

WINTER 2022



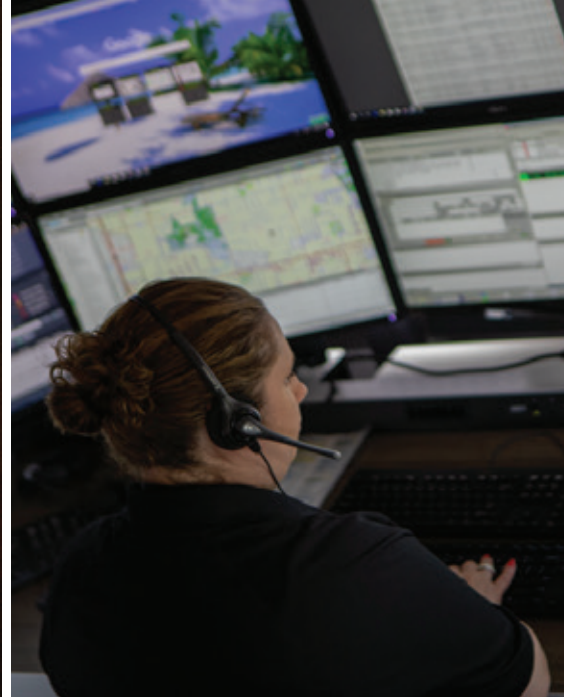
CALIFORNIA POLICE CHIEFS

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RETENTION = RECRUITMENT





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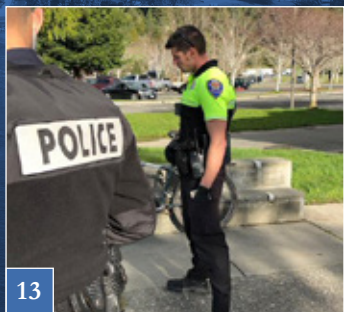
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CALIFORNIA POLICE CHIEF

WINTER 2022



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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 and resource choice for California's law enforcement leaders. We appreciate and encourage our members and their agencies to submit articles to be used in future issues of California Police Chief, submissions can be sent to Sara Edmonds at sedmonds@californiapolicechiefs.org.

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Welcome From President Chris Catren



Who said police leadership was easy? No one. After navigating our agencies through the past decade of police 'reform,' the constant barrage of legislation that changes our policing landscape, the fallout from the George Floyd incident, and navigating our staff and communities through the pandemic, we now have a recruitment and retention crisis to contend with. The reason for our current situation is due to many factors including all of the above issues, many of which are far outside our control. As the landscape continues to change the policing environment, we must continue to provide the highest level of service to the communities we serve.

As you are all aware by now, the recruitment and retention crisis impacting our agencies is nationwide and part of a larger problem known as the "Great Resignation." The reasons are many and varied but include historically low unemployment, years of media depicting policing in a negative light, fear of prosecution for simply doing one's job, and competition among police agencies and other industries for an ever-shrinking group of desirable applicants. I know many of us remember the days of getting hundreds of applicants for each vacant police officer position (I'm dating myself; I know). Those days seem like a distant memory, and we now must try to fill our vacancies with fewer and fewer interested job-seekers.

There are signs that the number of people seeking new employment is finally increasing, albeit slowly. Will that spill-over to policing? That question remains to be answered, but even if it does start to stem the tide of vacancies, many agencies have a long way to go to get to full staffing. New ideas such as the 30 X 30 Initiative which seeks to significantly increase the number of women in policing have the potential to improve recruitment in the long run. Any efforts to stabilize or improve overall staffing must also include elements to retain those who are already serving our communities. These are proving to be significant challenges for most police agencies and are demanding a great deal of time and resources for our departments to address.

Like with any major challenge, there are those in our industry who are finding innovative ways to navigate this new reality. You will find examples of these methods and ideas in this issue designed to spur additional thoughts, ideas, and programs to usher policing into this new age. As with all the challenges outlined in the beginning of this piece, I am confident that California's policing leaders will also overcome the challenges with recruitment and retention.

Chris Catren,
Chief of Police

Redlands Police Department
CPCA President



Membership Update

By: Shannon Mahoney, Data and Account Manager, CPCA

Since the last membership update, we here at CPCA have been working on some amazing stuff for members just like you. We launched a "Volunteer of the Week" campaign that highlights standout achievements and contributions from a different CPCA member each week in The Weekly and on our social media platforms. We are also excited to announce a new membership category scheduled to launch in 2023, so please keep your eyes on the lookout for more information soon. Speaking of members, we have had the pleasure of welcoming 51 chiefs and 121 associate members. The names and agencies are listed below. Please help us welcome them all. ■

CONGRATULATIONS NEW CHIEFS!

9/15/21	Garth Dale Blythe PD	1/1/22	Wally Hebeish Long Beach PD	6/23/22	John Cregan Santa Rosa PD	9/20/22	Todd Jarvis Eureka PD
10/27/21	Roberto Filice Salinas PD	1/10/22	Jorge Zamora Watsonville PD	7/2/22	Fred Ynclan Tulare PD	9/28/22	Timothy Herbert Brentwood PD
11/11/21	Aaron Fate Claremont PD	1/11/22	Jamie Field Los Gatos PD	7/3/22	Jon Alfred Ione PD	10/1/22	Frank Nunes Buena Park PD
11/15/21	Andrew Dally Capitola PD	1/24/22	Michael Claborn Los Alamitos PD	7/5/22	Beth Johnson Novato PD	10/3/22	Abel Iriarte Dinuba PD
11/29/21	Mark Stainbrook Beverly Hills PD	1/28/22	Brad Butts Placentia PD	7/14/22	Steve Albanese Pittsburg PD	10/25/22	Jesse Hightower California City PD
12/2/21	Ken Stenquist Belmont PD	2/16/22	Jason Hedden Turlock PD	7/18/22	Daniel Foss Nevada City PD	10/25/22	Joseph Vasquez Hercules PD
12/13/21	Rustin Banks Rocklin PD	2/22/22	Fabian Valdez San Fernando PD	7/25/22	Neil Cervenka Fort Bragg PD	11/1/22	Danny Refrow Truckee PD
12/14/21	Mark Melville Broadmoor PD	2/28/22	Jose Garza Coalinga PD	7/26/22	Denton Carlson San Ramon PD	11/1/22	Robert Sawyer El Centro PD
12/21/21	Damian Nord Paso Robles PD	2/28/22	Dan Suttles Bear Valley PD	8/1/22	Angela Averiett Los Altos PD	11/3/22	Dan Marshall Fairfield PD
12/22/21	Ian Schmutzler Vacaville PD	3/1/22	Joe Hoffman Redondo Beach PD	8/1/22	Gustavo Flores Escalon PD	11/7/22	Ron Nelson Sebastopol PD
12/27/21	Scott Campbell South San Francisco PD	3/23/22	Bobby Davis Elk Grove PD	8/1/22	Michael Reid Fowler PD	11/7/22	Rocky Wenrick Azusa PD
12/27/21	Robert Gibson Mount Shasta PD	4/1/22	Rick Carrillo Lindsay PD	8/2/22	Greg Allen Rio Dell PD	11/12/22	Scott Wiese Monterey Park PD
12/29/21	Leslie Murray Downey PD	4/11/22	Paul Espinosa Montebello PD	8/8/22	Rachel Johnson Manhattan Beach PD	11/16/22	Jake Fisher El Monte PD
12/31/21	Kathy Lester Sacramento PD	4/29/22	Bernie Escalante Santa Cruz PD	8/8/22	Andrew Binder Palo Alto PD	11/16/22	Steven Ford Antioch PD
12/31/21	Colleen Flores La Verne PD	6/1/22	Stanley McFadden Stockton PD	8/17/22	Chuck Hale Livingston PD	11/22/22	Michael Henderson Seal Beach PD
1/1/22	Kelley Fraser Alhambra PD	6/4/22	Alan Ward Carmel PD	8/26/22	Nick Borges Seaside PD		

CONGRATULATIONS NEW ASSOCIATES!

