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WINTER 2021



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ABOUT THE CALIFORNIA POLICE CHIEF

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

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Welcome From President Abdul Pridgen



The timing could not be more apropos to talk about women in policing. Last month Cal Chiefs welcomed a record ≈1,100 attendees to our Women Leaders in Law Enforcement Training Symposium. The level of anticipation was palpable, and the turnout exceeded our most optimistic projections. The event's success was not only a testament to the vision and passion of past/present leaders but a recognition that women in law enforcement play an increasingly important role in forging our future.

Women have played a role in law enforcement—albeit initially limited to overseeing women and juveniles—as early as the late 1800s. Some women unofficially assisted their Sheriff husbands, but few were granted arrest powers. The 1905 Lewis and Clark Exposition welcomed one of the first women in policing, Aurora "Lola" Greene Baldwin (Archbold, 2012). The Portland Police hired her to protect women from being harassed at the exposition. Mrs. Baldwin was eventually hired as a police officer in 1908 and retired from the Portland Police Department in 1922 (Myers, 2018).

As a result of labor shortages during World War I, women's presence in policing proliferated across the country (Jackson, 2006). After World War II, the function of women in law enforcement changed. Many women entering policing had also served their country in the war. The shift resulted from their demands for full integration, as well as changes in employment law and community norms. The

opposition to women in policing was profound. It was not until the late 1960s that women served in front-line policing instead of only decoy operations. A lawsuit was necessary for two police officers (Felicia Shpritzer and Gertrude Schimmel) to take the sergeant's exam in the New York City Police Department. Eventually, they were promoted to lieutenant, becoming the first two female lieutenants in the department's history (Shulz, 1993). They broke the glass ceiling and paved the way for women across the country to advance.

Today, women comprise 11.9 percent of all sworn positions in police agencies across the United States (Bureau of Justice Statistics, 2010). Over the last twenty years, concerted efforts have been made to grow the number of women in policing. Unfortunately, the percentage of women in policing has remained relatively unchanged (Starheim, 2019). Research is replete with illustrative examples of the myriad benefits which stem from women in policing. According to Starheim (2019), women are less apt to use excessive force, their interpersonal skills align with de-escalation training, and their presence could reduce sex discrimination and harassment.

Collectively, we can do more to recruit, hire, and retain women. Cal Chiefs recognizes the value women bring to our profession and have been working earnestly to create space for women to network, support, and mentor one another. It is incumbent on each of us to continue to foster a welcoming and nurturing environment where women can flourish (Prenzler & Sinclair, 2013). We are excited about future opportunities to expand our influence and help hone women leaders. Your continued devotion and engagement on this meaningful journey are honored.

Abdul D. Pridgen

Abdul Pridgen,
Chief of Police
San Leandro Police Department
CPCA President



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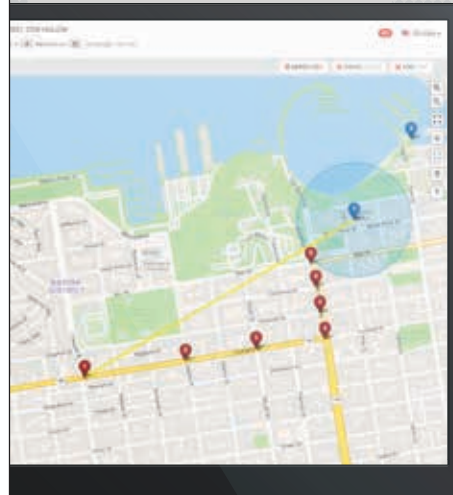
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Membership Update

Since the last membership update, we here at CPCA have been working on some amazing stuff for members just like you. We have launched an “Every Member Counts” campaign, adding personal touches for current members and making a point to reach out and personally welcome each new member. Speaking of new members, we have had the pleasure of welcoming 25 chiefs and 31 associate members. The names and agencies are listed below. Please help us welcome them all! ■

CONGRATULATIONS NEW CHIEFS!

6/9/2021	John Markle Livingston PD	7/29/2021	Robert Sousa Vernon PD	10/8/2021	Michael Kent Irvine PD
6/20/2021	Jeremiah Hart Torrance PD	8/7/2021	Jennifer Gonzales Napa PD	10/11/2021	Brian Kalinowski Galt PD
7/1/2021	Ray Sweeney La Mesa PD	8/12/2021	Brandon Gillespie Modesto PD	10/13/2021	Jared Hernandez Milpitas PD
7/1/2021	Michael Aguilar Manteca PD	8/26/2021	Jeffrey Calvert Laguna Beach PD	10/18/2021	Ramon Batista Santa Monica PD
7/1/2021	Rico Tabaranza Fairfax PD	9/6/2021	Mickey Williams Carlsbad PD	10/21/2021	Mark Gilman Yreka PD
7/4/2021	Dan Adams Orange PD	9/10/2021	Alex Turcotte Citrus Heights PD	10/21/2021	Jerry Ramar Oakdale PD
7/12/2021	Richard Standridge Bishop PD	9/19/2021	Nobel Waidelich Ukiah PD	10/25/2021	Tyson Davis Delano PD
7/19/2021	Jake Castellow Porterville PD	9/22/2021	Jon Poletski Anderson PD		
7/26/2021	Jamie Knox Walnut Creek PD	9/28/2021	Brian Baker Yuba City PD		



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Bryan Morrison

Lieutenant, Auburn PD

Garth Dale

Lieutenant, Blythe PD

Richard Pino

Lieutenant, Buena Park PD

Matt Magro

Assistant Chief, Carlsbad PD

Greg Keeney

Captain, Chico PD

James Boldt

Lieutenant, Clovis PD

Irineo Guerra

Lieutenant, Clovis PD

Tim Heusterberg

Captain, Colton PD

Luis Martinez

Lieutenant, Culver City PD

Guillermo Mixer

Captain, Greenfield PD

Josiah Arnold

Lieutenant, Madera PD

Gregg Beall

Lieutenant, Manteca PD

Gabe Kaster

Lieutenant, Monterey PD

Adam Jevic

Captain, Orange PD

Luke Hellinga

Captain, Palos Verde Estates PD

Brian Cole

Captain, Redding PD

Ron Icely

Captain, Redding PD

Brian Pellis

Captain, San Bernardino PD

Matt Lethin

Captain, San Mateo PD

Joshua Johnson

Lieutenant, Sanger PD

Richard Fitting

Captain, Santa Clara PD

Saskia Lagergren

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Luis Martin

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William Heric

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Jason Rutherford

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Captain, Tracy PD

Andrew Swarthout

Lieutenant, Visalia PD

Jay Tatman

Captain, Whittier PD

Aaron Ruiz

Captain, Whittier PD

Stephan Thornton

Lieutenant, Yuba City PD

IN REMEMBRANCE

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

Harold Carter
El Centro Police Department



Joseph Centeno
Santa Maria Police Department

“Justice Amy Coney Barrett – A Female Leader in the Law”

By: James Touchstone, Esq., *General Counsel – California Police Chiefs Association*

Justice Amy Coney Barrett is the most recent justice appointed to the Supreme Court. Justice Barrett’s appointment and subsequent confirmation as a Supreme Court Justice was not without some controversy, as appears to be the case with most Supreme Court nominees in these turbulent political times. Those who consider themselves “conservative” generally were pleased with her appointment, while those who consider themselves “liberal” were not. However, these labels lose their significance, somewhat, in the context of a Supreme Court Justice. People assume that a “conservative” justice will author opinions that inevitably favor law enforcement. This is not always the case. Justice Barrett’s opinions, although somewhat limited at this time as a Supreme Court Justice, do not necessarily fit this construct. Nor did her opinions as a justice with the Seventh Circuit Court of Appeals.

