



CALIFORNIA POLICE CHIEF

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

SPRING 2014



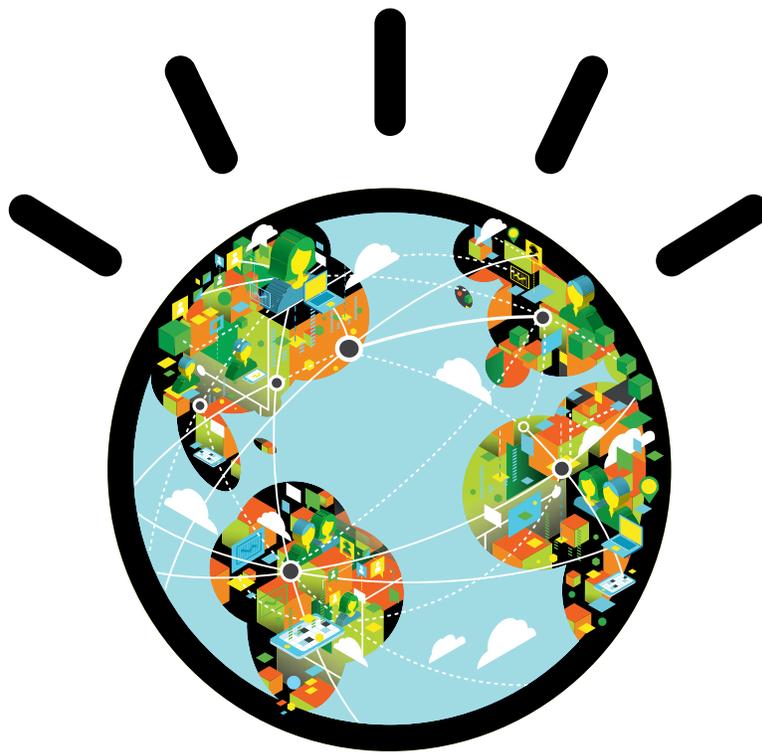
ALSO INSIDE

Ukiah Police Department Builds
Muscles and Camaraderie

Retired Chief Helping to
Reduce Campus Violence

Fontana Re-Entry Support Team
Reinventing Approach to Realignment

San Mateo Chiefs'
and Sheriff
TAKE A STEP
IN THE RIGHT
DIRECTION



How to compete in the era of “smart.”



Police in Memphis used Big Data and analytics to verify patterns of criminal activity, which helped them change their strategy.

For five years, IBMers have helped cities and companies build a Smarter Planet. Leaders have begun using Big Data and analytics to transform their enterprises with mobile technology, social business and the cloud.

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Cemex, a \$15 billion cement maker, created its first global brand by building a social network. Workers collaborating in 50 countries helped the brand launch in a third of the anticipated time.

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In the age of mass media, marketers served broad population “segments.”

But the age of Big Data and analytics is revealing customers as individuals. And smarter enterprises deliver useful services to one individual at a time.

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An organization invested in Big Data and analytics, social, mobile, and the cloud is a smarter enterprise. On a Smarter Planet, the next challenge is culture: changing entrenched work practices to make the most of these advances. To learn more, visit us at ibm.com/smarterplanet



Effective marketing no longer aims publicity at broad demographic groups—it opens conversations with individuals.



Social networks shift value in the workplace from knowledge that people possess to knowledge that they can communicate.

LET'S BUILD A SMARTER PLANET.





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contents

- 5** Membership Update
- 7** **LEGAL**
Court Cites to CPCA Amicus Brief in CCW Case
- 9** **LEGISLATIVE SWING**
Cal Chiefs at the Capitol
- COVER STORY**
- 10** San Mateo County Chiefs and Sheriff Association, Take A S.T.E.P. in the Right Direction
- 14** Cal Chiefs Launches Strategic Partner & Corporate Circle Programs
- 16** Conference Wrap Up
- 18** Fontana Re-Entry Support Team Reinventing Approach to Realignment
- 20** Retired Chief Helping to Reduce Campus Violence
- 23** Police Chiefs Flex their Legislative Muscles at the State Capitol
- 25** Morgan Hill PD takes the Time to Invest in their City's Youth
- 27** Alhambra PD Wins CPCA Technology and Innovation Award
- 28** Ukiah Police Department Builds Muscles and Camaraderie
- 32** Learning to Be a Leader with Every Experience
- 34** Sprint Drive First: Stop the Distractions and Shift Focus to the Road