Nathan Ramirez
Lieutenant, Anderson PD

Todd Dokweiler
Lieutenant, Arcata PD

Zak Ayala
Commander, Arroyo Grande PD

Alex Ghazalpour
Lieutenant, Arvin PD

David Tapia
Captain, Avenal PD

Kevin Carr
Captain, Avenal PD

Jeffrey Horn
Captain, Banning PD

Christopher Kirby
Captain, Barstow PD

Frank Benitez
Lieutenant, Barstow PD

Gregory Fagen
Captain, Beaumont PD

George Walter
Captain, Beaumont PD

Clyde Hussey
Lieutenant, Belmont PD

John Duncan
Commander, Broadmoor PD

Alberto Duenas
Lieutenant, Central Marin Police Authority

Jeffrey Palmer
Commander, Chowchilla PD

Miriam Foxx
Captain, Chula Vista PD

Martin Snyder
Lieutenant, Clearlake PD

Timothy Hobbs
Lieutenant, Clearlake PD

Greg Castillo
Lieutenant, Colton PD

Raymond Mendez
Lieutenant, Colton PD

James Nakayama
Captain, Concord PD

Dustin Kulling
Captain, Coronado PD

Bryan Wadkins
Lieutenant, Costa Mesa PD

David Casarez
Lieutenant, Costa Mesa PD

Jason Chamness
Lieutenant, Costa Mesa PD

Joyce LaPointe
Captain, Costa Mesa PD

Peter Hernandez
Captain, Culver City PD

Jennifer Horsford
Captain, Fresno PD

John Rocha
Lieutenant, Galt PD

Brian Azevedo
Lieutenant, Galt PD

Matt Williams
Captain, Glendora PD

Shelly Gold
Lieutenant, Glendora PD

Michael Henderson
Lieutenant, Glendora PD

Michael Randazzo
Lieutenant, Glendora PD

Chris Stabio
Lieutenant, Glendora PD

Juan Mendoza
Captain, Gonzales PD

Clint Bates
Lieutenant, Grass Valley PD

Michael Arellano
Captain, Hemet PD

Cardell Hurt
Captain, Inglewood PD

Cathy Scherer
Lieutenant, Irvine PD

Matthew McLaughlin
Lieutenant, Irvine PD

Jose Vargas
Lieutenant, Irwindale PD

Shaun Stephens
Lieutenant, Kingsburg PD

Kevin Pendley
Lieutenant, Kingsburg PD

Matthew Nicholass
Captain, La Mesa PD

Greg Runge
Captain, La Mesa PD

Jesse Amend
Captain, La Palma PD

Thomas Frayeh
Lieutenant, La Verne PD

Corey Leeper
Lieutenant, La Verne PD

Jason Prows
Lieutenant, La Verne PD

Kyle Oki
Commander, Lathrop PD

Stephen Sealy
Commander, Lathrop PD

Daniel Casabian
Sergeant, Mammoth Lakes PD

Jason Heilman
Sergeant, Mammoth Lakes PD

Ron Gladding
Sergeant, Mammoth Lakes PD

Clarence Moore
Lieutenant, Martinez PD

Patrick Salamid
Lieutenant, Martinez PD

Matthew Miller
Captain, Milpitas PD

Jolie Macias
Captain, Newark PD

Sasha D'Amico
Captain, Novato PD

Michael Howard
Lieutenant, Novato PD

Sophia Winter
Lieutenant, Novato PD

Christopher Jacob
Lieutenant, Novato PD

Rudy Lopez
Captain, Ontario PD

Kyle Cessna
Sergeant, Orland PD

Sean Johnson
Sergeant, Orland PD

Christopher Williams
Commander, Oxnard PD

David Santos
Commander, Pacific Grove PD

Cameron Kovacs
Lieutenant, Paradise PD

Jason Clawson
Commander, Pasadena PD

Chris Trimble
Commander, Pismo Beach PD

Dan Herlihy
Commander, Pismo Beach PD

Erik Silacci
Lieutenant, Pleasanton PD

Brandon Stocking
Lieutenant, Pleasanton PD

Maria Sarasua
Lieutenant, Pleasanton PD

Vincent Terrell
Lieutenant, Pomona PD

Rachel Tolber
Commander, Redlands PD

Stephen Crane
Commander, Redlands PD

Bruce Blomdahl
Deputy Chief, Riverside PD

Frank Assumma
Deputy Chief, Riverside PD

Chris Wagner
Captain, Riverside PD

Chad Milby
Captain, Riverside PD

Kevin Townsend
Captain, Riverside PD

Charles Payne
Captain, Riverside PD

Scott Horrillo
Captain, Rocklin PD

Luke Sincerny
Lieutenant, Rocklin PD

Kevin Kilgore
Deputy Chief, Rohnert Park DPS

Jeremy Brandenburg
Captain, San Bruno PD

Eduardo Rios
Acting Lieutenant, San Bruno PD

Brenton Schimek
Lieutenant, San Bruno PD

Gene Wong
Lieutenant, San Bruno PD

Chris McGrath
Assistant Chief, San Diego PD

Irwin Rosenberg
Lieutenant, San Fernando PD

Matthew Barajas
Lieutenant, San Leandro PD

Abe Teng
Lieutenant, San Leandro PD

Fred Mickel
Captain, San Luis Obispo PD

Aaron Blonde
Commander, San Marino PD

Tim Tebbetts
Commander, San Marino PD

Rogelio Leon
Captain, San Rafael PD

Scott Eberle
Lieutenant, San Rafael PD

Lisa Holton
Lieutenant, San Rafael PD

Todd Berringer
Lieutenant, San Rafael PD

Dan Fink
Lieutenant, San Rafael PD

Kenneth Kushner
Commander, Santa Barbara PD

Kasi Corbett
Lieutenant, Santa Barbara PD

Cuong Phan
Lieutenant, Santa Clara PD

Dan Marincik
Captain, Santa Rosa PD

Ryan Corcoran
Captain, Santa Rosa PD

Scott Garner
Captain, Scotts Valley PD

Jeff Henderson
Commander, Suisun City PD

Michael Bollinger
Captain, Susanville PD

Michelle Jean
Captain, Tiburon PD

Ronald Harris
Lieutenant, Torrance PD

Mark Ponegalek
Sergeant, Torrance PD

Paul Kranke
Lieutenant, Torrance PD

Charles Fisher
Lieutenant, Torrance PD

Daniel Moreno
Lieutenant, Torrance PD

Jerod Boatman
Captain, Tulare PD

Drew Ramsay
Captain, Vallejo PD

Celestina Sanchez
Lieutenant, Visalia PD

Andrew Brown
Captain, Walnut Creek PD

Tracie Reese
Captain, Walnut Creek PD

Charles Meeks
Lieutenant, West Sacramento PD

Dallas Hyde
Lieutenant, Woodland PD

Michelle Brazil
Lieutenant, Yuba City PD

IN REMEMBRANCE

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

Kevin Burke
Healdsburg Police Department

William Dobberstein
Fortuna Police Department

Edwin Flint
Atherton Police Department

Robert Lockwood
Campbell Police Department

Ben Lowry
El Monte Police Department

Robert Maginnis
San Leandro Police Department

Bruce McDermott
Visalia Police Department

Calvin Minor
Coalinga Police Department

James Shaw
Escalon Police Department

Joseph Surgent
Sierra Madre Police Department

John Thurman
Sierra Madre Police Department

Jack Wayt
El Segundo Police Department





By Nicholas Greco with Lexipol, www.lexipol.com

I recently attended and presented at the annual conference of the Law Enforcement Officer's Training Association of Wisconsin (LETOA) in Appleton. The event was a terrific gathering of officers from across the state, sharing new ideas, innovations, advocacy, and promoting officer safety. In the evenings, after the sessions and seminars, many of us got together to socialize. It was an excellent time to network and reflect on the day's events.

One evening, we were discussing the state of policing and the rampant unrest within our cities. The conversation quickly evolved into a discussion of officer health and wellness. One of the officers summed it all up quite nicely with the following statement: "We are people too."

Absolutely! Cops are people too. Every single officer out there on the streets today is a human being, a person with a family, an individual who wants to go home at the end of the day. Every officer has emotions, feelings, and limits — just like any one of us.

We understand this. But does anybody else?

REALITY CHECK

As I write this, I've just been reading about an officer in a big-city department who took her life earlier this month. This officer was just 29 years old. She worked in one of the toughest and most infamous neighborhoods in her area. This is a district so difficult and violent that many officers have attributed it a one-to-four-year differential. Every year you work there, they say, is equivalent to four years anywhere else in the city.

This officer had over five years on the job. She was active, talented, educated and loved. She was human — she was people too. What is

more important, though, is that this officer had a young child, who is now left without a mother. I cannot imagine the heartbreak felt by the family, and by that little boy. My heart goes out to her family, friends, and colleagues.

Sadly, this death is part of a pattern we see repeated in departments across the country. Officers are under unprecedented stress, working long hours and in many cases feeling little support.

I am angry and saddened. Angry because I have written about this before. Angry because I don't know what it is going to take to convince departments to invest in their officers — to treat them like people. Because cops are people too.

EMPTY EMPATHY

I am tired of the empty platitudes from politicians and command staff. Once again, the brass and the politicians are encouraging officers to seek help from their employee assistance programs. You know the drill: "Just reach out if you need someone to talk to." Let's not forget the "We love you and care about you and the city needs you" sound bites. And yet, officers across the country are being asked to do more and more with less and less.

For example, officers in some departments are routinely putting in 12-hour shifts, sometimes working 12–15 days straight. And because of staffing shortages, these same departments are cancelling days off just to maintain minimum staffing levels.

This is what we call a mixed message. The department says it loves you and cares about you, but your days off are cancelled, and you must work for two weeks or more without a day off — sacrificing down time, family time and any semblance of a work-life balance.

UNREALISTIC EXPECTATIONS

Police officers are expected to perform at 100% each and every day, executing their duties flawlessly from one call to the next. On top of that, they're scrutinized and undermined by the very department that tells them how much they care. Their split-second decisions are second-guessed and armchair quarterbacked by the media as well as an ambivalent and oftentimes judgmental public.

Is it any wonder why recruitment and retention are low? Does it come as a surprise when some officers feel such despair that they take their own lives?

I often ask myself why anyone is still doing this job. I give each and every officer out there a tremendous amount of respect for suiting up every day. I know you don't hear it often but know that I speak for many when I say you are needed. Your life matters.

DIFFICULT QUESTIONS

So why are so many departments so blind to the issue of officer wellness? How can the politicians who run our cities and towns not see the problems that are out in the open? Why do we continue to lose officers to suicide? Why are our police agencies requiring officers to work missions rather than shifts?

I say "missions" because when you have extended shifts, mandatory overtime and a never-ending work week, it's very close to being deployed in a military combat zone. And with this continuous workload comes endless stress from the job, stress from not being home, not being with spouses and children, not having time to disengage and decompress.

How many of our officers are sleep deprived? Working 12-hour shifts with no days off is a terrific recipe for sleep deprivation and sleep disorders. Sleep is an essential human need, right up there with food and water. Some of the detrimental effects of sleep deprivation include hypertension, heart attack and stroke, weight gain and obesity, diabetes, depression and anxiety, faulty brain function, memory loss, weakened immune systems, lowered fertility, and psychiatric illnesses such as depression and anxiety.

Agencies are working officers into unwellness, and yet they still expect perfection.

THE GREAT BLUE RESIGNATION

Is it any wonder so many are quitting policing altogether? While some are leaving their departments in search of friendlier work environments, this shuffling of officers from one area to another is untenable. It's the equivalent of rearranging deck chairs on the Titanic. Others are retiring early or changing to careers where they feel more valued and supported.

Agencies need to begin to view their people as assets and invest in their health and well-being. As I wrote in a previous article a year ago, "Command Must Represent a Foundation for Wellness," ignoring suicide, minimizing officer wellness and not supporting your officers does not bode well for morale, recruitment or retention.

COPS ARE PEOPLE TOO

Words are meaningless without action. Stop telling officers to call

EAP or a helpline if you're sending mixed messages and promoting a toxic departmental culture. Officers know whether you're being authentic. Leaders need to begin to change the dynamic through flexible work schedules, incorporating exercise into daily activities, adjusting and rotating assignments while helping officers attain true work-life balance. Command staff needs to be mindful of changes in officers' behaviors such as irritability, repeatedly calling in sick, being emotionally distant and socially isolated. Officers have each other's backs — shouldn't their leaders do the same?

Part of being human is being able to talk about one's emotions and mental health. It's time to normalize officer health and wellness. How many more officers are we going to lose to suicide? How many more officers are we going to lose to early retirement or lateral transfers? What is going to be the wakeup call for departments? After all ... cops are people too.