As a Supreme Court Justice, Justice Barrett has found herself at odds with other so-called “conservative” justices on the Supreme Court in an opinion she authored in the case entitled *Van Buren v. United States*, 141 S. Ct. 1648 (2021). The *Van Buren* case addressed the issue of whether a former Georgia police sergeant, Nathan Van Buren, violated the Computer Fraud and Abuse Act of 1986 (“CFAA”) when he used his patrol-car computer to access a law enforcement database to retrieve information about a particular license plate number in exchange for money. Although Van Buren used his own, valid credentials to perform the search, his conduct violated a department policy against obtaining database information for non-law-enforcement purposes. In addition, Van Buren was unaware that he was asked to access this information as part of a Federal Bureau of Investigation sting operation.

Van Buren was charged with a felony violation of the CFAA. A jury convicted Van Buren, and the District Court sentenced him to 18 months in prison. Van Buren appealed to the Eleventh Circuit, where he argued that the “exceeds authorized access” clause in the CFAA only applied to those who obtain information to which their computer access does not extend, not to those who misuse access that they otherwise have. Consistent with Eleventh Circuit precedent, the panel held that Van Buren had violated the CFAA.

In the opinion authored by Justice Barrett, the Supreme Court ultimately held that his conviction must be reversed. The Court noted that Van Buren’s conduct plainly flouted his department’s policy, which authorized him to obtain database information only for law enforcement purposes.ⁱ The Court noted that it, “must

decide whether Van Buren also violated the Computer Fraud and Abuse Act of 1986 (CFAA), which makes it illegal ‘to access a computer with authorization and to use such access to obtain or alter information in the computer that the accessor is not entitled so to obtain or alter.’” The Court held, “He did not. This provision covers those who obtain information from particular areas in the computer—such as files, folders, or databases—to which their computer access does not extend. It does not cover those who, like Van Buren, have improper motives for obtaining information that is otherwise available to them.

Justice Barrett’s opinion in this case was joined by Justices Breyer, Sotomayor, Kagan, Gorsuch, and Kavanaugh. Justice Thomas authored a dissent, joined by Justices Roberts, C. J., and Alito, all of whom are considered fellow “conservative” justices. Justice Thomas stated in his dissent, “Both the common law and statutory law have long punished those who exceed the scope of consent when using property that belongs to others. A valet, for example, may take possession of a person’s car to park it, but he cannot take it for a joyride. The Computer Fraud and Abuse Act extends that principle to computers and information. The Act prohibits exceeding the scope of consent when using a computer that belongs to another person. Specifically, it punishes anyone who ‘intentionally accesses a computer without authorization or exceeds authorized access, and thereby obtains’ information from that computer. 18 U. S. C. §1030(a)(2).”ⁱⁱ

As are many times the case with contextualist jurists, the dispute between Justice Barrett and Justice Thomas, and his fellow dissenting justices, centered around the meaning of the statute’s text, particularly the meaning of the phrase “entitled so to obtain.” The words “so” and “entitled” in this text of the CFAA was of particular concern to the justices. Van Buren argued he was not guilty of violating the statute because he had the right to access the computer information and it was irrelevant that he did so for an improper purpose. Justice Barrett ultimately agreed with this approach, noting that the dissent’s “reading [of the statute], like the Government’s, would extend the statute’s reach to any circumstance-based limit appearing anywhere,” thus significantly expanding the reach of the statute.ⁱⁱⁱ

While the minutiae of this statutory interpretive dispute and analysis is far from scintillating, it underscores the fact that a justice labeled

as “conservative” does not always rule in a manner that fits into commonly applied stereotypes. Consistent with this principle, Justice Barrett authored an opinion as a justice for the Seventh Circuit Court of Appeals, wherein the court reversed the conviction of a person for illegal possession of a firearm by a felon.^{iv} In *Watson*, the police received an anonymous 911 call wherein the caller reported seeing “boys” “playing with guns” by a “gray and greenish Charger” in a nearby parking lot. Police officers drove to the parking lot and blocked a car matching the caller’s description. The police found that a passenger in the car, Watson, had a gun. He later conditionally pleaded guilty to possessing a firearm as a felon, but preserved for appeal his argument that the court should have suppressed the gun because the stop lacked reasonable suspicion.

In reversing the conviction, the court noted, “We agree with Watson that the police did not have reasonable suspicion to block the car. The anonymous tip did not justify an immediate stop because the caller’s report was not sufficiently reliable. The caller used a borrowed phone, which would make it difficult to find him, and his sighting of guns did not describe a likely emergency or crime—he reported gun possession, which is lawful. We therefore vacate the judgment and remand for further proceedings.”^v

In sum, Justice Barrett did not side with law enforcement in the *Watson* decision either. She was, however, somewhat consistent in application of the doctrine of qualified immunity favoring law enforcement while a justice with the Seventh Circuit.^{vi} Ironically, as a

follower of the late Justice Scalia, and similar to Justice Thomas, both of whom have been labeled as strict constructionists, Justice Barrett may ultimately be critical of the doctrine of qualified immunity now that she is a justice on the Supreme Court and in a position to change the doctrine, rather than following the Court’s precedent. Justice Thomas has been increasingly critical of the doctrine in recent opinions he has authored. Time will tell if Justice Barrett takes a similar approach. Regardless of the ultimate nature of her decisions as a Supreme Court Justice, Justice Barrett undoubtedly qualifies as a female leader in the law. ■

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- i 148 S. Ct. at 1652.
- ii 148 S. Ct. at 1662 – 63.
- iii 148 S. Ct. at 1656.
- iv *United States v. Watson*, 900 F.3d 892 (7th Cir. 2018).
- v *Watson*, 900 F.3d at 893.
- vi See *Day v. Wooten*, 947 F.3d 453 (7th Cir. 2020); *King v. Hendricks Cty. Comm’rs*, 954 F.3d 981 (7th Cir. 2020); *Estate of Biegert v. Molitor*, 968 F.3d 693 (7th Cir. 2020).

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Questions Unanswered *by California's New Decertification Law*

By: Jonathan Feldman, *Legislative Advocate – California Police Chiefs Association*

California will have a system in place to permanently decertify police officers beginning in 2023. Senate Bill 2, signed into law this year, establishes the framework for this decertification process. However, SB 2 is not entirely complete. Many of the provisions in SB 2 require the Commission on Peace Officer Standards and Training (POST) to adopt new regulations to implement the bill. These regulations will be critical to ensuring a fair and judicious process and a major focus of CPCA in the year ahead.