About The California Police Chief

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

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

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ON THE COVER, BOTTOM TO THE TOP, LEFT TO RIGHT *Burlingame Police Traffic Sergeant Jay Kiely, Traffic Corporal Brett Murphy; Ed Wood—Burlingame; Dan Desmidt—Belmont; Lisa Macias—Brisbane; Bob Jonsen—Menlo Park; Jon Read—Colma; Lee Violett—East Palo Alto; Mike Massoni—South San Francisco; Dave Parenti—Broadmoor; Jim Tasa—Pacifica; Matt Martell—Foster City; JR Gamez—Redwood City; Manny Martinez—Daly City; John Munsey—Half Moon Bay; Ed Barberini—Millbrae; Neil Telford—San Bruno; Greg Rothaus—San Carlos; Sheriff Greg Munks—SMSO; Mark O'Connor—Hillsborough; Susan Manheimer—San Mateo; District Attorney of San Mateo County Steve Wagstaffe*



Dear CPCA Members:

Welcome to the Spring 2014 edition of our magazine, *California Police Chief*. This is the second edition of our rebranded and reengineered magazine designed to keep you up-to-date on relevant, innovative programs as well as association activities. Our magazine highlights some of the great successes our members have had with new programs that can serve to inspire other agencies.

Cal Chiefs is in the middle of a challenging legislative year. We are sponsoring four bills and have several other legislative priorities. Fortunately, we have a very strong Legislative Team including an involved Legislative Committee that continues to stay well-engaged at the Capitol. Highlights of our recent efforts are included in our "Cal Chiefs at the Capitol" column.

Our 37th Annual Training Symposium in Monterey was very successful and featured some outstanding speakers and workshops; a summary is included in this issue. Also featured in this edition are articles by our Strategic Partners and a listing of our partners and Corporate Circle Members.

We hope you enjoy this second issue of our newly revised magazine and encourage you to follow Cal Chiefs on Facebook and Twitter; your feedback is always welcome.

Thank you for the critical role you play in making Cal Chiefs the voice of and resource of choice for California's municipal police chiefs.

Sincerely,

A handwritten signature in blue ink that reads "C. W. Boyd".

Christopher W. Boyd, President

California Police Chiefs Association

Membership Update

By Craig Steckler, Chair, Membership and Communications Committee

It's been a busy 6 months here at Cal Chiefs. Since my last membership update we have seen an increase in turnover with a total of 24 new chiefs. Their names are listed below for your reference. Please help me in congratulating them all!

As you may or may not recall, Cal Chiefs President Chief Christopher Boyd sent an email out in early March regarding a change in the dues structure for our association. At the Board of Directors' meeting in February, the Board voted to increase the association's dues by 5%. The last time we saw a dues increase was in 2009. The dues increase only applies to active members. Associate and retiree dues will remain the same. Here is a short list of just some of the accomplishments the association has been able to do in the past 5 years.

- Procured \$24 million in 2012-2013 and \$27.5 million for 2013-2014 in the state budget for city police departments and is working to increase that amount for 2014-2015
- Helped defeat Prop. 19 to legalize marijuana in 2010 and are currently working on a reasonable marijuana regulation bill
- Protected public safety by successfully sponsoring legislation, including the banning of open carry, as well as prevented legislation from becoming law that would have negatively affected our profession
- Joined in several amicus briefs that were successful in protecting the interests of police chiefs as well as maintaining local control in key issues like the ability to ban dispensaries in cities
- Launched the publication of the California Police Chief magazine which is mailed to members twice a year
- Provided free access to crisis consulting with Bill Rams, a media consultant

- Increased our staffing levels by hiring a Legislative Analyst to enhance our public policy efforts and successes, and a Member Services Coordinator to enhance our responsiveness and customer service
- Moved our headquarters into a larger and more professional office with a conference room for meetings
- Added several new training courses including Role of the Police Chiefs Executive Assistant, Strategic and Succession Planning, the Leadership Challenge, and Peer Counseling

Below is a breakdown of the new dues structure.