For all the police officers we've lost to suicide, rest in peace. We will not forget. ■



NICHOLAS GRECO IV, M.S., B.C.E.T.S., C.A.T.S.M., F.A.A.E.T.S., is President and Founder of C3 Education and Research, Inc. Nick has over 25 years of experience training civilians and law enforcement. He has directed, managed and presented on over 550 training programs globally across various topics including depression, bipolar disorder, schizophrenia, verbal de-escalation techniques, post-traumatic stress disorder, burnout, and vicarious traumatization. Nick has authored over 325 book reviews and has authored or co-authored over 35 articles in psychiatry and psychology. He is a subject matter expert for Police1/Lexipol and Calibre Press as well as a CIT instructor for the Chicago Police Department, CIT Coordinator and Lead CIT Trainer for the Lake County Sheriff's CIT Program as well as other agencies. Nick is a member of the International Law Enforcement Educators and Trainers Association (ILEETA), IACP, IPSA, LETOA, and CIT International, Committee Chair for the IPSA Mental Health Committee, and a member of the Wellness support team for Survivors of Blue Suicide (SBS).





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Reduce the Time Officers Spend Creating Stop Data Reports for RIPA

By Jon Gacek, GM of aiWARE Enterprise - Veritone, Inc.

Since the passage of California AB 953 Racial and Identity Profiling Act (RIPA), California law enforcement agencies are facing a serious problem. Agencies must comply with the law, but officers are wasting time creating reports, reducing their ability to stay on patrol and keep their communities safe. Many of the existing RIPA reporting solutions have technology shortcomings that create time inefficiencies and rigidity in the information collected.

For instance, when an officer makes a stop where more than one person is involved, they have to build multiple reports for each person—and that's just for one stop. The Orange Police Department does approximately 13,000 stops a year. With each report taking anywhere from five to ten minutes per person with certain solutions, officers spend an inordinate amount of time writing reports in their stationary cars rather than actively patrolling.

Time and workflow challenges are not exclusive to the officers on the street either. Supervisors must also review the reports to remove all instances of personally identifiable information (PII) to protect the safety of civilians and officers. This takes time too. Once approved, the RIPA reports are required to be sent to the California Department of Justice, which issues an annual report for each reporting agency, and therefore accuracy of each individual stop that is reported is paramount. Finally, many of the RIPA solutions do not provide the capability for officers to add additional information or questions to ensure that they accurately capture detailed information on civilian leadership agency performance and understand the health of their community.

Recently, Orange Police Department deployed Veritone Contact, a stop data collection tool for the field, built in collaboration with California law enforcement agencies. Before adopting the Veritone solution, one of Orange PD's goals was to reduce the amount of time officers spend filing reports to remain in compliance with RIPA legislation. They discovered officers were spending approximately 10 minutes per stop just for reporting. Doing the math, they calculated

officers spent 2 hours a day reporting rather than patrolling. A secondary goal of the agency was needing a solution where an officer could file a single report involving multiple individuals rather than submitting a single report, per person, per stop.

By using Veritone Contact, Orange Police Department reduced reporting to 2 minutes, giving officers more time to keep their communities safe. It also reduces the burden on supervisors who can quickly check for PII and approve reports more effectively and efficiently than before, so they can divert their attention back to managing staff. With this information, community leaders can make better decisions and have greater transparency about the performance of their local law enforcement agencies. ■





Recruiting For a Small Rural Police Department

By Chief Brian Ahearn, Arcata Police Department

It is no longer good enough to exclusively rely on an online presence when recruiting for sworn and non-sworn positions into a rural police department. In Arcata, we assigned two officers and a sergeant to take our show on the road as a collateral duty and recruit from California academies. We have evolved by taking pages from college football recruiting playbooks and meeting prospective employees in person to introduce our brand and extend a welcome mat to ease what we hope will be their transition to Northern California, Humboldt County, and the Lost Coast.

Despite the rhetoric that no one wants to be cops, there are noble people attending our academies throughout the state who are unaffiliated and hungry for an opportunity. With permission from each academy, we schedule an on-site presentation then have those interested immediately complete an online application. We use the application to build a roadmap for recruiting individuals to the Arcata Police Department; understanding they are all unique with different life experiences who are looking for a police family to join, in order to make a difference in others' lives. We understand that the police applicant of today wants us to meet them on their terms versus department's telling them, "Don't call us. We'll call you."

Establishing a relationship and cultivating that relationship

throughout the hiring process is critical to building a bridge to your agency, even if it means re-locating. Recruiting locally is just as important but we are finding success in other counties in Northern California and the Central Valley. We keep in touch through phone calls, emails, and text messages to not only build a personal connection but to also provide candidates guidance through the hiring process with frequent check-ins to see if they have questions or are unsure of next steps. We just returned from a three day in-person visit to two academies hundreds of miles from Arcata that included an in-person visit with a candidate already in backgrounds

at his home in the Fresno area. His family was present as well to insure we were putting their loved one's best interests above all else and to ask questions and learn more about projected timelines for

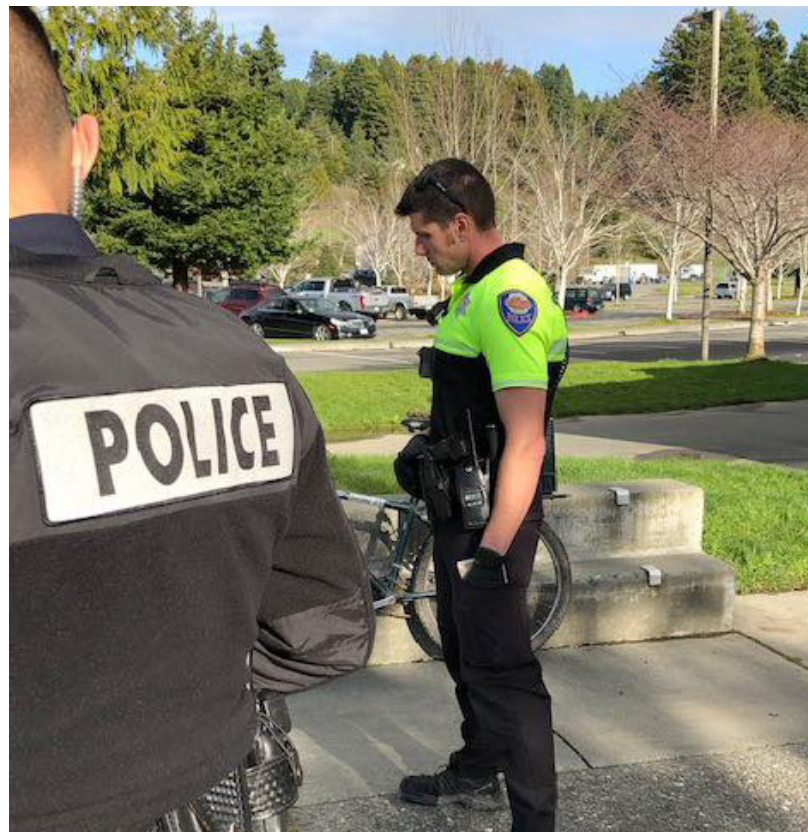


hiring. This cadet is all in with re-locating as the family was impressed with the personal and financial investment we made in their son. We are finding similar themes with other interested cadets; high school graduates and maybe some college, tight-knit family, living at home to save money, responsible, strong work ethic, participated in team sports, personable and willing to move for their dream job.

Feedback from academy coordinators and RTO's is we have found a niche because of our willingness to travel hundreds of miles to meet in person and demonstrate a genuine interest in navigating people through the complicated process of understanding where and how to start as well as finishing the hiring process. When candidates decide to work elsewhere or lateral back home after having established a foundation with their APD experience we wish them the best knowing that they are taking our brand with them, an invaluable marketing tool. Likewise, we are closing in on a conditional job offer with an academy grad with some field training experience; our second one from out of the area in the last four months. Rural departments offer a different experience that is more conducive for some to thrive in their policing careers.

Advertising has not worked. Neither have recruiting booths at local community events. What has worked is in-person visits with unaffiliated cadets in areas of California where intangibles such as work ethic, commitment, integrity, and life experience are in abundant supply. APD recruiting road trips paid dividends several months ago when an academy grad from the Redding area chose Arcata. We are thoughtful and deliberate in identifying where and how to deploy our limited recruiting resources to continue building a well-rounded organization made up of people who can humanize the uniform and who understand there is no higher calling than police work. We have learned that static advertising does not work for our small rural police department. Rural police and sheriff departments may benefit through investing in personal relationships with those Californians who are being trained as cops and need a chance.

As seeds of interest grow, there will be times for command staff and executive personnel to make personal contact and meet in-person with interested candidates when they visit your organization to learn more about your department and community. If you don't put in the work, similar to college football recruiters grinding out those frequent check-ins and in-person visits, there is a good chance your competition is. The cost to send sponsored cadets through the academy far outweighs the costs to send personnel from your organization on the road to recruit from our POST academies. There is no better training ground for cops. Rural departments must take the initiative to introduce themselves and their organizations to a very captive audience. Departments who stick with recruiting the way it's always been done risk being left behind. ■



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Training That Stands **THE TEST OF TIME**

By Brittany MacKenzie,
Training Manager, California Police Chiefs Association

Groundbreaking training for law enforcement executive leaders – what we promise, and what we strive to deliver. Our in-person training commenced on October 10th with our Police Chief – City Manager course held in Monterey. Following this will be multiple offerings of our distinguished in-person trainings, with courses for the executive leader, seconds in command, and those serving their agency in a support role. Our in-person courses not only provide quality training, but the opportunity for attendees to network and form connections with other industry professionals outside of your agency.

Specifically for the law enforcement executive, we offer our Executive Development Certificate program which consists of three courses that are designed to help shape one's executive future. These three courses, Becoming a Police Chief, Succeeding as a Police Chief, and Strategic and Succession Planning are all designed to prepare one to assume and thrive in the position as Chief of Police. These long-standing courses have proven themselves to be invaluable to our attendees. In an effort to keep these courses contemporary, our Course Facilitator, retired Chief Darryl McAllister, organized and facilitated an in-person Content Review Workshop for all instructors from these three courses. The goal was to evaluate the topics' depth and continuity of the material that is collectively, but individually contributed to the overall outcome of the program. This meeting took place in October in Sacramento and was the first meeting of its kind. In addition to

the instructors, this meeting was also attended by the co-chairs of the training committee, Chief Dave Spiller and Assistant Chief Luis Torres. This workshop is proof of the undeniable commitment of our instructors, facilitators, and committee members to the success of this training program.

