope you will find this helpful.

Recommendations for Law Enforcement on Coping with Fears of Ambush and Other Unprovoked Attacks

By: Neil Gang, Chief of Police – Pinole PD, CPCA Officer Wellness and Resiliency Committee, Chairperson

NOTE: Due to space limitations, this is a redacted version of the article. The full version of this article, including the detailed recommendations, is available here: <https://www.californiapolicechiefs.org/ambush>

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another 90,549 assaults on officers with a knife or other dangerous weapon. Even worse, those who serve and protect are sometimes purposefully targeted for deadly ambush, and these devastating incidents become seared into our hearts and minds for all time. We will never forget the officers ambushed in Compton, Dallas, and countless other locations forever marked by these attacks. Ambushes and other acts of targeted violence directed at law enforcement can leave those who serve and protect very understandably anxious, worried, and fearful of being the next target; this is a natural consequence of both human empathy and prioritizing officer safety. As thousands of agencies nationwide work to maintain citizen safety while their leaders strive to support civil discourse and trust in law enforcement, frontline workers suffer waves of negative emotions, accusations, and judgments.

“Those who serve and protect form the foundation of our safe, civil, and just society; when they are attacked, we are all forever changed.”

Law enforcement professionals are extraordinarily tough and resilient individuals who face routine dangers far beyond what the average person ever encounters. The average person does not possess the courage, capabilities, or inner strength required to deal with what law enforcement sees and experiences daily. The average person is not willing to engage the most dangerous individuals, respond to the most high-risk situations, or run towards shots fired. Yet that is precisely what those who serve and protect our communities do, and they do it in service of those they have never met, to protect the lives of people whose names they do not know.

Attacks on police have surged recently, but law enforcement officers have long been victims of assault, with 552,222 officers assaulted from 2009 to 2018, including 21,954 firearm assaults on officers, and

The full version of this article summarizes a set of recommendations for law enforcement seeking to cope with the stress and fear of being purposefully targeted for ambush and other unprovoked attacks. Many of these principles are applicable not just to fears of being ambushed or otherwise physically attacked, but also to much broader concerns about being vilified as a profession, feeling unsupported, experiencing verbal attacks, overt disrespect, and the chronic stressors associated with law enforcement work in general.

Many police psychologists, law enforcement experts, and other resources were consulted in preparing this article. Still, not all recommendations will be a good fit for all individuals, so please rely upon your own best judgment when deciding which recommendations, you choose to utilize.

- Recommendation #1: Recognize You Are Supported
- Recommendation #2: Strengthen Your Control
- Recommendation #3: Separate Possibilities and Probabilities
- Recommendation #4: Avoid Complacency
- Recommendation #5: Beware of Fatigue
- Recommendation #6: Rely on Your Training
- Recommendation #7: Utilize Your Equipment
- Recommendation #8: Leverage Your Experience
- Recommendation #9: Stay Attuned to Your Insight
- Recommendation #10: Maintain Strong Communication
- Recommendation #11: Seek Support
- Recommendation #12: Find Strength Through Teamwork
- Recommendation #13: Practice Breath Control
- Recommendation #14: Maximize Your Resilience

TYING IT ALL TOGETHER

Law enforcement professionals are far tougher and more resilient than most people, but most people never have to experience the level of stress and trauma that law enforcement routinely encounter. Fears of being ambushed are entirely understandable, and increasingly common, and fortunately there are many steps you can take to help manage these concerns. Additionally, many of these principles are applicable not just to fears of being ambushed, but also to much broader concerns about being unsupported, vilified, verbally attacked, and the emotional stressors associated with law enforcement work in general. Please make sure to prioritize your safety, take good care of yourself, recognize that you are supported, and never hesitate to ask for help. Stay aware of the various support options available to you and know how to access those resources. Your service and countless sacrifices for the community are appreciated beyond words, your safety is of paramount importance, and it is vitally important that you receive all the support you need, whenever you need it. ■

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Embracing Change, the CPCA Way

By: Leslie McGill, CAE, Executive Director – California Police Chiefs Association

March was the beginning of the end. Well, the end of so much we took for granted. Good thing we didn't know what was really coming or how long it would last back then! Brittany Davis, our training coordinator, became Brittany MacKenzie in a large in-door wedding ceremony March 14th, the last weekend that weddings would take place for months.

Staff began working remotely that next week when the Governor signed the shelter in place order, timed with our move to OneDrive and Office 365 so we were ready. Extra monitors, laptop stands, office chairs and in some cases, small desks were purchased so staff could easily set up home offices. We said good-bye to business attire and hello to –you guessed it–yoga/sweat pants! Slack had been our go-to interoffice communications vehicle so use of that increased tremendously and all of sudden, we all became experts in using Zoom, a hitherto untapped virtual meeting resource we have all come to know entirely too well.

The Cal Chiefs' staff has thrived in the new environment. If anything, collaboration and productivity have increased, time for more exercise has increased, and everyone is happy and healthier—So much so that we will never have an office like we have now and never be together in the same way, all together five days a week, going forward. We are embracing the new remote working culture. While we still have the office – I prefer to work there most days of the week, everyone else is “teleworking” and it has opened up a whole new way of life.