Before going over the most significant issues to be addressed in POST's regulations, it is important to understand what is actually in SB 2. As originally drafted, SB 2 had two main sections – one dealing with civil liability, the other decertification. Thanks to the advocacy efforts of CPCA and our allies, the section on civil liability was almost entirely wiped away, leaving only the elimination of very nuanced and rare state immunities, some that do not even apply to police officers. As for the section on decertification, the bill establishes an overly complex system, but one that ultimately comes down to a final decision by the POST Commissioners.

Under SB 2, the Governor is required to establish the Peace Officer Standards Accountability Advisory Board (Board) within POST, whose role will be to make recommendations to the actual POST Commission on whether to decertify an officer for serious misconduct. The Board will be made up of nine members, seven of which are civilians. Earlier versions of SB 2 had tried to make the recommendations from the Board binding, but again thanks to

advocacy efforts these are purely recommendations from the Board.

SB 2 also creates a new division within POST to review the local agency's initial internal investigation and potentially do follow up investigations, as determined necessary. Prior versions of the bill required POST to do their own separate investigation in each case.

Once the Commission receives the recommendations from the Board, the Commissioners must decide, given the *entirety of the officer's record* and by a *2/3s super-majority vote* if there is *clear and convincing evidence* to warrant decertification. These were all key provisions asked for by CPCA during legislative negotiations. If the Commission votes to decertify an officer, the revocation process will take place through the courts.

Under this framework, POST must now develop the details to make this process function as best as possible. Over the next year, there will be numerous stakeholder meetings, public hearings, comment



periods, and other opportunities for CPCA and our members to influence the outcome of these regulations.

Key to these regulations will be the final definition of “serious misconduct,” which the bill does partially address. SB 2 requires POST to develop the ultimate definition, but essentially establishes the bare minimum, which includes actions such as: abuse of power, physical abuse, sexual assault, the demonstration of racial bias, failure to intercede against excessive force, and more. The bill also includes a vague catch-all phrase regarding “acts that violate the law and are sufficiently egregious or repeated as to be inconsistent with a peace officer’s obligation to uphold the law or respect the rights of members of the public.” Clearly, there is vagueness and serious ambiguities in each of these categories. As the definition for serious misconduct will ultimately be foundational to any decertification review, ensuring which violations are included in the detailed definition is a top priority.

More of a concern for rank and file, SB 2 also makes no mention of the Peace Officer Bill of Rights, and we therefore expect PORAC and the other labor organizations to make substantial efforts to include matching language in the regulations.

Finally, there will be debates over what information is made public during the decertification process. There will be public hearings by the Commission and the Board, and it is unclear what exactly will be disclosed during those meetings, or what allowances will be made for redaction of certain information. The bill does stipulate that “any record introduced during those proceedings, shall be public.”

The debate over SB 2 is over, but there is undeniably much more work to be done to address these issues.

Over the next year, CPCA will play an essential role in establishing these new rules and procedures, and we will rely on our members to provide the feedback and input needed to realize the best possible outcome – a decertification system that is fair and impartial but does permanently remove officers for actions deserving of that ultimate discipline. ■

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Beyond Mere Survival: *Cordico Brings Officer Wellness Home*

Law enforcement officers experience symptoms of PTSD at four times the rate of other working-age adults, according to the University of Chicago Crime Lab. They commit suicide, according to the same report, at a rate 82 percent higher than other populations. This is terrible news for law enforcement officers who are suffering. But, the researchers conclude, it might also mean terrible service for the communities they have been sworn to protect. By their estimate, nearly half of all police misconduct is potentially attributable to untreated officer mental health needs.*

Being a police officer has never been easy. Today's officers moreover deal with the stress that comes with this modern age, including social media, a global pandemic and a severely polarized society. Police leaders are therefore stepping up, providing officers the wellness tools they need to thrive

in life. Leaders are upending the stigma around these issues. Cordico is honored to be part of this noble effort.

CordicoShield is a wellness app, but it's more than just that: It's a community of wellness your officers can access from virtually anywhere. The app provides tools, such as a vetted therapist finder and self-assessments, as well as confidential and instantaneous help in the event of a crisis. The foundational motivation behind the app is to provide officers the support to thrive in life.

"Mere survival isn't the benchmark we should be shooting for," says Dr. David Black, president and founder of Cordico. "The app was designed specifically for law enforcement officers—people who deal with society's traumas with such professionalism, day in and day out. It offers a full array of wellness tools and resources, from mindfulness to tips for enhancing relationships. We owe it to them to be happy, and that's my aim."

Cordico is currently in use in hundreds of public safety agencies across the U.S. and Canada. The confidentiality of the app is essential to its use. But, according to Dr. Black, agencies that use the app invariably become more open about wellness. "The stigma is still there. It's not what it used to be, but it's there. With this app officers get confidential help 24/7 and in an instant. They can access peer support or a chaplain with the push of a button. But they can also tend to have more open conversations with their coworkers about wellness and mental health."

Police leaders recognize that health and wellness affect officer morale and agency culture. Untreated mental health issues contribute to overtime costs, worker's compensation claims, healthcare costs, complaints, lawsuits and staff turnover. Cordico is an antidote: Enhancing agency resilience, thereby improving public service.

SOURCE: Dylan Fitzpatrick and Jens Ludwig, University of Chicago Crime Lab; February 1, 2021.

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TAKING CARE OF YOUR PEOPLE *to Take Care of the People*

By: Saul Jaeger, Captain, Mountain View Police Department

Mandatory vaccinations, internal frustrations, COVID infections, staffing issues, political pressure -- the hits have just kept coming over the last 18 months. These additional stressors compound the already staggering tasks of working to prevent crime, assisting public service partners as we tackle ongoing natural disasters in our state, and the day-to-day operations that we must continue to keep our communities safe.

It's no question that this perfect storm of strains on our people and our resources have left us feeling depleted and even possibly lost. We are acutely aware the profession as a whole may be weary, but have you specifically asked: How are **your** people? What are they concerned about? Most importantly, what are **you** doing about it?

*"If you don't treat your own people well,
they won't treat other people well."*

— Herb Kelleher, Southwest Airlines

This goes well beyond what concerns your people have about actual operations. While this way of thinking can require a bit of change in outlook, listening and accepting that your people can and do have a multitude of extenuating factors in their lives impacting how they think and feel, both on and off duty is key. Your personnel may be dealing with hidden pain, relationship problems, childcare issues, even financial challenges - all of which are **very real, very human** problems.

The policing industry has historically not elevated, and even shied away from, highlighting and discussing these issues. Traditionally, the profession has not acknowledged nor accepted proactivity around officer mental wellness. Preventing officers from speaking about the need for help, and not having the resources for them to seek out assistance, is not only unhealthy, it can and does result in sad and non-productive employees. This can lead to serious mental health challenges, or worse.