CPCA Membership Dues 2014/2015 Active Members

Number of Employees	Level	Previous Amount	2014/2015 Amount
1 – 25	1	\$300	\$315
26 – 50	2	\$380	\$399
51 – 75	3	\$600	\$630
76 – 100	4	\$1,400	\$1,470
101 – 150	5	\$1,600	\$1,680
151 – 200	6	\$1,800	\$1,890
Over 200	7	\$2,000	\$2,100

Please keep your eyes out for an email from Cal Chiefs staff this month regarding your 2014/2015 dues! Thank you again for the continued support for our association. ■

CONGRATULATIONS NEW CHIEFS!

11/4/2013 Andrew Mills, Eureka Police Department

12/4/2013 Michael Crankshaw, Brawley Police Department

12/9/2013 Tracy Busby, Ione Police Department

12/10/2013 Larry Esquivel, San Jose Police Department

12/10/2013 Michael Taylor, Baldwin Park Police Department

12/12/2013 Anthony Miranda, Irwindale Police Department

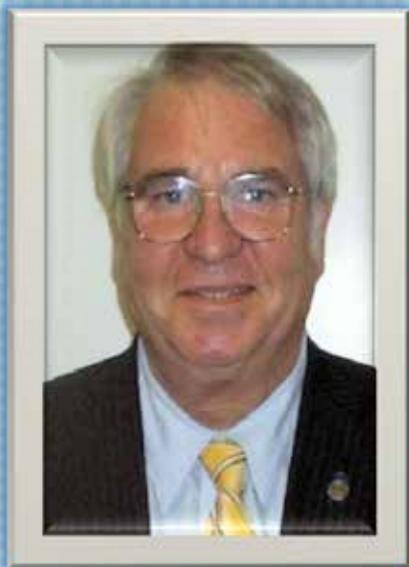
12/16/2013 Marty Rivera, Orange Cove Police Department

12/16/2013 Tim Staab, Glendora Police Department

12/20/2013 Raul Quezada, Anaheim Police Department

CONGRATULATIONS NEW CHIEFS!

1/1/2014	Matt Basgall, Clovis Police Department	2/18/2014	Phill Han, Sutter Creek Police Department	4/9/2014	Mark Matsuda, Torrance Police Department
1/1/2014	Dean Price, Gridley - Biggs Police Department	2/20/2014	Charlie Celano, Tustin Police Department	4/16/2014	John Carli, Vacaville Police Department
1/23/2014	Dave Faulkner, West Covina Police Department	3/4/2014	Shelley Zimmerman, San Diego Police Department	4/28/2014	Lisa Rosales, San Pablo Police Department
2/3/2014	Tim Foley, Nevada City Police Department	3/12/2014	Paul Capraro, Pomona Police Department	5/6/2014	Eddie Madueno, El Centro Police Department
2/3/2014	Darrell Smith, Lemoore Police Department	3/17/2014	Jarrod Burguan, San Bernardino Police Department	5/6/2014	Carlos Rojas, Santa Ana Police Department
2/11/2014	Joe Gorton, San Ramon Police Department	3/17/2014	Adele Frese, Greenfield Police Department		



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Court Cites to CPCA Amicus Brief in CCW Case

By Martin J. Mayer, General Counsel
California Police Chiefs Association

In the Fall 2013 edition of the *California Police Chief* magazine, we discussed the potential impact the California Police Chiefs Association (CPCA) has when it submits amicus curiae briefs in the appellate courts, supporting various law enforcement issues.

We set forth and discussed several cases where CPCA submitted such briefs. In one particular case, *Haskell v. Harris*, which dealt with the right to take DNA samples from those arrested for felonies, an en banc (11 justices) Ninth Circuit U.S. Court of Appeals upheld the legality of the California law and set forth reasoning which mirrored the legal arguments presented by CPCA.