We do miss seeing each other as much as everyone else does, and so we had our first staff socially-distance picnic at a park in October so

we could actually all be together in person. We are staying positive and productive and embracing the new normal while we continue to do everything we can to serve our members. ■



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Technology: Moving Your Agency and Community Into 2021

By: Alex Gammelgard, Chief of Police – Grass Valley PD, CPCA Technology Chair

Technology advances quickly and keeping-up can be challenging—this article focuses on issues surrounding the deployment of camera technology in public places.

- ➔ An August 2019 Gallup poll shows that 48% of Americans worry about being a victim in a mass shooting
- ➔ Shooting events are as unpredictable as ever, happening in areas typically deemed safe: from schools to nightclubs to festivals
- ➔ While COVID has been narrowing our nation's focus, and although mass shootings are reportedly down year over year, this year between March 1st and May 3rd there have been 54 cases of mass shooting in the U.S. (mass shooting defined as 4 or more shot or killed, not including the shooter).

In addition to preparing for “worst case scenarios” like those listed above, local communities expect police leaders increase safety, especially in public places like parks and public space.

CAN PUBLIC SAFETY CAMERA SYSTEMS BE DEPLOYED TO HELP?

Data from an NIJ analysis shows a 14% overall crime reduction in areas where a camera system is deployed. For property crime, the reduction increases to 16%. With the latest generation of Public Safety Camera systems deployed in your jurisdictions, these crime reductions could be even higher, with some cases resulting in as high as a 75% reduction in crime. A university study of 422 incarcerated burglars indicated 57% of the burglars reported the presence of a camera would cause them to seek an alternative target altogether. In the last decade, cameras have impacted police work significantly and this is expected to continue. A research company projects the video surveillance market was valued at \$42.94 billion in 2019 and is projected to reach \$144.85 billion by 2027 which represents a compound annual growth rate of 14.6% from 2020 to 2027.

For decades, the police have embraced the value of looking for video after a crime has occurred. Commonly referred to as “forensic video,” this video data is used to identify suspects and ultimately support prosecutorial efforts. Use of camera technology in businesses, schools, and more recent use in homes, has led to higher levels of security as both a prevention tool and to provide the police with forensic video. Courts and juries have supported and even come to expect this effort by law enforcement investigators. Many California

law enforcement agencies have developed databases of community cameras by inviting the public to register their cameras—this way, the police will both know of the presence of a camera and enhance the efficiency in conducting a search for forensic video. Unfortunately, these home/business systems often offer low quality recording limiting usefulness for identification purposes, but such evidence can still provide valuable information about a crime.

The public has come to expect cameras in places such as airports, parking structures, museums, colleges, government buildings, and schools. These government-operated camera systems address the need for heightened security and are used to address crime and fear of crime. More recently, public sector leaders have turned to cameras in public spaces like parks, intersections, and a city's entry/exit routes to help with investigations, crime prevention, and to bolster the public's sense of security

California's use of cameras in public spaces is expanding quickly, to include many Bay Area suburbs. A survey by the State Auditor shows that of 391 California law enforcement agencies surveyed, 230 (59%) currently use Automated License Plate Reader (ALPR) systems and 36 more are planning to add ALPR. To be complete in mid-2020, San Diego is deploying 4,200 fixed cameras on as part of a streetlight upgrade process. This program has already led to:

- ➔ **Discovering the truth in a murder investigation**—a man who was arrested with a gun as he fled a murder scene with a gun was ultimately not charged when the video revealed a true case of self-defense; otherwise, he could have been charged and possibly even wrongly convicted.
- ➔ **Solving a sexual assault case**—video captured key evidence where the suspect dragged a woman into some bushes where the assault took place; furthermore, the detective tracked the offender to a nearby convenience store where a credit card transaction led to an identification. It is believed that video evidence led to a guilty plea.
- ➔ **Two successful vehicular manslaughter cases**—In two cases, drivers reported a pedestrian “came out of nowhere;” however, video review showed the victims pressing a crosswalk button, waiting for the signal, and then being taken out in the crosswalk.

One of law enforcement's most recent advances in effective use of technology is with Real-Time Crime Centers. Elk Grove, for example, has deployed a combination of over 300 cameras which are linked to their crime center. Within 2 weeks of starting operations, Elk Grove Police identified the license plate of a wanted murderer from Livermore. Four different cameras tracked the suspect until officers were vectored-in for the arrest.

DEPLOYING PUBLIC SPACE CAMERA TECHNOLOGY — A THREE STEP PROCESS:

As technology advances, police executives in California are faced with making tough choices about camera technology deployed in public space. Before making decisions such as finding the right systems and finding a true technology partner, there is a need to build a foundation of public support.

Step 1 - Gain Community Support: a decision to deploy camera technology largely depends on your community and elected officials. To a significant degree, the Chief of Police has a platform to ensure accurate information is available, to convey trustworthy departmental motives through excellent policy, and to propose effective systems which can meet your jurisdiction's needs while protecting privacy concerns.

It can be assumed police leaders will encounter some citizenry who will have an instant negative response to camera systems in public spaces. Building a solid foundation by linking these systems to

Camera Tech or No Camera Tech?

Does your agency embrace camera technology because it can help your agency efficiently fight crime and help your community feel safer?

Or

Do you avoid the camera technology issue because you know it will be as "Big Brother" and conclude the community will not support it?