This year, to accommodate the growth and priority of CPCA's training program, the former Training Committee was split into two committees – the ATS Committee, focusing solely on the Annual Training Symposium, and the Training Committee, focusing solely on CPCA's training courses. With a committee now dedicated entirely to training, we are able to improve our existing courses and expand by creating new opportunities. The Training Committee meets bi-monthly to discuss the success and improvement of our programs, and create new, emergent training to meet the informational needs of our members. CPCA is proud of the work that the Training Committee does to provide our membership with timely, relevant, and quality training. Our virtual training endeavor has been a success and will continue to be a pillar of our program, offering law enforcement leaders training on critical issues and topics. Since the year began, the Training Committee has held virtual trainings on SB2, First Amendment Audits, and CalPERS to name a few. CPCA is fortunate to have a committee who is passionate about educating our law enforcement leaders, enabling us to deliver the high-caliber trainings that we do. ■



Improving Staffing, Morale, and Wellness Through Your Workman's Compensation Process

By Captain Rodney Rego , Elk Grove Police Department

It is currently 2:00 am and less than 12 hours ago I learned one of my old partners, Dave, committed suicide. He had recently retired after decades of law enforcement service. A few months before that, another recently retired partner, Eric, also committed suicide. As I sit here writing this, name after name comes to mind. People, police officers and dispatchers, found dead before their time. Some still on the job. Some recently retired. Almost all struggled with work-related injuries complicated by critical incidents and substance abuse.

Inevitable costs of the policing profession? The National Police Support Fund reports 25 percent of officers suffer suicidal ideation and up to 19 percent of police officers suffer symptoms of Post-Traumatic Stress Disorder (PTSD).¹ We know that police officers are exposed to more traumatic events than the general public and that the increased exposure to traumatic events increases the likelihood that a police officer will develop PTSD.²

PTSD can also create health issues and aggravate or complicate the recovery of physical injuries. Researchers report that PTSD is connected to physical and mental health problems such as chronic pain, heart issues, respiratory problems, digestive complications, anxiety, and substance abuse.³

RECRUITING, HIRING, RETENTION AND WELLNESS

When we talk about staffing challenges, we frequently refer to recruiting, hiring, and retention. The recruiting conversation often centers on incentives, marketing, and bonuses. When we talk about hiring, we usually reference efforts focused

on increasing efficiency in the background and onboarding processes in order to “get to candidates first”. When we discuss retention, we tend to gravitate towards finding ways to keep officers from leaving for other agencies.

Yet, it is not uncommon to have 5-10 percent of sworn staff off work or on modified duty due to injury. What do the conversations about your work-related injuries drift to? Human Resources? Wellness?

We might talk about wellness, but usually in the context of helping officers successfully process emotional trauma from critical incidents, or the need to be mentally, spiritually, and physically balanced. When we talk about retention or wellness, are we discussing a dysfunctional workman's compensation process that interferes with an agency's ability to efficiently return officers back to work? Do we talk about a process that can delay effective treatment for weeks and months, if approved at all. A process that adds to the multitude of factors that create imbalance on an officer's ability to be physically resilient.⁴

WORKMAN'S COMPENSATION AND THIRD-PARTY ADMINISTRATORS



You may be familiar with the process for an officer with a significant injury such as a shoulder, knee or back. Your agency's process may be slightly different, but most follow the same pattern for treatment.

Once injured, the officer will be sent to urgent care or the hospital for initial treatment, then referred out to a Primary Treating Physician (PTP). The initial treatment probably included an

x-ray that may have been inconclusive leading to a request for an MRI. The MRI request will need to be approved once the claim has been accepted. It can take two to three weeks for the third-party worker's compensation provider to accept the claim, then all requests for treatment, tests and medication must go through the third-party worker's compensation provider Utilization Review (UR) to be authorized.

Because of the seriousness of the injury, a referral to an orthopedic surgeon would most likely be requested, and when approved, scheduled. An initial visit with the orthopedic surgeon will probably result in a request for an MRI, if one has not been requested yet. Again, that may take two more weeks to be approved by UR and another week or two for it to be scheduled. If the officer is lucky, the doctor may have requested physical therapy while they wait to have the MRI approved and scheduled. But therapy is probably only 8 sessions which means they will have to wait four to six weeks before they see a doctor and get the results of the MRI. Heaven forbid they need surgery.

You get the picture. UR makes decisions based on guidelines that are reviewed without ever seeing or meeting the patient (officer). If the officer is denied treatment, their recourse is to seek an appeal. But you can advocate on their behalf.

WELLNESS PROGRAMS, HUMAN RESOURCES, AND INJURIES

A great wellness program, crucial to retaining officers, includes both work-related injury prevention and efficient recovery

components. Your agency is not restricted to the treatment approved or denied by UR, or dependent on delays caused by the contracted third-party administrator.

Look at what wellness and workman's compensation services your agency is providing and how are you engaging your officers? Do you work well and directly with your Human Resources Department? How much is your wellness budget and how is your workman's compensation program being administered? Are you tracking days lost to work comp injuries? Are you tracking the number of officers lost to Industrial Disability Retirement (IDR) that might otherwise have returned to full duty? What wellness resources do you offer outside of your Employee Assistance Program (EAP)? Are you checking in with injured officers, so they feel connected and *want* to return to work? How quickly are you returning staff to work? Do you have an inhouse Physical Therapist or doctor that provides direct treatment? Do you offer a workout program? Can your staff workout on duty?

You can partner with your Human Resource Department and streamline the process, hold your third-party administrator accountable for efficiently processing treatment and requests, and independently approve treatments that have been denied by UR or might be denied by UR.

INVESTING IN EMPLOYEES RECOVERY

Remember, your City or County's third-party workman's compensation administrator is only accountable for program costs. Third-party administrators are not accountable for agency overtime and productivity, staffing, or employee wellness, all which benefit from efficient treatment and recovery.

Your investment in employee treatment and recovery will help with staffing and officer retention as officers become more resilient both on the job *and* in their retirement. ■

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Motorola Solutions and SaferWatch **ALIGN TO SUPPORT SCHOOL SAFETY**

Supporting new Alyssa's Law (SB 70) for the State of Florida, Motorola Solutions' public safety CommandCentral Aware software connects to SaferWatch's Mobile Panic Buttons to automatically alert first responders and share critical information

Fort Lauderdale, FL.—July 9, 2020—Motorola Solutions (NYSE: MSI), a global leader in mission-critical communications and analytics, and SaferWatch, a leading mobile application that allows authorized personnel to initiate a mobile panic button during an emergency via smartphone, have teamed up to deliver cutting-edge school safety solutions in Florida.

Motorola Solutions is dedicated to school safety and provides integrated Safe Schools solutions that combine video, data, analytics and voice to help schools secure their campus perimeter, control access to buildings, quickly communicate with local law enforcement and increase operational efficiency. Safe Schools solutions can be customized to meet a school's or county's unique needs and span the end-to-end workflow for everyday school operations and emergencies.

SaferWatch provides mobile panic buttons that can be assigned to school staff and administrators, government officials, businesses, and used at large-scale events. When initiating SaferWatch's panic button, public safety emergency operation centers are immediately notified of the situation.

Alerts and detailed information including user profile, location coordinates, and supporting videos or pictures are aggregated in Motorola Solutions' CommandCentral Aware software, which provides 9-1-1 operators with real-time intelligence for a unified operational view of events to share with first responders en route to a school.

These solutions provide critical information to public safety for rapid response to emergency events. They meet the criteria of Alyssa's Law (SB 70), signed by Governor Ron DeSantis on June 30, 2020, which requires every school in the State of Florida to implement a mobile panic alert system connected to a public safety answering point (PSAP) and first responders. The solution was recently implemented in Broward County where the SaferWatch app covers more than 440 public, private and charter schools.

"Working with SaferWatch, we have created a tailored solution for Florida," said Scott Adler, vice-president Southeast Region Sales, Motorola Solutions. "School personnel can quickly notify public safety of an emergency using SaferWatch's mobile panic



button. Motorola Solutions' public safety CommandCentral Aware software aggregates the information related to the event, activates video cameras at a school, and equips first responders with the intelligence they need to coordinate the incident response."

Motorola Solutions' enterprise security platform delivers safety solutions for industries beyond schools. For example, SaferWatch and Motorola Solutions recently demonstrated their integrated technology platforms during the 2020 Super Bowl LIVE events in Miami, Florida. SaferWatch was the Official Safety App of the 2020 Miami Super Bowl LIV Host Committee and provided its mobile panic alert system to approximately 10,000 staff and volunteers involved with the big game. Event attendees could also download a free SaferWatch app and report incidents as they happened by submitting photos, videos and text messages. Suspicious activity appeared in a simple, intuitive map-based interface in CommandCentral software to inform public safety's response.

For more information on Motorola Solutions, please visit Motorola Solutions websites for command center software and school safety.

For more information on SaferWatch, please visit SaferWatchApp.com. ■

ABOUT MOTOROLA SOLUTIONS

Motorola Solutions is a global leader in mission-critical communications and analytics. Our technology platforms in mission-critical communications, command center software and video security & analytics, bolstered by managed & support services, make cities safer and help communities and businesses thrive. At Motorola Solutions, we are ushering in a new era in public safety and security. Learn more at www.motorolasolutions.com.

ABOUT SAFERWATCH

SaferWatch is a web and mobile based security platform that provides a higher level of safety for individuals and enhances security for schools, organizations and large events. The SaferWatch app empowers users to report incidents as they see it happening or submit a tip at any time. SaferWatch is utilized by law enforcement agencies, cities and counties, school districts, universities, malls, stadiums, places of worship, HOAs and private organizations around the country. SaferWatch has been implemented at thousands of locations and has led to the disruption and prevention of many serious incidents and crimes, including helping to prevent school shootings, suicides, sex offenders, drugs, burglaries, domestic violence and missing persons cases. Learn more at www.SaferWatchApp.com



TACKLING RECRUITMENT AND RETENTION *from the Ground Up*

By: Deputy Chief Marc Reina, *Commanding Officer - Training Bureau, and*
Captain Aaron McCraney, *Commanding Officer - Recruitment and Employment Division, Los Angeles Police Department*

It is no secret that the recruitment and hiring of police officers is daunting and an ever-challenging concern for departments nationally, the Los Angeles Police Department (LAPD) is no exception.

When all else fails, refer to our strategic plan. We did just that.