The question facing leaders today is: can we build better cops by reorienting the way we think about how we care for the whole officer? In other words: **what we are doing about it?** This may mean taking time just to mingle with your folks, attend a few briefings, or even bring in some food. Try a random ride-along with the sole focus on simply being present, not evaluating, judging or taking over. This could be very powerful not only for your personnel -- it's good for you to get back out there and remember where you came from, what excited you and what you worried about while on the streets too.

More than ever before, it is critical to ***lean in and listen***. Mountain View Police Chief Chris Hsiung recently provided the following insight in a biweekly newsletter he sends to all department personnel:

These are stressful times (and that doesn't even count family and life's other stressful events). Please take care of yourselves. Please take care of each other. Please reach out for help if you need it. Assume that we are all walking around with different stressors, triggers, and pain. Look out for your partners, it's what we do.

In order to best serve our communities, it's vital to take care of our people. While you may not agree with what they have to say, or you may have an opposing view, simply listening and trying to understand your teams will go a long way. Leaders should truly make a concerted effort to listen to hear, not to respond. So many have not listened to the voice of law enforcement over the last year and a half, and your teams are growing increasingly aware of that.

Be the leader that listens. People want to be heard. Know that a person's perspective is their perspective and, more importantly, their truth. Understanding that simple fact will help you and your organization sail a little easier through these rough waters (and the inevitable future rough seas).

As we continue to navigate through these tumultuous times, it's crucial to remember that we're all in this together. Your people are your greatest asset and the most important part of your organization. Take care of your people and they will in turn not only want to take care of the people, they will excel at it. ■



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Why Female Voices Matter in Law Enforcement

By: Katie Nelson and Jessica Nowaski
Mountain View Police Department

Women leaders in law enforcement are a vital part of the voice of the profession. They provide a wealth of knowledge and experience, and how they impact law enforcement for the better continues to be an area we see grow and thrive.

Below, Deputy Chief Jessica Nowaski of the Mountain View Police Department reflects on why women in law enforcement matter, what she sees as the future for females in the profession as well as some words of encouragement.

Q: Why are female voices so important in law enforcement?

A: Female voices are important everywhere. As we consider what skill sets are vitally important in today's policing such as, de-escalation, effective communication, problem solving, connecting and trust building with the community and supporting victims, it wouldn't make sense not to prioritize recruiting and hiring more women. And these are only a sampling of the obvious skill sets that are commonly attributed strengths. We're good at chasing down and catching the bad guys too. Women bring a critically important perspective that men don't. It's not that we are better than men, I'm not saying that at all. What I am saying is that we, men, and women working together, do the job better.

Q: How is that bolstered and empowered through programs and events like WLLE?

A: WLLE's motto has always been, "Sharing Strategies for Success." Throughout my entire career I've had some amazing male mentors and sponsors. I didn't know what I was missing until I served on the host committee back in 2013 with some amazing women. They were fun, energizing talented women that were supportive of me in a way I

didn't recognize I needed. I felt seen and accepted and was able to be my unapologetic self. That experience hooked me and for the next six years, I was honored to serve on the planning committee in whatever way was needed. I was most surprised at the lack of drama and the genuine support and love that came with the experience. The best part is being able to share that experience with new attendees to the conference. I've had line officers meet me and hang out chatting and laughing for a while and then they learn of my rank and was shocked that I was just a gal in law enforcement like them. I believe you must see something to believe it's possible for yourself. Through WLLE, I've not only had amazing mentoring conversations for myself, but I've been able to be a mentor for some many other women who didn't realize how special it is to have a female mentor in law enforcement. When I was an officer, I remember thinking I just want to do my job and go unnoticed (regarding being female) until I got involved in WLLE. Now that I'm a Deputy Police Chief and see the beauty in female mentorship, I want to stand on a mountain and shout it out to the world of women in law enforcement. It's not about taking away from our brothers in law enforcement, it's just different doing this job as a female.



Q: Where do you see the future going for women in the profession?

A: I see a huge push to recruit and hire more women. This profession has long been out of balance and has not represented with the appropriate number of women to come close to representing the community in which we police. Women bring a very special perspective and skill set to this profession but it's not enough to hire more women. We need to do a better job recruiting and widen the pool of qualified applicants so we can hire the best. I think the future is bright. The young men and women coming into the profession are far more open-minded and accepting than that of generations past. The younger generation gives me hope.

Q: Why is it so important that we have women at all levels of the organization?

A: It's not just enough to have female police officers. That's a start, but the decisions that are made about recruiting, hiring, training, discipline, department policies, etc. are made at the command staff level. I'm not saying that women make better decisions than men, but we do see and experience the world through a different lens. There

are times I've been firmer when discussing disciplinary issues but there have also been times where I've offered a different perspective that added value to the way a situation was viewed, and the benefit of the doubt was considered. It's not enough to have women for the sake of having more women up and down the ranks. It's just as important to support police officers up and down the chain-of-command with robust leadership development. It would be naïve of me to say that hiring more women would in and of itself improve the way policing is done. What is important is a deliberate effort by chiefs and command staff to provide development opportunities to more women. I have seen how implicit bias has played a role in keeping women from promoting. I've seen how pregnancy and maternity leave have been used against some women in policing agencies as an excuse to keep her from moving up or taking challenging positions. I've also seen women hold themselves back with the same thought process. That's why WLLE is critical for women in policing. WLLE offers mentoring, training, and candid conversations about the real issues that women face in this profession.

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Q: What advice would you give to new female leaders?

A: We are leaders at all levels of policing. You don't need rank to practice leadership. If you serve as a dispatcher, records specialist, or detective, you are practicing leadership.

1. Don't wait to promote before you start thinking of yourself as a "leader" because you already are. What kind of leader you are is up for discussion. I won't turn this into a lecture on leadership, but I will encourage you to start working and developing your style of leadership from the beginning of your career. That means knowing yourself well and seek feedback about your performance on the job, communication skills and how you come across to others. It all matters. As you develop your fundamental skills in your line level role, always keep your attention on how you show up and do the work! Get great at what you do.
2. As much as seeking sage feedback is important, it's also important for you to not dwell on being liked. I know this sounds like a contradiction. If you are too focused on being liked by everyone, you can lose your way. Instead, focus on your values and how

you are living your values every day. Do this and you will be respected which is far more important than being liked.

3. Are you, my mentor? Find several mentors along the way. Mentors are people that have a genuine interest in your success. They will tell you how it is and support you along the way. Most of my early mentors were men. I give them huge props for believing in me and telling it to me straight. However, a mentor can lead you to water, but they can't make you drink. That's on you. You must be willing to be vulnerable enough to acknowledge that you have some things to work on. That's ok, we all do. Get to work! Don't pout and don't quit.
4. If you don't already have a routine in your life that supports your mental and emotional health, start one now! This is one piece of advice I wish someone had given me early on. It might be obvious that sleep, nutrition, and physical fitness are the back bones to making it through this career whole, but we aren't in the habit of prioritizing our mental health. You will be challenged in many ways but if you practice taking great care of yourself early on, it will do wonders to support you through the hardest times. ■



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FirstNet Fleet of Dedicated Deployable Network Assets EXPANDS TO AID PUBLIC SAFETY'S EMERGENCY RESPONSE

100+ portable assets available to support first responders during 2021 wildfire and hurricane seasons

Public safety's dedicated fleet of deployable network assets is growing. Now, FirstNet® users have access to a dedicated fleet of more than 100 land-based and airborne portable cell sites, all at no additional charge.