A community survey in your local paper or online, might be a good way to gauge support/opposition

Suggestion: frame the survey with a balanced description of crime-fighting value versus the public's concern for privacy—explain possible control measures to reassure the public that police want to uphold the constitution and respect privacy.

solving specific crime problems, establishing a transparent process/policy, and by explaining the public safety value of such system can help break down fear and barriers. Even if a sincere effort fails, when things go bad, it will not be for lack of effort.

Step 2 - Develop a Plan: Once community members (or elected officials) have expressed conceptual support; law enforcement leaders should consider developing a long-range plan for camera technology. Too often, we solve one problem at a time which can lead to a fragmented or siloed technology system. Instead, plan for

FOUR CATEGORIES OF CAMERA SYSTEMS:

SYSTEM TYPE	DESCRIPTION	ADVANTAGES/DISADVANTAGES
Automated License Plate Reader (ALPR)	Either positioned near key roadway "choke points" or mounted on police vehicles, law enforcement can search databases for vehicles by description and license plates (or partial plates). Usually networked with regional, state, or national databases, detectives can use this information to produce investigative leads after a crime has occurred. Additionally, law enforcement officers can input "alerts" or create "hot lists" in the system to provide real-time information about a target vehicle's movements. This is especially useful for Amber Alerts, to locate wanted people, or to locate vehicles involved in serious crimes.	Advantages: Analytics allow for a proactive approach, extensive search capacities, and valuable investigative leads for major crime. Improvements in camera tech has led to more reliable data being captured (e.g. night, bad weather, etc.). Through more effective law enforcement, the public may feel safer. By capturing criminals earlier in their crime cycle, there is significant prevention value. Lastly, ALPR systems are especially useful for jurisdictions preyed upon by criminals from outside their boundary. Disadvantages: Cost to deploy (requires network connection, storage, and power source). Public/elected officials may reject ALPR concept.
Monitored Camera Systems	Deployed for decades, these systems allow for real-time monitoring by staff. The system is inherently limited by the number of cameras feeds a person can effectively track on a monitor. An enhancement to these systems is accomplished by the addition of video storage for after-the-fact forensic review. These types of systems represent the lowest level of camera technology.	Advantages: Simple system which functions well for screening visitors when coupled with an intercom (e.g. for a door with remote unlock feature). Can enhance proactive police response, but only when the person monitoring recognizes the event as it unfolds. Disadvantages: Difficult to stay focused on monitor, especially in cases where there are too many video feeds. From staff-time perspective, monitored camera systems are expensive.
Unmonitored Camera Systems	Deployed in key locations such as high crime areas or places with valuable assets, these systems are not monitored on a 24/7 basis. Instead, they function as a deterrent or for after-the-fact forensic analysis purposes.	Advantages: Simple design and cost effective. Disadvantages: Limited usefulness and may convey a false sense of security. Also, without modern search features, the forensic analysis process consumes excess staff time.
Analytic (or AI) Camera Systems	Similar with ALPR systems, cameras and computers interpret the images. Alerts can be sent to first responders to aid in crimefighting and locating known offenders. Analytic/AI systems are advancing quickly with features like facial recognition, vehicle/person/object identification, and unusual activities (e.g. car going the wrong way on a one-way road). These systems are light years ahead in terms of searching stored video. For forensic analysis, what used to take a detective dozens of hours, can be accomplished in minutes.	Advantages: This camera system can leverage available resources and enhance proactive policing. Since they are not actively monitored, these systems can be expanded easily. Analytic (AI) systems can instantly filter mountains of data into actionable alerts and help a jurisdiction with limited police officers to effectively cover more area. These systems can be deployed alongside older, less technically advanced systems. Disadvantages: Complex set-up—must be designed to be effective and solve specific problems. While the public may accept less sophisticated systems, the term "facial recognition," if activated, can cause political turmoil. Extra effort is required to develop a deployment strategy, create policy, and gain public support.

a future where systems are integrated and function together to solve wide-ranging problems. For example, public parks, parking structures, police building, public works, and city hall are all on the same system for access control and cameras. In the process, police leaders should partner with internal stakeholders (I.T., other departments, etc.) and the plan should include:

1. Listing potential needs/objectives:
 - a. types of crimes to be addressed
 - b. locations where crime could be favorably impacted by camera deployment
 - c. assessment of crime prevention objectives/value
 - d. description of any proactive policing capacities/objectives/value
 - e. other unique issues/needs which may be addressed within a given community
2. Developing a draft policy which addresses concerns about privacy and safeguarding data (see insert re: SB 34)
3. Prioritization of needs/objectives with agreed upon corresponding phases, assignments, and budget support

Step 3 - Identify a Technology Partner: For complex technology projects, government often relies on a time-consuming and expensive process whereby consultants are hired and work with internal stakeholders to develop Requests for Proposals/Qualifications (RFPs/RFQs). The traditional RFP process is increasingly proving to be a poor tool for procurement, leaving public servants and citizens with few options, locked into predatory contracts and languishing years behind private-sector counterparts.

California and local procurement law allow for government contract purchasing vehicles (e.g. GSA/CMAS) for local public agencies



to identify reliable partner resources more easily, especially for large scale technology projects. Through GSA or other pre-vetted competitive contracting vehicles, local governments can procure public safety camera and security systems partners who have already been vetted. Compared to the lengthy time and resources involved in issuing a request for proposal (RFP), a government purchasing contract can save months of vendor research and contracting time, without fear of compromising on the quality of the partnership or chosen solution. Selecting a long-range technology partner which has acquired the necessary (e.g. GSA) contracting authority can serve to keep California agencies from the RFP quagmire. In short, by using a GSA contract holder, an agency can easily scale/phase projects, keeping the end view in clear focus, and have a partner from concept to completion (as opposed to a one-time project vendor).