Goal 6, Initiative A of LAPD's 2021-2023 Strategic Plan is summarized as follows: 1. Identify organizational recruitment needs to attract high-caliber candidates. 2. Engage candidates already in the hiring process. 3. Expand hiring of female police officers. 4. Expand hiring of African American police officers. 5. Expand hiring of Asian American Pacific Islander police officers.

Unfortunately, as most know, strategic plans are created up to a year prior to inception, so when we created our 2021-2023 Strategic Plan, we were lacking our crystal ball of predictability.

Consequently, leaders were unable to predict the recruitment challenges that were to come over the next few years. Challenges that included but were not limited to; COVID-19 Pandemic and social distancing restrictions, Civil Unrest related to the George Floyd incident, heightened anti-police sentiment, reallocation of funding, also known as "Defund the Police", loss of sworn and professional personnel due to accelerated resignations and retirements, coupled with natural attrition, a recruitment and hiring pause and a shrinking applicant pool.

In previous Fiscal Years (FY) LAPD was slated to hire approximately 500 officers, and we were able to do so without problems or concerns. So, imagine our surprise when we hit a hiring freeze in 2020-2021 due to a reallocation of



funds and only 79 candidates were hired. This resulted in an approximately 84% decrease in hiring from typical FYs. Although police officer hiring returned in FY 2021-2022, the turnover rate of the qualified candidate pool was quickly depleted and left the LAPD at a personnel resource deficit. This caused the Department to reassess and adjust the hiring goals to make up for loss personnel. It was determined that the 2022-2023 hiring would need to be raised to 780 appointed candidates. To meet the post 2020 hiring challenges, Goal 6 of the Strategic Plan was modified and could be summarized as follows:

Updated Goal 6, Initiative A of LAPD's 2021-2023 Strategic Plan: *Hire 780 diverse candidates in 90 days or less.*

"Policing is pulling from an increasingly smaller pool of interested applicants for a variety of reasons, and so we have to be better at being upfront and being a world-class agency." Michel Moore, Chief of Police



STRATEGIES

To meet the enhanced goals of the strategic plan, innovative strategies were developed and implemented. While not all inclusive, the following are key considerations that were employed for recruitment and hiring planning:

Does the agency have the right team in place? Is the staff passionate about the recruitment and hiring mission? Do they willingly assume the role of salesperson, mentor, and cheerleader?

What is the internal messaging in the Department? How is employee morale? Have they bought in, and do they support recruitment initiatives? Are there underlying issues that hamper recruitment efforts?

Are you in the hiring business? In a quest to not hire "unfit" candidates, many in background investigations proactively seek out reasons to disqualify candidates. There is no perfect person and that includes police officer applicants. Background investigation disqualification reasons will present themselves; however, it is paramount that a whole person analysis is conducted to balance and properly ascertain the qualification of each candidate.

How efficient is the hiring process? Are there systems in place to identify, distinguish and address both candidate and hiring process delays? Are candidates languishing in the process due to organizational inefficiencies or lack of candidate motivation?

Is there a clear path for each initiative? The LAPD's recruitment initiatives include reaching out to diverse communities, genders, public organizations, military installations, youth programs and institutions of higher education. Each initiative



presents its own set of opportunities and challenges. It is imperative to recognize the nuances of the initiatives and set a clear path to address each - always keeping in mind, there is no one size fits all solution.

Is there a focus on candidate retention? As it may take processing many thousands of candidates to hire only a few hundred, it may become easy to get caught up in the numbers game. Many recruiters end up constantly chasing the next candidate, while not providing proper care and concern for those in the current hiring process. Your next applicant may already be in your database or list of contacts. Ensure that all hiring system delays are minimized, and candidates are mentored and motivated to process as quickly as possible.

Is there recognition and planning for a changing world? Many personnel that play a role in the hiring process may be from the Baby Boomer or Generation X Era. Even Generation Y (Millennials) may not be who you think they are, as they top out at 40 plus years of age. How well do these decision makers understand and relate to recruiting members of Generation Z? What policies are in place at the organization regarding contemporary issues such as visible tattoos, facial hair, and other uniform appearance standards?

Have background standards and guidelines been updated (not lowered) to reflect changes in the law? Once upon a time in a land far, far away, marijuana was a felony in the State of California. Now it is legal in the state and supported by the laws of the City of Los Angeles. Are candidates being held to the same background standards and guidelines that represented marijuana as an illegal substance?

In 2019 the State of California passed the Crown Act, which prohibits employers from enacting grooming policies restricting natural hair styles. Additionally, California has signed into law the Peace Officers Education and Age Conditions for Employment (PEACE) Act. As of 2021 the minimum age for all law enforcement officers will be 21 years of age and as of 2025 a modern policing degree will be created by the

community college system. This effort addresses raising the minimum standard for police officers.

During the COVID-19 Pandemic many employees found themselves displaced from their jobs. This displacement created a negative impact on candidates' employment history and financial health. Considering this unprecedented condition, what adjustments were made for employment and financial records in determining hiring suitability?

The LAPD will continually assess recruitment and background practices and efforts to ensure they are innovative, efficient, and accountable.

THE OTHER SIDE OF RECRUITMENT... RETENTION.

The second largest challenge the LAPD is facing is the retention of officers ranging from those with just a few short months on the job, to those who have spent many years serving our communities. To keep our sworn and professional personnel interested and inspired, we look to our Career Development Unit (CDU).

The CDU, which consists of sworn and professional personnel of different ranks and titles, has created many robust programs to provide our staff the necessary tools and opportunities to compete for promotions and to understand what is necessary to succeed within the ranks of our department. CDU staff attend divisional roll calls and briefings continuously to share the services that are offered. An online portal that contains study material and video links to interview preparation seminars conducted by members of our command staff is available to all personnel. The CDU also provides all personnel with a list of in-service and outside training that is available to enhance an employee's career.

Meet the Mentor Program - A six-month pilot that has mentor/mentees communicating twice a month to discuss career paths and what is necessary to achieve an employee's goals. Mentors (from all different assignments) and mentees were brought together in a



large room and each mentee spent just a few minutes speaking with each of the mentors. In the end, based on interest forms completed by the mentee, they were matched with their most compatible mentor.

To further develop and encourage higher education, our department provides college tuition reimbursement. The program is available to all employees to help pay for college tuition or a professional certificate program. All LAPD employees are eligible to receive up to \$3,000 per fiscal year in tuition reimbursement. The LAPD maintains affiliations with local colleges that offer a variety of degree programs, scholarships and most importantly, a liaison that the officer or staff member can speak with directly for guidance and to assist in the application process.

Currently, our department is designing a cross-training program where an employee can either shadow another employee or swap positions with that employee for a short period of time to provide the opportunity to work a different assignment and learn what is needed to achieve and succeed in that position. In addition, the LAPD maintains strong professional relationships with employee organizations, often referred to as Affinity Groups. Links to the websites for those groups are also

available to all personnel, so that they may contact them for additional support and information.

The LAPD is confident that our strategies for recruitment and retention while not unique to other agencies, will produce high outcomes. We are confident that we will get through this difficult time in policing and come out on top by meeting our recruitment goals and retaining and developing our personnel. ■



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“Meeting” THE NEEDS OF OUR MEMBERS

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

PCA started off 2022 with the Annual Training Symposium that was held on February 7th-10th in Sacramento at the Hyatt Regency Hotel. Chiefs and Seconds from across California came together for training on leadership, tech issues, critical incidents, mental health, legal issues, and many other topics. The conference was also held in conjunction with the Tech Summit this year to help departments save on travel and hotel costs as we all navigate our new budgets.

The event was a complete success and welcomed some big-name speakers! The opening keynote, Simon Sinek, needs no introduction and was a huge hit with attendees. We also heard from former competitive gymnast, Sarah Klein, who shared her story of abuse at the hands of Coach Larry Nassar and her rise to success as victims' rights attorney. Lastly, we held a rousing town hall discussion led by our very own legends, Retired Chief's, Pete Dunbar & Barney Melekian.

The event was capped off by our Host Chief Night held at The Bank in downtown Sacramento. Attendees had the opportunity to network and laugh the night away. Thank you, Sacramento Police Department, for being our hosts ensuring we had a great conference!

Make sure you register and join us for ATS 2023 in Monterey, March 12-16, 2023! We already have a great speaker line up in store for you, so we hope to see you there!

Our second large event of the year is our Women Leaders in Law Enforcement (WLLE) conference that was held on September 12-14, 2022, in Anaheim. This year's event was one for the record books with almost 1,600 women (and men!) from around the state, nationally and even internationally.





WLLE 2022 kicked off with an opening keynote address from Brigadier General Rebecca Halstead who shared her story of leadership success in the military and beyond. Next, the CEO of the Talent War Group and retired U.S. Navy Seal Mike Sarraile spoke about his unique perspective on leadership. We also welcomed back Detective Kim Bogucki of the Seattle Police Department, Deputy Chief Sasha Larkin of the Las Vegas Metro Police Department, and Officer Ann Carrizales of the Stafford Police Department. Each of these dynamic speakers brought something unique and inspiring to this event and are so appreciated!

In addition, WLLE had 16 workshops, daily workout sessions, and a tradeshow which was a huge success! All of this couldn't be possible without the WLLE Conference Committee, volunteers, Team CPCA and of course the Anaheim Police

Department. Thank you everyone who participated! A special thanks goes to this year's committee Co-Chairs, Sergeant Faye Maloney, and Captain Denise Sliva and to our Chief Chairs, Chief Deanna Cantrell and Chief Cathy Madalone.

Join us in 2023 at the Town & Country Hotel in San Diego, September 6-8, 2023! ■



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RECRUITING LED CHANGE *by Examining Culture*

By: Retired Chief Deanna Cantrell, Fairfield Police Department

Many agencies are struggling with recruiting, hiring, and retaining qualified police officers. Gratefully, the Fairfield Police Department is not one of them. Not only are we fully staffed, but we also have a waiting list of qualified cadets as well as laterals. It has not always been this way. At one point over the last two years, we were up to 13 officers (10%) short, not including those out on long term Industrial Injuries. We knew we needed to make changes in order to attract a qualified and diverse pool of people, so we did.

We first took the time to partner with Human Resources to analyze our application process, determine who was applying, where we were losing them, and how we could make our process as simple and seamless as possible. We also wanted to mirror our community, which is incredibly diverse. Fairfield is approximately 30% White, 30% Latino, 17% Asian and 13% Black. We learned that over 70% of our applicants were White males and the other, less than 30% were minorities, including women.