The thrust of the article, in the *California Police Chief* magazine, was that CPCA's advocacy in litigation will, frequently, have a positive impact on the outcome of court decisions. Obviously, the courts do not always agree with the positions set forth by CPCA, but it is always considered by the courts in reaching their rulings.

CCW Decision

As many of you already know, the Ninth Circuit U.S. Court of Appeals recently ruled 2 – 1, in *Peruta v. County of San Diego*, that California's law requiring the articulation of "good cause" to secure a permit to carry a concealed weapon (CCW) was an unconstitutional infringement

on the 2nd Amendment's right to keep and bear arms.

When San Diego County and the San Diego Sheriff were first sued by Edward Peruta, who had been denied a CCW permit, they asked for amicus curiae support from the California Police Chiefs Association (CPCA), the California State Sheriffs' Association (CSSA), and the California Peace Officers' Association (CPOA). All three associations joined together and the firm of JONES & MAYER, as general counsel to the associations, prepared and submitted a brief supporting the San Diego Sheriff's decision to not issue the CCW permit.

The thrust of the amicus brief was that the requirement by the State of California (it is not a city or county requirement) that an applicant articulate "good cause" for a permit to carry a concealed weapon did not unreasonably infringe on the constitutional right to keep and bear arms. The argument was, basically, "different strokes for different folks."

The brief argued that what constitutes "good cause" in one part of the state, for

example a rural community with limited law enforcement support available, may be very different from what constitutes "good cause" in a densely populated urban community. Furthermore, it is the duty and responsibility of the municipal police chief or the county sheriff to make those decisions in order to provide for the public's safety in their respective communities.

CPCA did not argue against the issuance of CCW permits, nor has it ever taken that position. CPCA has always advocated for reasonable regulations regarding handgun possession. In fact, it's position is similar to what the U.S. Supreme Court held in *District of Columbia v. Heller*, 554 U.S. 570 (2008), and which the Ninth Circuit itself states in the *Peruta* decision, namely that "regulation of the right to bear arms is not only legitimate but quite appropriate."

The Ninth Circuit went on to say that "(w)e repeat *Heller's* admonition that nothing in our opinion should be taken to cast doubt on longstanding prohibitions – or carriage – of firearms by felons and the mentally ill, or laws forbidding the carrying of firearms in sensitive places such as schools and government buildings, or law imposing conditions and qualifications on the commercial sale of firearms. Nor should anything in this opinion be taken to cast doubt on the validity of measures designed to make the carrying of firearms for self-defense as safe as possible, both to

the carrier and the community.”

It is significant to note that the dissenting judge reached the same conclusion as that set forth in the amicus brief submitted on behalf of CPCA and the other associations. The dissent stated that, “Indeed, the California State Sheriffs’ Association, the California Police Chiefs Association, and the California Peace Officers’ Association note in their amicus brief that the diversity of communities and regions in California warrants the exercise of discretion by chief law enforcement executives to determine, in the context of the issues presented in their jurisdiction, the circumstances under which a concealed gun permit should issue.”

Conclusion

Following the decision in *Peruta*, both the County of San Diego and San Diego

Sheriff Bill Gore announced that they would not pursue the matter any further. Each of the three associations which had filed the amicus brief, considered whether to move for intervention and petition for an en banc rehearing since the decision appeared to be contrary to the *Heller* ruling by the U.S. Supreme Court.

The boards of directors of CPCA and CPOA voted to proceed, while CSSA chose to not participate any further. As such, a Petition for Rehearing, along with a motion to intervene, was filed on behalf of CPCA and CPOA. In addition, the California Attorney General, and the Brady Campaign to Prevent Gun Violence, did so as well. On March 1, 2014, Ninth Circuit U.S. Court of Appeals granted a stay on the decision in *Peruta*, pending its ruling on the petitions.

As of the date of the preparation of

this article, the full Ninth Circuit had not rendered a decision on the applications to intervene, nor on the petitions for en banc review. It is interesting to note that *Peruta* did not object to the Attorney General’s petition to intervene, although that does not guarantee that the Court will grant it; only time will tell.