SPECIAL CONSIDERATION—PHYSICAL SECURITY FOR POLICE STATIONS AND LOCAL GOVERNMENT FACILITIES

A scan of U.S. incidents at police departments between September 2019 and March 2020 reveals:

- ➔ **3/31/2020:** Man stalks and stabs police officer in police parking lot (<https://www.nbc26.com/appleton-officer-stabbed-in-attack-at-police-station-parking-lot>)
- ➔ **3/1/2020:** In Southern California, a gun-wielding man in secure parking lot shot by police (<https://kila.com/news/person-struck-in-shooting-involving-santa-clarita-valley-deputies/>)
- ➔ **2/27/2020:** In Kansas City, a shooting occurred in a police station parking lot (<https://www.ksbb.com/news/local-news/person-shot-outside-kepd-central-patrol-division>)
- ➔ **2/9/2020:** Shooter enters police station in New York wounding a police lieutenant (<https://nypost.com/2020/02/09/video-shows-moment-gunman-opens-fire-inside-bronx-nypd-precinct/>)
- ➔ **12/21/2019:** Man stabs police officer inside a police station (<https://cnycentral.com/news/local/police-man-shot-and-killed-after-attacking-officer-with-large-knife-in-ithaca>)
- ➔ **12/7/2019:** An Arkansas officer ambushed and killed in police station parking lot (<https://www.cnn.com/2019/12/08/us/arkansas-police-officer-killed/index.html>)
- ➔ **12/3/2019:** Chicago officer stalked in police parking lot, tailed and shot a few blocks away (<https://chicago.cbslocal.com/2019/12/04/officer-followed-from-police-station-shot-while-in-car/>)
- ➔ **11/7/2019:** 26-year-old with a realistic looking bb gun is shot and killed in police parking lot (<https://fox8.com/news/wadsworth-police-to-provide-update-on-officer-involved-shooting/>)
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Operating or Plan to Operate an ALPR System?

SB 34 (signed into law in 2015), amongst other things, requires ALPR operators and end-users to:

- maintain reasonable security procedures and practices to protect ALPR information, and
- implement a usage and privacy policy, and
- maintain a specified record of that access, and
- require ALPR information only be used for authorized purposes, and
- provide an opportunity for public comment at a regularly scheduled public meeting of the governing body (for those operating or intending to operate an ALPR system).

It has been over four years since the workplace killing of 14 county employees in San Bernardino. This event prompted a wave of workplace violence training in California. On May 31, 2019, the Virginia Beach workplace killing of 12 city employees renewed the fear of those working in government buildings. In addition to these horrific events, there are many unreported small-scale local events as in San Luis Obispo where an agitated man jumped a waist-high half door, confronted city employees, and was ultimately tackled by the City Manager.

Without question, police facilities and government buildings should be considered high-risk areas for violence and leaders should ensure their staff are trained and protected. Analytic camera systems, effective access control, panic alarms, and training can all be combined to help keep our workplaces as safe as possible.

Police departments have many unique characteristics which should be given serious consideration when developing a security technology plan. Beside protecting ongoing police services for the public, this also includes protecting criminal justice records, ensuring weapons in an armory are safe, sensitive operations security, and routine evidence security/chain of custody.

A February 2020 report by the CA State Auditor pointed to law enforcement shortfalls relative to

SB 34. Here are two examples:

1. Serious problems identified with cloud storage solutions.
2. Issues with tracking usage and confirming the system's use is within the law.

This report might serve as a valuable guide to check your agency's compliance (report may be obtained at: <https://www.auditor.ca.gov/reports/2019-118/index.html>).

ABOUT THE AUTHOR

Alex Gammelgard is the current Chair of the CPCA Technology Committee and has served as the Chief of the Grass Valley Police Department for over four years. He has implemented numerous technology projects and offers to provide California police agencies assistance with their projects as needed. ■

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Officer Safety & Wellness

By: Dr. Anna Courie, Director of Responder Wellness, FirstNet Program at AT&T

Are you Ready?

Back in 2002, the First Infantry Division, U.S. Army, in Wurzburg, Germany, was preparing for its first 12-15-month deployment in support of Operation Iraqi Freedom. I was their health promotion and wellness coordinator and I remember sitting down with the leadership about my role in deployment health and wellness. The guidance I received at the time was: *“Anna, I want the spouses to come out of this deployment feeling stronger than they did going in.”*

With that direction, I began building out a year-long effort for the spouses to “Walk to Iraq and Back” while their loved one deployed. We walked, ran, biked, swam, volunteered, prayed, and built each other up through that deployment. When I say, “we,” I include myself because my husband was deployed as well. “We” is also indicative of the community building that occurred across people, units, organizations, and programs that became a part of “Walk to Iraq.”

EARNING THE MILES

The entire military community framed its programs and resources in terms of “miles” the spouses could earn towards their goal of walking to Iraq and back, while focusing on different aspects of health and wellness. It was clear the entire community was working together toward a specific goal.