Fairfield has been going through culture and climate change for the last two years. Culture being the way we do things (values, beliefs and assumptions that are acceptable), and climate being





the way people feel about how things are done (how people experience the department). The Police Department is filled with incredibly talented people, some of which have not felt as valued as they should. When I asked other Chiefs about Fairfield, I was told, “Fairfield does not play well with others”. Culture and climate change was an absolute need. We have a hiring bonus, a state-of-the-art training and firearms facility, incredible benefits, and a busy city that is very supportive of our work. What was missing was not stuff, or money, or benefits. What was missing was a strong focus on our direction, having alignment with that direction, and moving there in a committed way. Some of our folks had lost sight of the fact that we exist to make lives better, and some of our leaders lost sight of the fact that they exist to lead and influence their staff, moving them in the desired direction through coaching, mentoring, training, love and sometimes discipline.

We looked at ourselves both externally and internally, determined where we were not meeting our stakeholders (internal and external) needs, and went to work. We developed our working principles, purpose, vision, mission, and values. Then we began to integrate them into the department, and to live by them in word and deed. We worked on internal and external communication, command staff alignment, employee development, organizational trust, and our strategic plan that encompassed all these needs. Additionally, we evaluated our Field Training Officers (FTO’s) and FTO program to ensure we had FTO’s that are policing in a way that is congruent with our principles, purpose, vision and mission.

We joined 30x30, a program designed to hire 30% of our staff as women by 2030. It is a goal, a milestone, but not a quota. It uncovered a layer of misunderstanding around equity that needed to be heard and talked about. We also committed to hire more diverse staff that would mirror our community and show people in the community that there is a place for them in our department. We depend heavily on our diverse community to send us

their best and brightest to be hired for all positions within the department – so we partner with them in every way. We depend on our staff to speak positively about the department when they are outside of our walls...this means we need to be good leaders, caring leaders, devoted leaders – to our people, our culture, and our climate. Our folks need leaders that know, believe in, and communicate why we exist as a profession, where we are going as an agency and how we are getting there. If a person thinks for one second, everything they do does not impact climate and culture, either positively or negatively, I believe they are mistaken.

I believe we have been successful because we partner with our community to hire talented people. Our folks know they can come to me as their authentic selves and tell me anything, especially if they disagree with something. I am not perfect, and I do not expect them to be perfect. We know we will always be a work in progress, but we also know we are a puzzle, without one piece being more important than another. I believe they know, if they are not proud of the organization, they will be listened to and given every opportunity to work with staff on changing it. If they do not want to change it for the better, they are welcome to leave and find another agency they will be happy at. Culture, climate, community relationships, professional systems, and practicing the tenants of principled policing internally have all contributed positively toward our hiring surplus. ■





Hermosa Beach Police Department- **HIRING INTO THE 21ST CENTURY**

By: Chief Paul LeBaron, *Hermosa Beach Police Department*

The hiring process for a small department is an uphill battle. However, if done right, the results are long lasting for the organization and the profession. Chiefs must look at their role as being a “matchmaker” of a long-term relationship between the organization and the candidate. If the focus is short term, then strategies like hiring bonuses, high octane recruitment videos and flashy patrol cars are going to do the trick. But for long term commitments, the focus must be on a healthy organizational culture. We are hiring the leaders of the future right now. What investments are we willing to make beyond money to ensure a better law enforcement professional?

A common mantra amongst recruiters is that it is hard to find qualified candidates to hire. That is true if the same proverbial fishing pond is the source for new candidates. That pond was fished out years ago! Today's candidates are out there, but they are not in the typical places law enforcement has looked in the past. Today's candidates are hiding amongst the friends and family of current employees, applicants who are applying to your organization but failing somewhere in the hiring process, and current professional staff working in the organization who have aspirations of becoming police officers. Over the past two years, the majority of hires at the Hermosa Beach Police Department come from referrals by current employees, or officers who were released by other jurisdictions due to a lack of compatibility with the organization's cultural norms.

As a small department, the challenges are unique, but not impossible. However, if executives are not willing to get their hands dirty, and do some heavy lifting, success will remain elusive. Three strategies that have proven effective for the Hermosa Beach Police Department are:

- A single point of contact for applicants
- Authentic interaction with Command Staff
- Immediately adding value to the organization

SINGLE POINT OF CONTACT

From the moment a candidate applies to the organization they should receive personalized treatment. A common mantra is, “don't make them wait in the lobby.” In other words, treat candidates like family from the start and help them feel welcome. In Hermosa Beach, when an online application is submitted, the candidate receives an email from the City Manager, another from the Chief of Police and a third from Human Resources. Each email includes a welcome, and the email from the Chief of Police highlights the Department's mission, vision and core values, the Law Enforcement Code of Ethics and Peel's Principles of Policing. These documents are the foundation for the entire hiring process, where ethics and core values are valued above all other qualifications.

After the written and physical agility test are completed, the most qualified candidates are immediately contacted by the department's hiring and recruitment officer who will take them to lunch and assign a mentor officer to help them through the process. There is truth to the statement that “A sandwich from Jersey Mike's is a much cheaper recruitment tool than staff time spent on testing.” Because candidates have choices, creating a unique experience will be the deciding factor for the candidate looking for a long-term commitment. The candidates being hired value family over money.



AUTHENTIC INTERACTION WITH COMMAND STAFF

“This is the only department I applied to where the Chief and Command Staff come to the written test to welcome me.” Virtually every candidate who sits in the chief’s interview says this when asked why they want to work in Hermosa Beach. A simple effort, that cannot be delegated, will pay huge dividends in loyalty to an organization. The initial testing process at Hermosa Beach always includes an in person welcome from the Chief of Police for all police department candidates. Candidates in backgrounds are known by the entire command staff, detectives, and administration. When a police officer graduates the academy, the Chief and other members of the Department will always participate in the class run during the last week as well as hosting a lunch for candidates’ family.

As described by a recent Hermosa Beach academy graduate, “Chief, all my classmates were amazed that you and the captain ran. Most of them have never even spoken to their chiefs.” Although each organization’s culture is unique, and chiefs cannot be everywhere, the core takeaway is that loyalty to an organization is created when new employees know they are valued, and their chief knows them and cares about them. Actions, or inactions by the chief absolutely matter and are noticed.

IMMEDIATELY ADDING VALUE TO THE ORGANIZATION

Today’s law enforcement leaders must evaluate their department culture. If it is a culture that fails to value the ability of new employees, immediate change is needed. Today’s employees enter the workplace as subject matter experts in areas such as organizational culture, ethics and community-oriented policing. With such skills, leaders must create opportunities for newly hired employees to immediately contribute. Although new employees will lack the skills needed to take a report or conduct a thorough investigation, that does not mean they can’t bring immediate

value. Once off training, employees should be encouraged to carry collateral duties. New employees should be invited to sit on hiring panels, speak to candidates taking the written test, work on special projects and mentor new officers. Not surprisingly, the new employees often bring ideas and solutions that are creative and had not been considered by “experienced officers.”

The Hermosa Beach Police Department’s Field Training Officer (FTO) program has a primary objective of teaching ethical policing and healthy departmental culture. The need to teach technical skills such as report writing and investigations is needed, but secondary in importance. As a result, once an employee is off probation, they are encouraged to apply to become a training officer. The organization assumes that they

will not be qualified to teach all the skills that a field officer should have. The field supervisors are capable and willing to fill in the gaps during the learning curve. But the emphasis on positively influencing new officers pays far greater dividends to long term organizational wellness. Take a moment and think about your own career. How many of us can point to a training officer that knew how to conduct a felony traffic stop, but also spent hours each night filling our heads full of negative commentary about the community, management and life in general. Field training officers’ primary responsibility should be teaching the areas that will create future leaders, primarily ethics, service, and positivity.



CONCLUSION

Although no efforts are perfect, the results are showing. The organizational culture shift must start with the Chief and Command Staff. From there, the individuals who are slow to change will follow. A recent comment from a senior patrol officer sums up the change that is happening. “Whatever management is doing must be working because the quality of the newly hired police officers is better than ever before.” ■



Zen Den

An Innovative Approach to STRENGTHEN ORGANIZATIONAL WELLNESS

By: Chief Neil Gang, Pinole Police Department, Organizational Wellness and Recruitment Committee, Chair

The Pinole Police Department has added a new component to its holistic wellness approach: the Zen Den. The primary goal is to provide a respite for employees who have experienced trauma from a call, stress, or need a moment to gather their thoughts, as well serving as a restorative sleep program. The new addition has already positively impacted the mental health of the employees, as the room was well received and often occupied.

Law enforcement officers are more likely to suffer from depression, PTSD, and sleep disorders because of the critical incidents they experience over their career. They see repeated trauma or violent incidents. The shift work and over-time demands many organizations are now facing with the recruitment and retention challenges ascorbates theses prevalent challenges.

The Zen Den is a room where employees can go and decompress from the incidents they may have experienced. If they respond to a critical incident or a traumatic scene, they can come into this room, relax for a couple of minutes, regroup, and re-focus. That places them in a better position to respond to the next call for service.

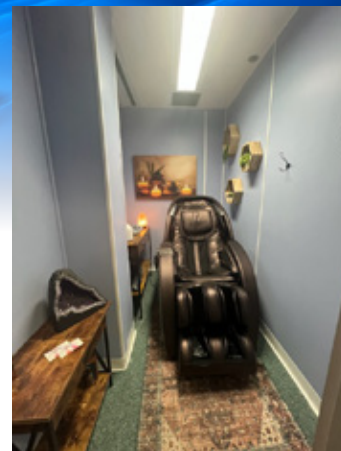
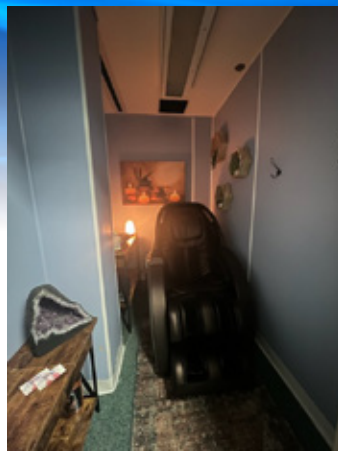
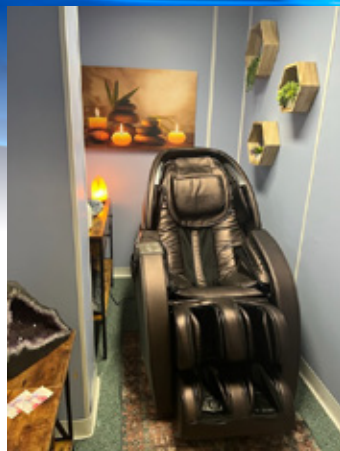
Posttraumatic Stress Disorder (PTSD) may occur when a person is exposed to traumatic events. Persons exposed may experience symptoms such as distressing memories of the event, avoidance of any event reminders, and physiological and emotional difficulties. Police officers are often exposed to traumatic events, such as seeing abused

children or dead bodies, severe assaults, and involvement in shootings, and are therefore at risk for PTSD. Such exposure can impair the mental well-being of officers and affect their ability to perform duties to the public. The potential long-term effects of PTSD in police officers may additionally lead to behavioral dysfunction such as substance abuse, aggression, and suicide. It is estimated

that, on average, approximately 15 percent of officers in the U.S. experience PTSD symptoms. (1)

Sleep deprivation is comparable to excessive drinking. A sleep deprivation study found that not sleeping for 17 hours impaired a person's motor skills to an extent equivalent to having an alcohol toxicity of 0.05 percent. Not sleeping for 24 hours was equivalent to a toxicity level of 0.10 percent. (2) This level of deprivation would impair speech, balance, coordination, and mental judgment.