"This is a strategic investment in public safety's network," said Edward Parkinson, CEO, FirstNet Authority. "The FirstNet Authority set this in motion last year by directing network investments to expand the FirstNet fleet of deployables. Since launching the FirstNet network in 2018, the FirstNet Authority has worked with AT&T to increase the number of deployables from 72 to now over 100 mobile assets available to FirstNet users."

Only FirstNet, Built with AT&T, has dedicated assets to provide fire, EMS, law enforcement and more with unthrottled access to connectivity when and where they need it. This can be in the immediate aftermath of a storm or other disaster, when commercial power and other infrastructure may be down.

THE ASSETS

Here's a breakdown of the FirstNet dedicated deployable assets:

- There are 90+ SatCOLTs and COWs in the fleet as well as 3 Flying COWs™, 3 Communications Vehicles, 4 Micro SatCOLTs and 1 aerostat.

- The **90+ land-based units** are designed for exclusive use by public safety and are useful for remote situations, planned events and urgent needs. Public safety underscored the need for and value of access to its own dedicated fleet of deployable assets. And these portable cell sites have already provided immense value to FirstNet subscribers. The SatCOLTs and COWs follow a 14-hour (or less) delivery objective from the initial emergency request.
- The **3 Communications Vehicles (CVs)** provide an extra-level of communications support beyond the standard deployable asset for first responders when needed. These assets are available for emergency deployments or planned events such as training exercises. These assets provide connectivity via LTE (high-quality Band 14 spectrum) and/or Wi-Fi similar to a Satellite Cell on Light Truck (SatCOLT). They provide an air-conditioned command space for 2 first responder communications personnel, multiple monitors, a television and charging stations, and a large exterior screen and speakers for briefings. The CVs have a generator that can run for multiple days before refueling and include a lavatory, microwave, mini refrigerator and sleeping bunk – for those long deployments in the harshest of conditions.

- Similar to the Compact Rapid Deployables, which are available to agencies to own, the 4 **Micro SatCOLTs** can be easily deployed by a single technician within a matter of minutes once onsite. Their agility makes them ideal for supporting firefighters on the front lines as they adjust to wildfire's unpredictable nature.
- FirstNet supports America's entire public safety community. That means first responders in *all* 50 states, 5 territories and the District of Columbia. By collaborating with local network providers in each region, FirstNet has dedicated assets stationed in Puerto Rico and the 3 Pacific territories, plus 2 new portable assets in the U.S. Virgin Islands to provide immediate support.
- The FirstNet fleet can also go airborne with 3 FirstNet Flying COWs and the FirstNet One aerostat. FirstNet One is a first-of-its-kind public safety communications solution that can fly up to 1,000 feet and replace multiple ground-based portable cell sites, making them available to deploy elsewhere. In addition to the FirstNet fleet, public safety can also tap into the 300+ assets, from the AT&T Network Disaster Recovery (NDR) fleet when available.

WHY IS THIS IMPORTANT?

The 2020 Atlantic hurricane season shattered records as the most active ever. And the National Oceanic and Atmospheric Administration has once again predicted an above-normal season. Plus, extremely dry conditions in the West have primed the region for another potent wildfire season. So it's never been more important for public safety to have deployable solutions dedicated to them – no matter where their mission takes them.

"When disaster strikes, FirstNet is there to support first responders. It's as simple as that," said Jason Porter, President, Public Sector and the FirstNet Program at AT&T. "We've expanded the FirstNet fleet to provide even more portable cell sites, as well as to introduce new

types of assets to help public safety stay mission ready. FirstNet is the only network that has assets fully dedicated to support America's first responders, and we will continue to be at-the-ready for those who put their lives on the line to protect and serve their communities – no matter the emergency."

So far this year, public safety has requested support **more than 200 times** for planned and emergency events covering everything from COVID-19 vaccination centers to winter storms.

The Response Operations Group (ROG), a team of former first responders, guides deployment of the FirstNet deployable assets, as well as the 'ROG the Dog' assisted therapy animals. Their intimate understanding of the public safety mission sets FirstNet apart. ROG works around the clock to help first responders stay connected. This has made a meaningful, mission-impacting difference for thousands of first responders and hundreds of agencies across the country.

"Public safety identified mobile coverage as a 'must have' early in the development of FirstNet, and since then we have seen both an increased use of and demand for the fleet of dedicated portable cell sites," said Parkinson. "The FirstNet Authority is pleased to deliver on our investments to expand the fleet and provide more innovative coverage solutions to public safety."

NEED FIRSTNET SUPPORT?

Agencies on FirstNet can call 1-800-574-7000. When public safety calls for additional support, FirstNet ROG will work with the agency to assess the situation. They will either deploy one of the 100+ dedicated assets in the FirstNet fleet, or identify and provide alternate solutions that could better serve public safety. This could include expediting network restoration or quickly turning-up indoor coverage.

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The Great Awakening in the 21st Century Workplace

By: J. Scott Tiedemann, *Managing Partner, Liebert Cassidy Whitmore,*
and Emanuela Tala, *Associate, Liebert Cassidy Whitmore*

The Great Awakening was an 18th Century religious revival in the American colonies in response to secularism that particularly encouraged people to develop a personal relationship with God. Many historians believe it had a lasting impact on American culture. Recent workforce developments suggest they are right.

A minority, yet sizable number of employees, including police officers, are resisting workplace health requirements, like masking, testing, and vaccination, claiming that complying with the requirements violates their individual religious beliefs. This development is unlikely to stop at resistance to pandemic-related requirements and, at least in the short term, may extend to other work requirements, like work schedules, grooming requirements, and whether and how to enforce different laws. Law enforcement executives should familiarize themselves with the legal requirements that apply at the intersection of individual religious freedom and employer regulations.

California and federal law both require employers to accommodate employees' sincerely held religious beliefs that conflict with an employment requirement, unless doing so would result in an undue hardship. The critical difference between state and federal

law is how they define "undue hardship." Perhaps surprising to some, California's Fair Employment and Housing Act arguably provides greater protection to individuals seeking religious accommodation. Under federal law, an employer must only show

that accommodating an employee's religious beliefs by granting an exemption from a workplace requirement would result in a cost that is more than trivial or minor – a standard that is relatively easy to meet. Under California law, the employer would have to show that an accommodation would result in significant difficulty or expense – a much higher standard. This discrepancy suggests that employers can expect to see more lawsuits alleging failure to accommodate religion filed in state than federal court.

The question that naturally comes to mind concerns the sincerity of the averred beliefs, especially regarding the vaccine. After all, Pope Francis has encouraged Catholics to get vaccinated, and the Orthodox Church and most major Protestant denominations have no doctrinal opposition to the vaccine. Imams and Muslim scholars, as well as rabbis and prominent Jewish organizations – ranging from Reform to Orthodox – have released statements and spoken unequivocally

in support of vaccines as consistent with the tenets of their respective faiths. How then, can so many employees profess that they sincerely believe the vaccine to be against their faith?