With several thousand participants, “Walk to Iraq” became a lifeline of forging through a difficult time for many people. And with that experience, we sowed the first seeds of my philosophy on health and wellness: “How do you face tough things and come out of them stronger?” At the heart of this philosophy is resilience.

DEFINING RESILIENCE

The American Psychological Association (APA) defines resilience as “the process of adapting well in the face of adversity, trauma,



tragedy, threats or significant sources of stress.” When we adapt as we face adversity, we can learn and grow from the experience. We can adopt the learned principles into our new behaviors. And we can face new threats with the capabilities we gain from experience. This is the process of adaptive resilience and post-traumatic growth.

We all experience difficult times. First responders face threats at a rate that far exceeds the general population rate. And too often, we see these experiences similar to a broken appendage that never quite heals. The nomenclature of “post-traumatic stress disorder” emphasizes something is “out of order.” But if we begin to shift our focus on post-traumatic stress from a disorder that stays with us forever, to an injury we can heal and repair, we have an opportunity to grow from the events we face and build resilience.

Resilience is crucial in the first responder population. Resilience is key to the need for first responders to be ready to deploy in support of public safety at a moment’s notice. Readiness is that aspect of all components of our training that support our mind, body, spiritual, social, financial, and professional capacity to respond.

READINESS FOR THE NEXT STAGE

Pre-deployment readiness refers to the factors we incorporate into our training to build a stronger body. These can include how we sleep, eat, move our bodies, address mental health hygiene, make time for family, manage finances, pray, meditate and cultivate purpose and meaning. All of these factors help us to be ready for the next stage: deployment to an event. During deployment, health and wellness focuses on officer safety, appropriate risk management decision making, and assuring a swift resolution to the critical event.

Following deployment, we begin activities that allow the individual to digest the experience. These can help determine what went well, how the response could be better and how to process the impact of the event on the individual’s mental, spiritual, and physical health. The post-deployment phase should lean on activities learned during pre-deployment. And it should focus on fostering healthy coping behaviors and participating in peer-to-peer interaction that helps the individual process the critical incident.

COMING OUT STRONGER

In the first responder community, this process repeats itself in constant cycles. When we focus on activities to enhance readiness and resilience, we are ensuring first responders are ready to support their communities at a moment’s notice. So it’s critical that both the individual and leadership review what actions they’re taking today to ensure a ready and resilient workforce.

Tough things seem to be a part of the status quo. That’s especially true today. As I think about how I approach my response to current events, I reflect on what my old commander asked as we were preparing our soldiers and their families for war: How do we come out this stronger than where we started?

ABOUT THE AUTHOR

Dr. Anna Fitch Courie, Director of Responder Wellness, FirstNet Program at AT&T is a nurse, Army wife, former adjunct professor, and author. Anna holds a Bachelor’s in Nursing from Clemson University; a Master’s in Nursing Education from the University of Wyoming; and a Doctor of Nursing Practice degree from Ohio State University. She is a passionate Clemson football fan; loves to read, cook, walk, hike; and prior to COVID-19, was an avid traveler.



CPCA Partner Update: CORDICO

Cordico Wellness Apps are now utilized by law enforcement agencies across 22 states and Canada, with most of the remaining states planning to implement CordicoShield in the future. CordicoShield Apps are utilized by agencies of all sizes, including many of the largest law enforcement agencies in the United States, such as the California Highway Patrol and the Houston Police Department.

“The CordicoShield Apps are continually updated by our app engineers and police psychologists to provide officers with the newest and best wellness tools, support resources, and high-tech features,” said Dr. David Black, CEO of Cordico and Chief Psychologist of the CPCA Wellness Committee. “It is an honor and privilege to serve California’s heroes, and our job is to help relieve their burdens. We take care of all of the app design, support, and updates, so law enforcement can focus on their jobs of keeping our communities safe. We are extremely service-focused and mission-driven.”

New features in the CordicoShield Wellness Apps include in-depth Emotional Survival for Law Enforcement videos (Cordico is the exclusive technology partner of Dr. Kevin Gilmartin), injury prevention videos hosted by a physical therapist who has worked with officers for more than 20 years, a new high-tech feature called CrisisAlert®, and a specially designed module for officers working on ICAC task forces that provides tools for dealing with intrusive traumatic memories.

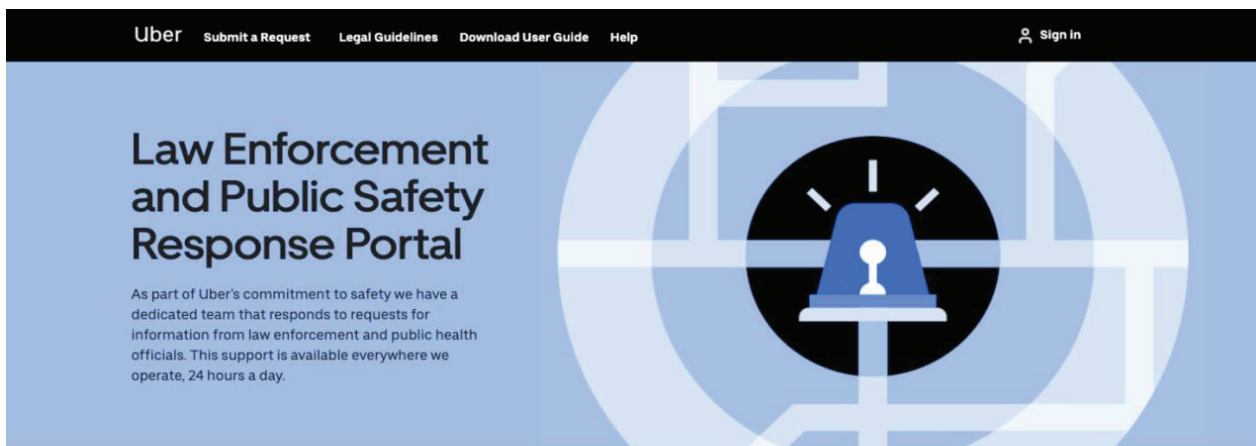
Dr. Black was inspired to redirect the focus of his career after witnessing the sacrifices and heroism of first responders on 9/11/2001. “My wife went to work for the FBI, and I went to serve first responders as a psychologist,” said Dr. Black. “My mission is to help as many of those serving on the front lines as possible, to the very best of my ability. Nothing is more important or inspiring.” ■