Sleep deprivation can cause work-related accidents. A study found that fatigue impaired four out of eight officers involved in on-the-job accidents and injuries. (3) Such accidents include automobile crashes due to officers' impaired eye-hand coordination and propensity to fall asleep while behind the wheel. Other work-related injuries come from accidents that occur when officers have impaired balance and coordination.



Research shows that fatigued officers:

- Use more sick leave.
- Practice inappropriate uses of force more frequently.
- Become involved in more vehicle accidents.
- Experience more accidental injuries.
- Have more difficulty dealing with community members and other law enforcement agencies.
- Have a higher likelihood of dying in the line of duty. (4)

Despite the impact of fatigue, many officers continue to work double shifts, triple shifts, and second jobs. Some work well over 1,000 hours of overtime a year. Excessive work with inadequate rest over a long period of time can make officers sleep-deprived — 53 percent of officers report an average of 6.5 hours of sleep or less. (5)

With ever-changing schedules, overtime, and overnight shifts, it is not surprising that some police officers suffer from sleep disorders. Sleep disorders, typically associated with poor health, performance, and safety outcomes, are twice as prevalent among police officers compared to the public - and a new study suggests that they remain largely undiagnosed and untreated. (6)

The Pinole Police Department created a room and turned it into a small oasis. The isolated room is equipped with a 4D zero-gravity chair with Bluetooth speakers for soft music or sleep sounds, aromatherapy, healing crystals, and access to the Cordico Wellness app with various self-guided meditation and mindfulness programs. Participants are permitted to use the Zen Den on duty so long as their supervisor is aware. It is essential to recognize that "it's okay not to be okay," but as police leaders, we need to be proactive and provide resources to bring our employees back to "okay."

Officers can remove their equipment, sit down, take a few minutes to re-focus, and relax to practice the art of mindfulness. The importance of giving our employees permission to do so by creating this space is a reminder that self-care is essential. It is something that historically has not been part of policing culture.

On average, first responders will witness 188 critical incidents over their career, while the average person is five to ten. We must understand that our emotional and mental health must be prioritized. The mental health of the law enforcement community can no longer be ignored. It is time that we end the stigma of mental health. As police leaders, we have the distinct opportunity and responsibility to create an environment where our people feel valued and psychologically safe and where our employees can raise their hand and say, "I need help," without fear, retribution, or criticism. ■

Resources

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Recruiting and Retaining **THE RIGHT PEOPLE**

By Chief Nick Borges, *Seaside Police Department*

UNDERSTANDING THE CHALLENGE

The law enforcement community has been struggling in the area of recruitment and retention for many years now. Many law enforcement leaders have a good idea as to why, but we need to truly understand and embrace the underlining issues. As I see it in my region, the struggles began with changes in the CalPERS retirement system after the 2008 recession. Law enforcement is a secure financial profession, but the changes in many California retirement systems that moved away from a 3% at 50 tier, caused quite the shakeup.

Next, was the national divide that exploded in 2014 after the shooting of Michael Brown in Ferguson, Missouri. Police shootings involving people of color have continued to spark national attention since 2014 and have only raised the temperature of tension between police and communities throughout the country. Without question, this has negatively impacted the law enforcement profession as a desirable career move for prospective applicants.

RETENTION MUST COME FIRST

We universally discuss this specific topic under the title, “recruitment and retention.” We should actually refer to it as “retention and recruitment.” If we are struggling to retain our existing staff, what message are we sending to those who want to be recruited? As a new police chief, I knew the first step I needed to take with the Seaside Police Department- I had to invest in the employees who worked here. What I found was many of the officers and supervisors were thriving for more. More training opportunities, more responsibilities, and more appreciation.

We have introduced a leadership/supervisor orientation that allows for those interested in advancing in their careers to have a forum. We were able to have existing personnel advance to higher ranks through acting positions to develop their skills and gain needed experience. We have also empowered our line-level sergeants to identify officers with strong potential for advancement so they can perform supervisory



duties in the absence of a supervisor. Those individuals receive proper training and mentoring before they are put into the hot seat.

As law enforcement leaders, we must make sure our people have the best gear and equipment our budgets can swing. The environment we all work in has a huge impact. A little painting and decor can change the mood and send a message that we care. One of the most impactful changes made in my organization is having management, when they can, get out of the office, in a patrol car, and hit the streets.

The message is clear; we are in this together. When the officers feel a strong sense of camaraderie, they work a little harder and complain a little less. I have found they become independent recruiters and advocates for the organization in most cases. These types of acts help strengthen organization trust and we all know trust is the framework to a lasting relationship.

The second part to retention is celebrating staff. Creating ways to honor their work in genuine ways means a lot. We all appreciate accolades for our hard work, and it is our responsibility to honor our people. One way we accomplish that is through a monthly award called, "Interaction of the Month." Supervisors nominate candidates each month and those awarded get a nice certificate that goes in their personnel file as well as a coin and/or unique patch. Police officers

often leave because they are unhappy, not for money. A positive and healthy work environment has far more value than a dollar amount in most cases.

RECRUITMENT

I am not a strong advocate for lateral bonuses. We have had them in years past with minimal impact to our staffing levels. A wise police chief once told me he was absolutely against lateral bonuses. He said, "I have found people are too often running away from something and they bring that baggage with them." Another reason I do not like bonuses, is that again, it is a bit of a kick to our existing employees. They get nothing. I will be exploring how bonuses could better accommodate my organization by testing these two avenues:

1. Give bonuses for aspiring police officers who are residents within our community (5k).
2. Give bonuses for existing employees after multiple years of service (5, 10, 15, 20, 25)

This will focus on hiring people from our community, which is something we all would love to do more of and will encourage others to stick around for the long haul once hired. Another successful



recruitment tool is opportunity. Enhancing specialized positions such as detectives, gives people opportunities for change and growth. I have also found that when visiting the police academies, recruits often ask what specialty assignments we have (detectives, SWAT, bike, K9, SRO, etc.) Investing in specialty assignments is a major recruiting tool.

WHAT ABOUT NOW?

Most agencies already struggling cannot do a whole lot of enhancing. What can be done is maximizing the limited resources now. One way the Seaside Police Department achieves that is through our Community Resource Officers. We have expanded their roles to include jailer responsibilities, community outreach and prisoner transports. They also respond to and take low level, non-investigative reports. This allows for our officers to remain available for emergency calls and not get bogged down by the day-to-day responsibilities. Transporting prisoners alone boosted our morale in a big way. It saves our officers so much time and effort and allows for them to stay caught up.

I am not ashamed to say I am a bit cheap, so I have found ways to achieve what other agencies are spending thousands of dollars on.

There are a variety of smart phone apps that allow you to make videos that can be used as recruitment videos, at no cost. Our recruitment video is a movie trailer and cost us a whopping \$0.00. Commercials can cost a fortune. We will be buying a traditional large banner for about \$100 and place it on city property adjacent to a major highway instead. Law enforcement has become very creative but spending lots of money and getting limited results does not make sense to me.

I firmly believe keeping it simple will achieve the same, or even more than overspending. Too many companies are capitalizing on this crisis and only digging deeper into our budgets without real results.

CONCLUSION:

In summary, let's take care of our existing employees, create positive and healthy environments, and keep it simple! Most employees are looking for the basics. Healthy work environments with structure, stability, and support at all levels. ■





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Tracy Police Department's Successful RECRUITMENT AND RETENTION STRATEGY

By Luis Mejia, Captain, Tracy Police Department

Over the past couple of years, the recruitment and retention issue has been at the forefront of law enforcement agencies. The number of applicants has diminished over time, and officers leaving the profession used to be unheard of, but now it's not uncommon. In addition to the existing challenges, most agencies have several generations working together with different viewpoints on work-life balance. Today's applicants are looking for more than pay. They are looking for what an agency has to offer them.

Our agency was not immune to these challenges. We had a couple of officers leave the profession for jobs outside of law enforcement, a couple went to other agencies, and we experienced low application numbers for open positions. In 2020, as California experienced civil unrest, raging wildfires, and anti-police sentiment, we saw our officers' morale at an all-time low. As an agency, we had to develop a plan and a branding strategy to raise morale and increase our staffing. The result was a multifaceted approach to improving our internal culture, advertising our department's great opportunities, and incentivizing our current workforce to recruit top talent.

In the latter part of 2020, we created our current strategy for employee morale. We focused on three main themes to invest in and grow. We focused on advanced training, innovation, and employee wellness. These three themes guided us as we invested in new gym equipment, mental health training, resources for our employees, technology to increase efficiency and effectiveness, and increased the training budget for advanced training to enhance officer safety. The goal is to have the best trained, best-equipped

officer that is physically capable and mentally ready to confront the complex situations they deal with daily.