Nonetheless, and regardless of the final outcome of the litigation surrounding CCW permits, it is important to recognize that the opinion of CPCA is considered and, on occasion, specifically referenced by courts in arriving at their decisions. ■

Martin J. Mayer is a name partner with the public sector law firm of Jones & Mayer and has served as General Counsel to the California Police Chiefs Association for approximately 30 years.

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Cal Chiefs at the Capitol



By Chief David Swing,
Chair of the Law and
Legislation Committee

Cal Chiefs established a stronger presence than ever before at the California State Capitol this year. In response to this enhanced presence, our Law and Legislation Committee welcomed two new co-chairs, Chief Jennifer Tejada of Sausalito and Chief Rob Handy of Huntington Beach. Both Chief Tejada and Chief Handy are essential leaders for the Law and Legislation Committee and have greatly eased our transition into a powerful voice at the Capitol. In addition to these leadership appointments, the Law and Legislation Committee appointed committee member leaders to each key legislative area. This restructuring allows committee members to focus on areas of intense legislative priority. Following this restructuring, we have seen committee members deeply engaged in the following policy areas; fire-arm legislation, internet café and gambling regulations, marijuana policy, massage parlors, drugged and distracted driving, and AB 109 funding and policy issues. Our legislative priorities came from our membership in October of 2013 and were voted on and affirmed by the Board of Directors in November.

This year, Cal Chiefs is the sponsor of four pieces of public safety legislation (AB 1439, AB 1449, AB 2500, and SB 1262). This heavy lift would not be possible without the active engagement of the Cal Chiefs Law and Legislation Committee.

AB 1439, by Assembly Members Rudy Salas, Jim Frazier, and Rob Bonta addresses the growing problem of gambling activities in Internet Cafes. This bill will eliminate the “e-gambling” occurring at an ever-growing number of locations throughout California.

Chief Dan Desmidt and Commander Ian Schmutzler have been actively engaged in this issue as they work with involved stakeholders towards the passage of this crucial piece of legislation.

AB 1449, by Assembly Member V. Manuel Perez makes several changes to the AB 109 statute. It addresses overcrowding in local jails by specifying that those with long-term placements be remanded to state custody where they can access the facilities and programs needed for successful rehabilitation. Recognizing the facilities and programming demands of complex cases, the bill also authorizes the consideration of an offender’s full adult criminal history when determining county or state supervision. The reforms in this bill were identified in a November 2013 report, *Voices from the Field: How California Public Safety Stakeholders View Realignment*, conducted by the Stanford Criminal Justice Center. Chief Ed Medrano and Chief Jennifer Tejada have been actively engaged in the fiscal and legislative responses to realignment and we remain committed to the passage of AB 1449.

AB 2500, by Assembly Member Frazier is our drugged driving bill. The bill will create the following per se standards for anyone who has a controlled substance in their system; 2 nanograms of milliliter of whole blood of delta-9 THC of marijuana, 100 nanograms of amphetamine, 50 nanograms of cocaine, 50 nanograms of cocaine metabolite, 50 nanograms of heroin, 50 nanograms of morphine, 10 nanograms of

6-monoacetyl morphine, 100 nanograms of methamphetamine, 10 nanograms of phencyclidine. Chief Rex Marks and Chief Jim Leal have been working with stakeholders and the Assembly Committee on Public Safety to ensure the passage of this long overdue legislation.

SB 1262, by Senator Lou Correa, is our proactive medical marijuana legislation. This measure is fundamentally about three things: advancing local control, protecting public safety and creating uniform health and safety standards that ensure the lawful distribution of medical marijuana only in those cities and counties in which it is authorized. It carefully safeguards the right of cities and counties to decide whether to regulate and prohibit medical marijuana cultivation and distribution. This proposal provides a much needed and long overdue framework to effectively implement Proposition 215, the Compassionate Use Act. That initiative, which voters passed in 1996, provided patient access to medical marijuana. However it did not include a comprehensive framework for implementation that provided local governments the authority to create and enforce locally driven policies, nor did it ensure public safety by providing clear guidelines for medical marijuana regulations. Cal Chiefs’ executive board has taken the lead in ensuring the passage of this piece of legislation.