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CPCA Public Safety Annuitants

By: **J. Scott Tiedemann**, *Managing Partner, Liebert Cassidy Whitmore*, **Jennifer Rosner**, *Partner, Liebert Cassidy Whitmore*, and **Lars T. Reed**, *Associate, Liebert Cassidy Whitmore*

The present is a uniquely challenging time for law enforcement agencies. Public discourse, which can tend to be demoralizing, is consistently critical of police. In turn, legislators have set their sights on reform. By the end of the 2020 legislative session, the California Legislature had passed a dozen new bills relating to law enforcement reform or increased public scrutiny over policing, most of which were signed into law by the Governor. On top of all of that, the COVID-19 pandemic has threatened to cause staffing and funding shortages. All of this tumult threatens to lead to a talent drain. Law enforcement faces increasing retirements and reduced recruiting. One strategy law enforcement agencies commonly employ in tackling staffing issues is re-hiring retirees. Caution is advisable.

Many agencies already hire CalPERS retirees for limited post-retirement work to help with overflow or special projects. Often times, these retirees are the agency's former employees who are familiar with the agency's operations and inner workings. However, agencies that choose to take this route need to be careful, as post-employment work without reinstatement into active CalPERS membership is only permitted in certain limited circumstances, and with numerous strict requirements that agencies must follow. If these requirements are not followed exactly, then CalPERS may require that the retiree and employer make retroactive pension contributions, and can even require the retiree to give back all the pension payments collected during the post-retirement work for up to three years of retroactive payments. Because of this, seemingly minor violations sometimes result in demands for repayment for hundreds of thousands of dollars!

There are two significant restrictions on postretirement work: First, a CalPERS retiree may only work a combined total of 960 hours for contracting agencies in one fiscal year (July 1-June 30). Second, a retiree must generally have a break in service of at least 180 days before starting postretirement work, although this requirement does not apply where the retiree is a public safety officer or firefighter performing safety-related functions regularly performed by one of those positions. However, if the retiree accepted a retirement incentive on retirement, the 180-day break in service is mandatory.

In addition, for retirees who are below the "normal retirement age" – meaning someone who is not yet eligible to retire or has not reached the highest specified age under their pension benefit formula, there must be a "bona fide separation from service" before they can resume work for a CalPERS agency. This means that the officer must be separated from their employment for at least 60 days *with no predetermined agreement* to return to work after retirement.

As an illustration of how this rule works in practice, assume a police officer from a CalPERS agency retires at the age of 52. The agency he retires from is a city with a retirement benefit formula of 2% at age 50. However, the officer had also previously worked for an agency with a retirement benefit formula of 3% at age 55. Both formulas are used to calculate the officer's retirement benefits.

Under this scenario, the officer's "normal retirement age" is going to be 55 (the highest age from the two retirement benefit formulas above). If this officer wants to work for a CalPERS employer as a special events reserve officer, he does not need to meet the 180-day break in service that is normally required because he is a peace officer.

However, because the officer is still below age 55, he must still have a “bona fide separation from service” which means that he must be separated from his employment for at least 60 days before starting to work as a special events reserve officer. Otherwise, the officer would need to be reinstated in CalPERS membership. It is especially important to note that the “normal retirement age” for the officer derives from the pension formulas used by the agency where the officer worked during active membership, and *not* on the retirement age at the agency, that subsequently hires him for special work.

Another important restriction on postretirement work is that a retiree who is rehired to an “extra help” position, or to an interim appointment in a vacant position, can receive no compensation other than an hourly rate equivalent to the maximum monthly salary paid to other employees performing comparable duties as listed on a publicly available pay schedule (calculated by dividing that monthly salary by 173.333). CalPERS has indicated that overtime pay required by the Fair Labor Standards Act is permissible, but this appears to be the only exception. This means the retiree cannot receive benefits like holiday pay, contract overtime, or shift differentials, even if the retiree works an assignment or a shift that would normally earn those benefits.

In response to the COVID-19 pandemic, Governor Gavin Newsom issued an Executive Order on March 12, 2020. The Executive Order, among other things, suspended certain restrictions applicable to retired annuitants. On March 18, 2020, the California Public

Employees’ Retirement System (“CalPERS”) issued Circular Letter 200-015-20, which explains the restrictions that are suspended for the duration of the state of emergency caused by the COVID-19 pandemic. Any hours worked by a retired annuitant to ensure adequate staffing during the state of emergency will not count toward the 960-hour per fiscal year limit. In addition, the 180-day wait period between retirement and returning to post-retirement employment is suspended. Most other retired annuitant restrictions, including the limitations on permissible compensation and the prohibition of any benefits in addition to the hourly rate, remain in effect.