The next step was to showcase the different opportunities and the great community we have in the City of Tracy. We had attempted to

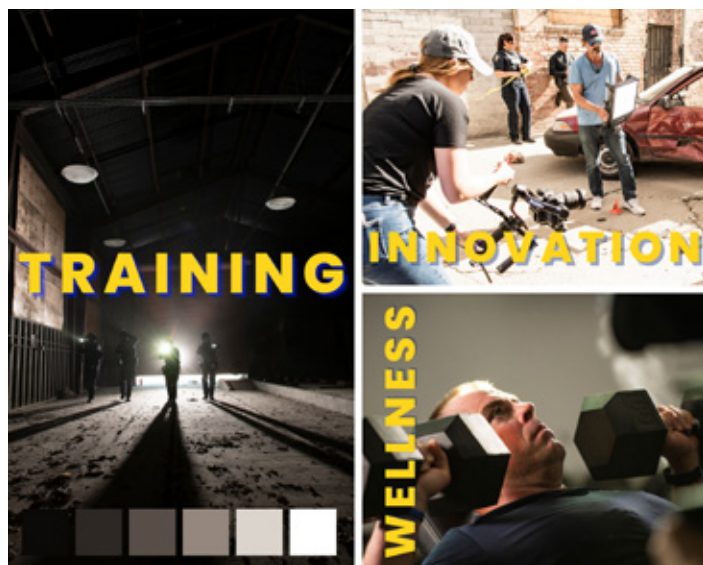


do this many years earlier with our first recruitment video. We had a department handheld video camera and no budget. The results were suitable for briefing and maybe an academy class presentation, but nothing you would want to play at your local cineplex. Our agency had learned a lesson and knew we needed professionals for this part of the operation. We had our eye on EPIC Recruitment LLC for some time as we had seen the professional recruitment videos they had produced for other agencies. We were impressed by their style; where our version was low-budget, theirs was more “Hollywood”.

We secured EPIC’s services in 2021 and created our current recruitment video and engaging recruitment website. We got professional photographs of our officers in their element during the filming process. Whether it was a motor officer on their bike, a detective at a crime scene, or a tactical operator, these photos were later used to create posters. The posters line the hallways of the police department and serve to remind everyone of our appreciation for all that they do. For visitors, it’s a recruitment tool. Lateral officers who would come out on ride-alongs noticed how our agency celebrates and highlights our officers.

The filming process was an experience for our officers as they were involved in planning the various scenes and were the actors for the multiple videos we created. The main video led our rebranding campaign and highlighted our emphasis on training, innovation, and officer wellness. Having the officers involved at the planning stages and throughout the process helped to reinforce the message of what we were trying to convey to future applicants. Furthermore, this created momentum and buy-in for the next step, which was the final component of our recruitment strategy, starting a recruitment mindset across all levels of the organization.

The final piece to our recruitment and retention strategy was to create a way to encourage everyone to recruit for the agency. It’s in everyone’s best interest to have a fully staffed agency as this allows for special assignments to be fully staffed and alleviates the need for forced overtime. In our experience, officers are the best recruiters. Therefore, we needed to find a way to capitalize on making recruitment everyone’s job, not just the recruitment team’s. While some agencies offer significant cash incentives to the lateral officer or applicants, we tried an internal incentive program. Our agency provides a one-thousand-dollar referral incentive to a current Tracy Police Officer who refers a lateral officer. The current officer gets half when we hire the lateral and the second half when the new hire completes the field training program. We have hired laterals who, in turn, refer others from the same department. Once we hire a lateral officer, they usually recruit their friends to apply. Command staff members will usually present the checks in briefings as large lottery-type checks and thank the officers for their continued recruitment efforts. The program has been a tremendous success in getting our agency to full staffing. Once you build momentum, the applications keep coming in.



In addition to successful lateral hires, we simultaneously sponsored a group of police trainees to attend the police academy. Recruitment is a never-ending process. You have to capitalize on all opportunities afforded to your agency. To stay fully staffed, an agency must invest in the future and plan for anticipated retirements and unexpected separations. It wasn't one thing that changed the recruitment numbers from barely there to more candidates than we could hire. It was a combination of establishing a culture of training, innovation, and employee wellness and branding your reputation as an organization supported by the community. It is revamping your organizational system to reduce the timeline in the process, following up on the best prospects to outmaneuver competing agencies and anticipating vacancies, and taking action by starting the hiring process as soon as possible. A successful strategy also involves developing a pipeline program such as your Explorer Program, using professional staff positions such as Community Service Officers, Parking Interns, and Code Enforcement to provide opportunities to hire potential future candidates who could use mentorship and development. Advertising the great opportunities our agency and community have to offer and creating a mechanism in which applications are streamlined to our Human Resources Department. In our plan, we used a standalone webpage created by EPIC, which links to our Human Resources Department, a one-stop shop for all the videos and applications.

Recruitment and retention are evolving problems. It is different for every agency, as many factors affect and influence the environment in which our officers must work. For the Tracy Police Department, this multifaceted strategy is what is working for us. Our focus on training, innovation, employee wellness, and the recruitment video campaign served us well. Undeniably, what put us over the top and got us entirely staffed were our current officers, who spread the word about the excellent working environment at the Tracy Police Department. ■



IMPROVING RECRUITMENT AND RETENTION

Going Back to the Basics

By: Pete Dunbar, Retired Chief, Pleasant Hill Police Department

Many of us entered a career in law enforcement to protect and serve, not for the money. Now, even with new generations of applicants, “signing bonuses” and other financial incentives are not making the desired impact. While salary and benefits do play a role in recruitment, the attraction is still about protecting, making a difference in the community, and serving others.

.....

Why are some agencies having problems retaining and recruiting, while others have more stability? There are political and organizational issues in some departments that have contributed to this, especially in retention of officers.

I have seen how agencies are better able to recruit and retain officers on their departments. These departments do not pay the most in the area but have implemented strategies that focus on the employees.

Retention and Recruitment keys:

1 IT’S HOW YOUR DEPARTMENT TREATS PEOPLE CONSISTENTLY

Focus on the employee as part of the department “family.” This starts with a recruit and their family. Those departments that bring in a recruit’s family before the start of an academy to discuss expectations, potential issues, and treat the family as part of the department, improve the likelihood of academy graduation, family support, and understanding. A mentor is assigned during the

academy and works with trainees through probation. This has resulted in a higher success rate of keeping that employee through probation and longer.

Agencies develop an organizational culture of treating people as part of their family works to recruit and retain. Recruitment comes from applicants doing their homework to find where people like working. Staff

will not leave if they feel they are valued and treated fairly. Lack of accountability, poor leadership, and inconsistent communication are common reasons people leave an agency before retirement.

Accountability in a rules-based organization seems obvious but it’s far from it. Inconsistent application of policies and ignoring substandard performance contribute to a lack of accountability and employees not feeling valued.

The top reason employees leave within five years of starting is poor leadership, often directed at their direct supervisor. Holding supervisors and managers accountable on valuing employees isn’t easy but critical to sustaining staffing.

A lack of communication refers to a lack of timely information dissemination and not getting answers to issues or questions. It frustrates staff, illustrates poor leadership, and demonstrates a lack of concern for employee collaboration. This is especially important with younger employees. Developing processes to get information out will mitigate this problem.

The “family” concept also includes employee recognition and awards, employee, and family get-togethers such as potlucks, picnics, and other events. Employee wellness programs including peer support and wellness social media applications, make a positive impact.

An example of this is an employee’s birthday. Recognizing someone’s birthday through a card or visit demonstrates to them that they are an important part of the department family. While management in larger departments may not be able to do this, the supervisor is the ideal sender of the message and strengthens the bond between the two.

2 PROFESSIONAL DEVELOPMENT

Critical to retention is to create programs that develop staff, both sworn and professional. A key component of succession planning, staff development demonstrates a commitment for career development for each employee.

Classroom and online training are traditional facets of professional development. But with staffing vacancies, it’s not easy to send people to training. Programs that include mentoring, job shadowing, special project assignment, work-a-long, acting at a higher rank, and job rotation are a few examples of learning by doing. Smaller agencies that may have fewer opportunities for promotion and transfer can

still develop staff into well-rounded members by using experts from other agencies or loans to other agencies to gain experience in some areas. Be creative.

Staff development includes leadership development. This could be having an in-house program that includes a “book club” cohorts to read contemporary work that may not have “leadership” in its title. Leadership conversations and “brown bag” lunches are also examples of low-cost, effective leadership training.

3 SHARING THE VISION

Staff want to know where a department is “going.” Visions can be powerful and compelling by visualizing an improved agency with better performance and service. A vision that can inspire others to share in makes everyone part of that direction. It can be developed collaboratively so that it’s truly the department’s vision.

Demonstrating care and concern for department staff is crucial in today’s policing world. Keeping staff healthy and engaged puts less pressure on recruitment. In addition to employee wellness, research shows that better employee engagement directly correlates to better performance. We can all rally behind that.



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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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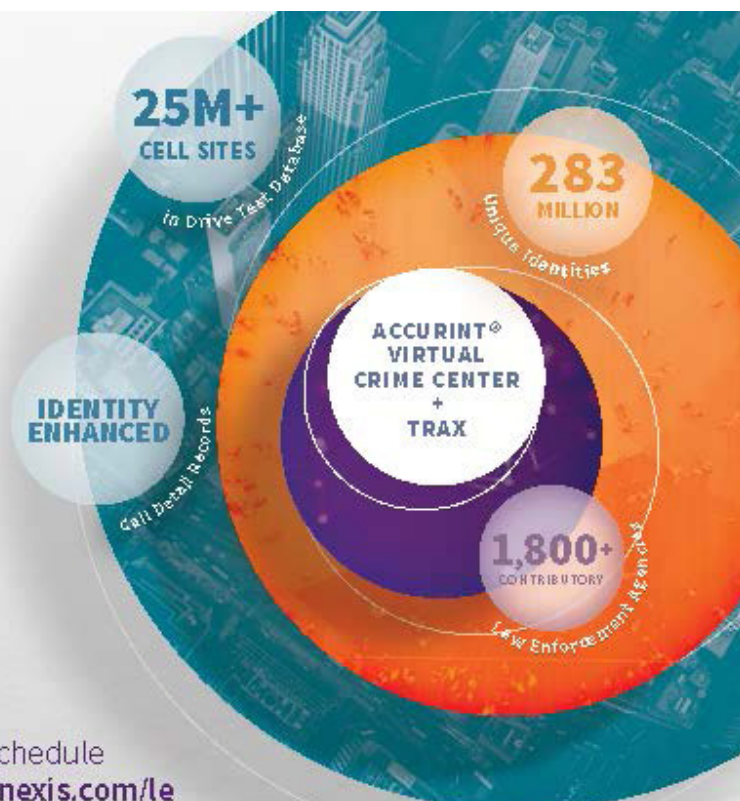
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