The short answer is that courts distinguish between the sincerity of a belief and its doctrinal correctness. While a belief may contradict the established doctrine or official position of an employee's religion that does not necessarily render it insincere to the court. Indeed, the Supreme Court has long held that religious beliefs need not be consistent or even comprehensible in order to be entitled to legal protection.

Yet if not incompatibility with religious orthodoxy, then what renders a religious belief insincere? This question is difficult to answer definitively. Indeed, courts typically approach it with a "light touch" or "judicial shyness" as they attempt to walk the very fine line between inquiring into sincerity without stepping into the forbidden realm of religious inquiry. It is then perhaps better to ask the question in the negative – that is, what *does not* render a religious belief insincere? On that point, courts have found that neither nonobservance, nor failure to adhere to a professed faith, nor even previous identification with another religion are, without more, sufficient to establish insincerity.



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Employers can also expect that employees will still challenge some workplace mandates by claiming that they violate employees' rights under the free exercise clauses of the California and federal constitutions. The first amendment to the United States constitution directs that "Congress shall make no law ... prohibiting the free exercise [of religion]." Article I, section 4 of the California constitution likewise directs that "Free exercise and enjoyment of religion without discrimination or preference are guaranteed." These provisions are commonly known as "the free exercise clause."

A violation of the free exercise clause has occurred where the employee can establish that the employer's conduct (such as imposing a vaccine or similar mandate) resulted in an impairment of his or her free exercise of genuinely held religious beliefs. Does this mean then that even a policy that only inadvertently and incidentally burdens religion will be struck down by the courts? Not necessarily.

Under federal law, policies that are facially neutral (that do not, on their face, target religion) and generally applicable (to all similarly situated employees) are analyzed under a rational basis test. In practical effect, this means that a facially neutral and generally applicable policy will survive a challenge so long as the employer can show that it is rationally related to a legitimate purpose, such as

the prevention of illness and the safety and welfare of its workforce when interacting with each other and with the public. However, this standard could change soon, as a majority of Supreme Court justices has indicated it is ready to reconsider it.

It is unclear if California courts interpreting the state constitution would require a vaccine mandate to survive rational basis review, a more difficult test like strict scrutiny, or something in between. Strict scrutiny, the most stringent standard of review, requires that a policy be narrowly tailored to a compelling interest, and the least restrictive means to accomplish that interest. This standard of review is so difficult to meet that scholars have deemed it "strict in theory, fatal in effect." A challenge to vaccine or mask mandates may help clarify this unsettled point of constitutional law.

What is clear is that, moving forward, the number of religious accommodations being sought by employees will increase. Employers will be challenged to find the right balance between accommodating individual religious beliefs and effective operations, and decision-makers should approach requests with caution. Challenges to mask and vaccine mandates may be the harbingers of more difficult tests to come. ■



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The Interfaith Security Partnership

The Interfaith Security Partnership is a collaborative group, formed in 2019, to build a unified rapport with our Houses of Worship and the Irvine Police Department. Leadership for this collaboration is provided by Threat Management Unit Sergeant Sarah Tunncliffe.

Quarterly, the group comes together to discuss security concerns and share creative solutions to challenges within our interfaith community. The group is comprised of over 100 security leaders and volunteers and is growing. Sergeant Tunncliffe coordinates each meeting and offers relevant material the group can take back to their teams to share or implement immediately.

During past meetings, Sergeant Tunncliffe has coordinated presentations from subject matter experts, presentations on evolving best practices, and workshops on grant applications to enhance physical security measures. Additional training offered to this group has included the following:

- First Amendment Protected Activities in and Around Houses of Worship
- Homeless Outreach for Non-Profits and Houses of Worship
- Mental Health Awareness, Outreach, and Resources
- Suspicious Activity Reporting

- Understanding Dispatch and Law Enforcement Protocols
- Local and Regional Crime Trends

Through Sergeant Tunncliffe's leadership, she has created an inclusive environment that promotes healthy discussion and sharing within the group. Together, the group shares real-life experiences, problem solves, and discusses lessons learned. Through these interactions, our community is strengthened, and everyone moves together toward our common goal of public safety.

Real-world events at the local level, all the way to the international level, can have a profound effect on our Houses of Worship. Sergeant Tunncliffe and her team has developed an information sharing network and promotes regular communication. As a result, her team has become the go-to source of accurate and verified information regarding rapidly evolving events in the region and around the globe.

Sergeant Tunncliffe is a 13-year veteran of the Irvine Police Department. She promoted to the rank of sergeant in 2017. She currently provides leadership to our Mental Health Liaison Officers, Intelligence Unit, Threat Mitigation Unit, Dignitary Protection Team, and task force officers assigned to the Joint Terrorism Task Force, the Orange County Intelligence Assessment Center, School Mobile Assessment and Resource Team (SMART), and the Orange County Fire Authority Arson Investigation Team. ■

“Meeting” THE NEEDS OF OUR MEMBERS



By: Meghan Kalmbacher, CMP
Events Manager, California Police Chiefs Association

It had been 753 days since the attendees of WLLE had last been in-person together when they reconvened this year in Anaheim for WLLE 2021 on September 28-30th. This translates to 18,072 hours or 1,084,320 minutes, but who is counting? During the opening session every one of those days, hours and minutes were felt by all of us as we tried to contain our excitement at seeing old friends, making new connections and the anticipation of the 3 days to come.



WLLE 2021 kicked off with an opening keynote address from our own Captain Beth Johnson of the Martinez PD who shared her story of breaking out of the glass box. Her keynote was followed by a surprise marriage proposal on stage from her now fiancé, Lieutenant Kenny Hart from the Benicia PD. Congratulations you two! What a way to start WLLE!

WLLE also welcomed NFL Official Sarah Thomas who spoke about her journey to becoming the first female NFL official, Sarah Klein who spoke about her story of survival after sexual abuse, Chief Anne Kirkpatrick who shared what true leadership is and finally Deputy Chief Sasha Larkin who closed out the event with “The Power of Closing the Loop”. All of this year’s keynotes were amazing and we really enjoyed hosting each of them!

In addition, WLLE had 16 workshops, daily workout sessions, and the first annual tradeshow and welcome reception which was a huge

success! We also introduced a new app this year that really facilitated the networking and interaction and we broke registration records with almost 1200 attendees. All of this couldn't be possible without our WLLE Committees, volunteers, and staff. Thank you everyone who participated! A special thanks goes to this year's committee Co-Chairs, Captain April Luckett-Fahimi and Sergeant Shawna Celello and to our Chief Chairs, Chief Deanna Cantrell and Chief Cathy Madalone. They really hit it out of the park this year.

Our next large event will be the Annual Training Symposium that will be held on February 7-10, 2022, in Sacramento at the Hyatt Regency Hotel and the tradeshow will be held next door at the brand-new Safe Credit Union Convention Center. We invite Chiefs and Seconds from across California to come together for training on leadership, tech issues, critical incidents, mental health, legal issues, and many other topics. We will also be holding the conference in conjunction with the Tech Summit this year to help departments save on travel and hotel costs. Thank you, Sacramento Police Department, for being our hosts!