However, although CalPERS has issued guidance confirming that these restrictions are suspended, the language indicates that CalPERS will likely interpret the executive order narrowly. Accordingly, agencies must be cautious when relying on the Governor’s executive order to hire retired annuitants - or have retired annuitants work beyond the 960-hour limit – and should ensure that their duties are directly related in some way to the pandemic.

Agencies must continue to enroll, and report retired annuitants to CalPERS. We anticipate that CalPERS will continue to monitor the work hours for retired annuitants, and particularly those covered by Governor Newsom’s order.

For these reasons, and because the consequences of violating post-retirement work restrictions can be extremely costly – particularly to the retiree – we recommend agencies work closely with trusted legal counsel to ensure compliance with the aforementioned guidelines. ■

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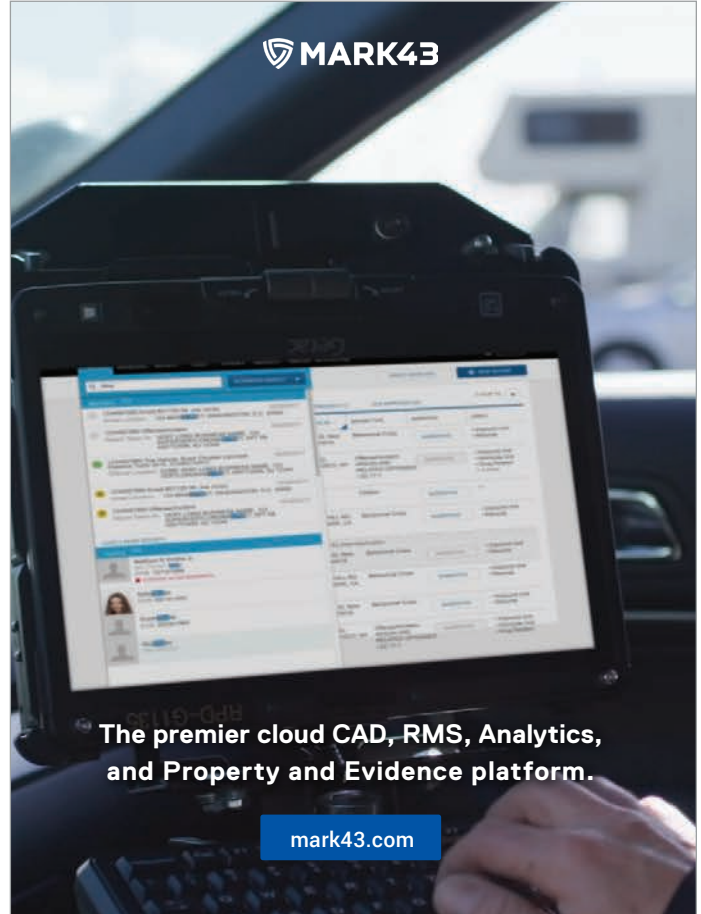
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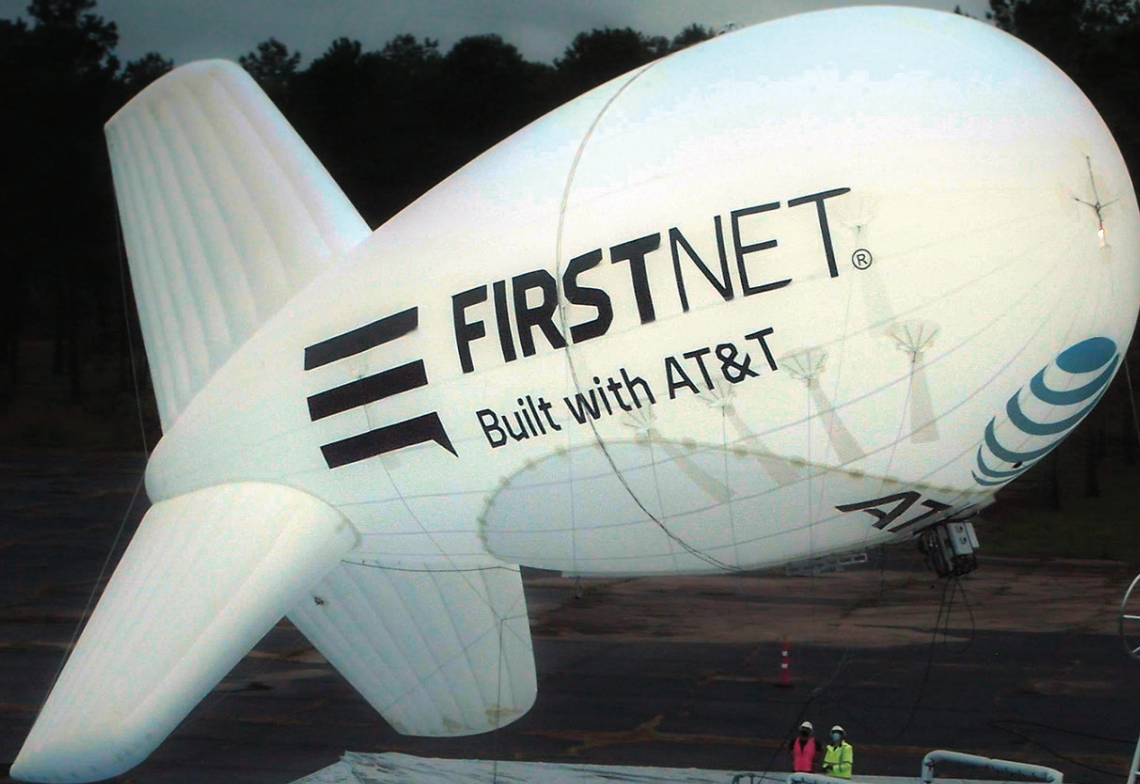
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SafeStore has been providing evidence storage services to law enforcement agencies for 25 years. Our team of professionals is comprised of retired law enforcement, attorneys, facility and project management professionals, who have all been trained by the International Association for Property & Evidence, Inc. (IAPE). SafeStore's evidence storage solutions provide our clients with the confidence that their evidence is secure, and our strict chain of custody ensures the integrity of the evidence. We securely store long-term homicide evidence, rape kits, human trafficking evidence, computers, doors, mattresses, tools, furniture, client-owned locked freezers, automotive equipment, electronic equipment, arson-related evidence and more.