All in all, we are off to a great start getting back to "normal" here at Cal Chiefs and we look forward to seeing all of you at our upcoming events. ■




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30x30 Aims to Change WOMEN REPRESENTATION IN LAW ENFORCEMENT

Women make up only 12% of sworn officers and 3% of police leadership in the U.S. Changing the under-representation of women in policing is imperative as the imbalance undermines public safety. Agencies are missing opportunities to engage community members and build trust. Psychology Today reports that emotional intelligence includes four parts: self-awareness, managing emotions, empathy, and social skills. Women use these skills to help problem solve and manage complex situations. Using emotional intelligence allows women to interact with community members with empathy and understanding.

The reasons to increase the number of women specifically in law enforcement is compelling. Research shows women officers use less force and less excessive force; are named in fewer complaints and lawsuits; are perceived by communities as being more honest and compassionate; see better outcomes for crime victims, especially in sexual assault cases; and make fewer discretionary arrests.

Corporations understand the need for diversity and have experienced impressive results when women are included in companies and most importantly in leadership roles. A study by the University of California – Davis of the 400 largest public companies headquartered in California revealed impactful information. The results showed that among the 25 firms with the highest percentage of women executives and board members, median returns on assets and equity were at least 74% higher than among the overall group of companies surveyed. At those 25 firms, 35.2% of their leadership roles are filled by women, with 44% having women CEOs. California can now become a changemaker for law enforcement by agencies learning about and signing the 30x30 Initiative pledge.

The 30x30 Initiative is a coalition of police leaders, researchers, and professional organizations who have joined together to advance the representation and experiences of women in policing agencies.





The goal of 30x30 is to increase the representation of women in police recruit classes to 30% by 2030. Additionally, ensuring police policies and culture intentionally foster the success of qualified women officers throughout their careers are important supporting goals.

As background, in 2018, Chief Ivonne Roman (ret.) of the Newark Police Department approached Maureen McGough at the National Institute of Justice, the research and development agency of the U.S. Department of Justice, about a critical issue: the chronic underrepresentation of women in U.S. policing and its dire implications for broader public safety. Roman and NIJ staff led by McGough hosted a national research summit on women in policing, bringing together over 100 women representing law enforcement leadership, researchers, and professional organizations. From that initial summit, conversations continued, and a core group was convened to collaborate on establishing the 30x30 Initiative.

Officially launched on March 25, 2021, the 30x30 Initiative team set a goal to have 250 agencies sign a pledge to intentionally review recruiting and hiring practices to ensure women are represented in law enforcement. As of October 1, 2021, the 30x30 Initiative is nearly half-way to the initial goal for participating agencies. To date, California has 14 agencies participating in 30x30.

By joining the 30x30 Initiative, agencies have the support and assistance of the collaborative team. Each month programming is offered free of charge to participating agencies. Program topics have included mentoring, fitness standards, policy development, and developing recruiting material. Agencies also have the benefit of learning from peer agencies during the discussions. Guidance is provided on the elements of the pledge which include no- or low-cost actions to improve the number of women in law enforcement. The basic elements of the pledge are; to take measures to increase representation of women in all ranks of law enforcement, ensure policies and procedures are free of all bias, promote equitable hiring, retention, and promotion of women, and to ensure that the culture is

inclusive, respectful, and supportive of women in all ranks and roles of law enforcement.

For more information visit www.30x30initiative.org or contact Mo McGough, Chief of Staff at the Policing Project 30x30@policingproject.org or Kym Craven, Executive Director at the National Association of Women Law Enforcement Executives at executivedirector@nawlee.org. ■

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★ THE HEART OF ★ *Sierra Madre Police Department*

★

By: Chief Rodrick Armalin, *Sierra Madre Police Department*

Thank you for the opportunity to tell you, and hopefully your readers, about my incredible Dispatch and Records Supervisor, Mrs. Erika De La Cueva.

No matter the size, big or small, the growing demands on law enforcement agencies across the nation are getting more challenging to meet as each day passes. Being a small agency of 25 personnel, in order to meet these challenges having dedicated hardworking



multitalented personnel is essential in enabling our team to meet those challenges. This is exceptionally important in our agencies civilian staff. I must say in my nearly 34 years of law enforcement, including the first 32 with the massive LA County Sheriff's Department, I have never worked with a person who exudes all of these valuable traits more than our Dispatch and Records Supervisor, Mrs. Erika De La Cueva.

Approximately three years ago the previous Chief recognized a serious gap in the supervision of our Dispatch Center, and Records Department. He initiated a hiring process and eventually hired Mrs. De La Cueva.

Although this was Erika's first supervisory position, and having come from another police agency, she walked into the position with the skill and professionalism of a seasoned leader. She was handed the responsibility of not only supervising six personnel who she had never met before, but also overseeing all duties and requirements related to the dispatch center and police records department.

A few of these duties included, but were not limited to:

- » Overseeing staffing, training, evaluation, and professional development of all dispatch and records personnel
- » Custodian of records
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- » CLETS Coordinator
- » CAL OES training manager – coordinating allotments and reimbursements
- » PSAP Manager – overseeing all 911 projects

The list goes on and on.

Erika came into this position tasked with immediately addressing overtime expenditure concerns and employee retention issues within the dispatch center. She quickly evaluated the circumstances and got her unit up to fully staffed with new hires. She recognized a need for improved and increased training for dispatchers, and worked with the department training and command staffs to increase the training opportunities offered and attended. Erika was intently involved in having the agencies first ever two dispatchers assigned to

the areas regional SWAT Team (Foothill Special Enforcement Team) as Tactical Dispatchers. She oversaw the implementation of a highly improved and Dispatcher Training Program and appointed two new Communication Training Officers.

As her Chief, I believe Erika's most notable accomplishment has to do with the professionalism exhibited by her staff since her inception into the position. Over the past two years, which included the Pandemic, the large Bobcat Fire that threatened to destroy portions of this community, civil unrest and calls for police defunding, our dispatch center did not receive one single negative service complaint. A clear testament to Erika's dedication to continuous professional development of her personnel. She fully understands that her people are a reflection of her. ■

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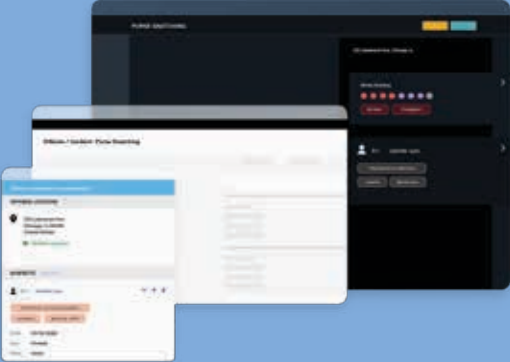
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Benicia Police Department Promotes First Ever Female Sergeant

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

In July 2021 the Benicia Police Department saw a female patrol sergeant for the first time in the agency's history.

MEET THE NEWLY PROMOTED SGT. MICHELLE KING:

I'm 31 years old, grew up in Solano County and have lived most of my life in the area. I graduated from California State University, Chico with Honors with a degree in Sociology. A year after I graduated, I moved to Puerto Rico for one year, working with a non-profit organization. After working with the non-profit, I knew I wanted to become a police officer. I felt it was the best way to serve my community and make a difference. I became an officer in December 2015 and have been working for the City of Benicia for the past five and a half years.

I have served as a patrol officer, criminal detective, and eventually a Corporal in investigations. I investigated frauds, attempted murders,

as well as helped supervise and mentor the unit, before moving back to patrol as a Corporal. Some of my ancillary duties include defensive tactic instructor, Taser instructor, and a member of the peer support team. I am also a member of the Solano County Crisis Negotiations Team.

I have the privilege of working various types of cases during my career so far, and through that develop unique and special relationships. One of my proudest moments as an officer so far is this promotion. But outside of that, it is the relationships I have developed with my community and co-workers. One of my favorite memories as an officer is responding to a call for service and having the citizen involved recognize me and give me a hug, thankful it was a "familiar



that fact is not lost on me. I am also thankful to work for a department that is diverse and has an administration and Chief that support the members to grow as individuals and leaders. I am thankful for their support in my ambition to serve my community and peers in this capacity.

This community holds a very special place in my heart. I believe Benicia is a community filled with people who are fun, passionate, caring, and hard working. It's a place where people respect one another and help one another. Time and time again on calls for service where people are in need, community members step up and offer help or assistance in different and creative ways. To be able to work and serve a community that loves and respects each other in that way is a special rarity, and something I think inspires all of us.

"Sgt. King is truly a wonderful asset to this organization and community," Chief Mike Greene said. "I am honored to be able to promote her to this supervisory position. It is a historic moment for us to have the first female sergeant. However, Sgt. King possesses all the traits and qualifications to be a great leader and rose to the top during a recent promotional process. She is an amazing individual and officer, regardless of her gender."

Currently, the whole Department is nearly evenly split between genders. Out of 32 sworn officers, there are six sworn female officers and one trainee at the academy. What is even more exciting is to see the increasing number of women applicants in the candidate pool over the years.

With the history of promoting from within, Chief Greene sees the importance of making sure that the leaders of the Department reflect the rest of the organization.

"I believe that it's imperative that the decision makers and leaders in the Department bring different perspectives and point of views to create a stronger and better team," Greene said.

Some say it's a long time coming, but we say we are just getting started. ■

and friendly" face coming to help that day. Knowing that my work means something to my community, and the effort I put in is making a difference makes me very proud, and I feel honored to have the opportunity to do it.

I feel extremely thankful to be the first female sergeant in Benicia. I appreciate the hard work of females who have come before me, not only in this department, but this profession. The examples and hard work of other women have helped contribute to this opportunity and

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From Police Intern TO COMMANDER

By: Travis Martinez, Assistant Chief, Redlands Police Department

Through the years, policing has certainly seen some extraordinary women break through barriers and become pioneers in law enforcement. Some have done amazing things at the line level while others have gone on to lead their respective Departments. For the last 24 years, the Redlands Police Department has been fortunate to have one such officer who has risen from the level of police intern to police commander, supervising over half the department. She epitomizes the concept of excellence in policing and has established herself at the national level as an expert in evidence-based policing.

Rachel Tolber began her career with the Redlands Police Department in 1997, as a student intern performing as a research assistant. She gathered data for a project focused on the impacts of Risk Focused Policing being done in collaboration with Building a Generation, a Redlands based non-profit agency that connects parents and students with community.

In 1998, after seeing Rachel's desire to serve the community, Chief James Bueermann hired her as a police officer. Since 1998, she has served the community in a wide variety of positions – patrol, detective, a field training officer, detective sergeant, training, professional standards, and now as a commander over the Patrol and Community Services Bureau. Early on in her career, she became committed to the philosophy of evidence-based policing. At first, she examined evidence-based policing practices internally with the Redlands Police Department, and now, she studies the strategies on a more global scale.

In 2001, she was responsible for the development and implementation of a re-entry program for parolees (Police and Corrections Team). The program was based on prior research. At the same time, she enrolled in a master's program at UC Irvine. She completed her degree at UC Irvine in 2006, where her research was focused on re-entry, and she

ultimately conducted an evaluation of the PACT program.

In 2011, she earned a master's degree in applied criminology from the University of Cambridge, UK. There, her focus was on restorative justice. Her thesis, examining the feasibility of conducting a randomized control trial in order to test restorative justice among the parole population in Redlands, California, was selected to become part of

the Radzinowicz Library collection.

Following her time at Cambridge, she spent a good deal of time networking with other like-minded professionals in an effort to move evidence-based practice and research forward. In 2015, this group of "pracademics" met in person, and under the umbrella of the Police Foundation, the group founded the American Society of Evidence-Based Policing. The organization hosts a national conference annually, providing support and research briefs to practitioners.





Over the last five years, Rachel has shifted her focus of research to women in policing. She was selected as a National Institute of Justice Law Enforcement Advancing Data and Science Program (LEADS) Scholar in 2016. During the course of the program, she has shared her research and experience on panels at the National Institute of Justice's Summit on Women in Policing (December 2018), the American Society of Evidence-Based Policing's Annual Conference (May 2019) and the LEADS Scholar's Day (June 2019). Additionally, she presented a national webinar with Professor Natalie Todak on Women in Law Enforcement: Promotion and Assignment (July 2019).

Additionally, she has participated in the convening of experts to evaluate and update the Law Enforcement Management and Administrative Statistics (LEMAS) survey (July 2018) and the National Science Foundation/University of Texas at Arlington's Decision Analytics for Dynamic Policing Workshop in Washington D.C. (May 2019).


With her academic partners, she conducted a qualitative research study on women in elite units entitled "Police Unicorns: A Profile of Women on Elite Specialty Units." The study included interviews from women throughout the United States who were or had previously served in specialty units like S.W.A.T., Motors, K-9, and Bomb and Explosives. This research was presented by colleagues at the IACP Conference (October 2019) and the American Society of Criminology meeting (November 2019).

Additionally, she worked with her colleagues on a National Survey on Women in Policing, specifically focused on promotion and retention issues. This research is follow-up study to a past study, "Success factors of women who have achieved positions in command" (Dr. Karin Montejo).

Currently, she is overseeing the work being done on site with RTI and Police Foundation under the COPS Officer Health and Wellness Project. In addition to her work on research, she mentors men and

women inside and outside the organization and engages with the community by speaking at local events and participating annually in the AAUW STEM conference for 8th grade girls.


Commander Rachel Tolber has certainly served as an outstanding role model for not only women in law enforcement but for all who are sworn to serve and protect the various communities throughout the state. ■



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Cal Chiefs Highlights Partners Working to Support Law Enforcement

California Police Chiefs Association members value the close relationship we have with our strategic, preferred and circle partners. The CPCA provides this quarterly update to highlight advancements and programs which help California law enforcement agencies do their jobs more efficiently and effectively.

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



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