siacinc.org

Steve Keefer, Chief (Ret) Law Enforcement Liaison
775-813-0525, steve@siacinc.org

SIAC is a non-profit trade group representing the alarm industry. We're experts at Alarm Management and can provide the IACP & NSA approved Model Ordinance adjusted to your needs. All services we provide are FREE to law enforcement, we sell nothing.



sonitrolsecurity.com

Joey Rao-Russell
559-264-9730 ext 145, jrussell@sonitrolsecurity.com

Sonitrol-Kimberlite is a provider of integrated electronic security services specializing in Verified Security. We strive to provide real time data to ensure officer and community safety while responding to our alarms. We have been serving California for over 40 years with operating territories from NWLA to the South, the Central Valley and Bay Area.



sunridgesystems.com

Betsy McNutt, Director of Sales and Training
800-474-2565, betsy@sunridgesystems.com

Sun Ridge Systems is an all in one solution for Law Enforcement's Dispatch and Records needs. Sun Ridge has been in business for over 35 years with yearly enhancements, site-not seat license and the best technical support. It is also a California based company and has a particular concentration of customers in the Golden State. In fact, over 180 agencies in California use RIMS, four times more than any other product, making Sun Ridge Systems by far the dominant CAD and records management systems provider in the state.



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Jodi Boone, Account Manager, Government IL Program Sales
925-352-3727, jodi.booke@t-mobile.com

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sandiego.edu

Erik Fritsvold, PhD, Program Director, Law Enforcement & Public Safety Leadership M.S. & Associate Professor, Department of Sociology: Law, Crime & Justice Concentration
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When you enroll in University of San Diego's online M.S. in Law Enforcement & Public Safety Leadership (LEPSL) program, you'll join a network of law enforcement leaders committed to serving their communities and working together to tackle the challenges facing agencies across the country. Unlike a typical CJ degree, our ethics-centric curriculum has a focus on refining leadership skills specific to public safety. Join the 750+ law enforcement professionals who have already enrolled in this practical and relevant program.

RapidDeploy

rapiddeploy.com

Todd Komanetsky, Partner Manager
todd.komanetsky@rapiddeploy.com
Product Information, ussales@rapiddeploy.com

Eclipse Analytics provides flexible reporting and analytics to facilitate data-driven, operational performance improvements by leveraging real-time call data. RadiusPlus provides best-in-class mapping that optimizes the contextual and informational view of a location, within seconds, by integrating the most trusted and diversified data in the industry. With all the features of a Tier 1 CAD system, Nimbus provides a comprehensive, highly configurable, web-based dispatch platform integrated with sophisticated location mapping and real-time data to ensure a rapid and informed response.



ripalog.com

Lou Kvitek, 877-484-2677, lou@ripalog.com

California AB #953, the Racial Identity and Profiling Act (RIPA), requires officers to report up to 40+ data items every time they stop someone. RIPALog was created to make this reporting requirement fast and easy. Our mobile app is in the officer's hand, at every stop. Using intelligent prompting, the app enables the officer to record the required data and get back to policing duties in less than 4 minutes. Command staff can view stop statistics in real-time and identify training opportunities quickly. We upload the data to DOJ for you, but only when you authorize it. No IT time or resources required.



ScholarShare529.com

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ScholarShare529 is California's official 529 college savings plan. A 529 plan is an account that allows you to invest specifically for future education expenses. Similar to IRAs and 401(k)/403(b) plans designed to help save for retirement, 529 plans are aimed at helping families save for college. The accounts are administered at the state level, and are managed by a financial services company that handles all the paperwork and oversees the investments.



vanir.com

Bob Fletcher
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Vanir, a California-based corporation, is one of the largest minority-and women-owned program, project, and construction management firms in the nation. We are dedicated to both highly successful projects and long-lasting client relationships and have been consistently ranked as a top construction management firm by ENR for the past 25 years. Since our founding over 35 years ago our focus has remained the same; meet the needs of our clients and the communities in which we work.



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