In addition to these four heavy lifts, Cal Chiefs also hosted its first annual Legislative Day on May 13th and 14th at the Capitol, a recap of the day can be found on pg. 23. ■

SAN MATEO COUNTY CHIEFS AND SHERIFF ASSOCIATION, TAKE A S.T.E.P. IN THE RIGHT DIRECTION

By Chief Edward A. Wood,
Burlingame Police Department





LEFT-RIGHT Cpl. Pete Scatena (Hillsborough PD), Ofc. Travis Murray (FCPD), Deputy Craig McCarty (SMSO), Officer Mike Cecchi (Belmont PD), Officer Nick Kempel (Burlingame PD), Officer Aaron Wong (SBPD), Officer Jesse Ledesma (SSF PD), Cpl Don Olsen (SSF PD), Officer Chris Grant (Colma PD), Deputy Todd Schindler (SMSO), Deputy Rick Cheechov (SMSO), Officer Jenna Grimaldi (FCPD), Sgt. Jay Kiely (Burlingame PD)

In response to shrinking budgets and staffing levels within their respective agencies, the San Mateo County Police Chiefs and Sheriff Association launched the San Mateo County Saturation Traffic Enforcement Program (STEP). STEP is a collaborative effort composed of traffic enforcement personnel from all of the law enforcement agencies in San Mateo County. The mission of the program is to increase traffic safety on the Peninsula in problem areas and intersections through saturated enforcement utilizing the combined resources from all of the county law enforcement agencies thus complimenting the efforts of the individual agencies.

Participating officers are assigned to areas requiring selective enforcement in San Mateo County based on collision data, community complaints, and expert officer opinion. The expectation is that this collaborative monthly effort will provide immediate and tangible solutions to traffic issues, and creating a safer San Mateo County for motorists and pedestrians.

Collision data provided by participating agencies revealed in 2011, in excess of 1,939 motorists and pedestrians were injured due to traffic collisions in the county. STEP's mission is to significantly reduce these numbers through joint enforcement deployments and public education. Sheriff Greg Munks stated "The Sheriff's Office appreciates the opportunity to work with our partner law enforcement agencies in keeping our communities safe. As we have expanded our municipal law enforcement contracts, it has helped us increase the safety of the public through traffic enforcement."

STEP deployments occur on the third Wednesday of every month, and all participating agencies liaison with the Burlingame Police Department, in order to coordinate the various enforcement resources, and to identify specific traffic problems in San

Mateo County communities. Redwood City Police Chief JR Gamez said, "The STEP program developed by the Burlingame Police Department has been a game changer in San Mateo County. The ability to have sufficient resources to effectively execute our traffic enforcement mission has been an added dimension that allows our motorists and residents to feel safer."

The goal of the STEP Program is to enhance traffic safety efforts in our county,

and provide an opportunity to address critical traffic safety issues with an increased level of enforcement resources. Based on this strategy, communities throughout San Mateo County are experiencing progressive strides towards safer streets. One of the participating agencies is the Belmont Police Department where Chief Dan DeSmidt said, "Through the STEP program we can expand our traffic enforcement resources exponentially to address specific problem areas in each community."

Since the inception of the STEP Program on January 16th 2013, 16 deployments have taken place in nearly every city on the Peninsula, focusing on problem traffic areas and complaints. Over the course of the past 16 months, this collaborative initiative issued 2,961 traffic citations and countless warnings throughout San Mateo County. It is noteworthy that in spite of the remarkably high number of traffic stops and citizen contacts, there has only been one formal complaint filed.

According to San Mateo County District Attorney Steven M. Wagstaffe, "The STEP effort has been an effective program for enhancing public safety in our county. STEP personnel have made



“Through the STEP program we can expand our traffic enforcement resources exponentially to address specific problem areas in each community.”

numerous arrests for possession of weapons and drugs, and the expertise and training of the officers involved in STEP has produced well-written reports that result in good convictions in court.”

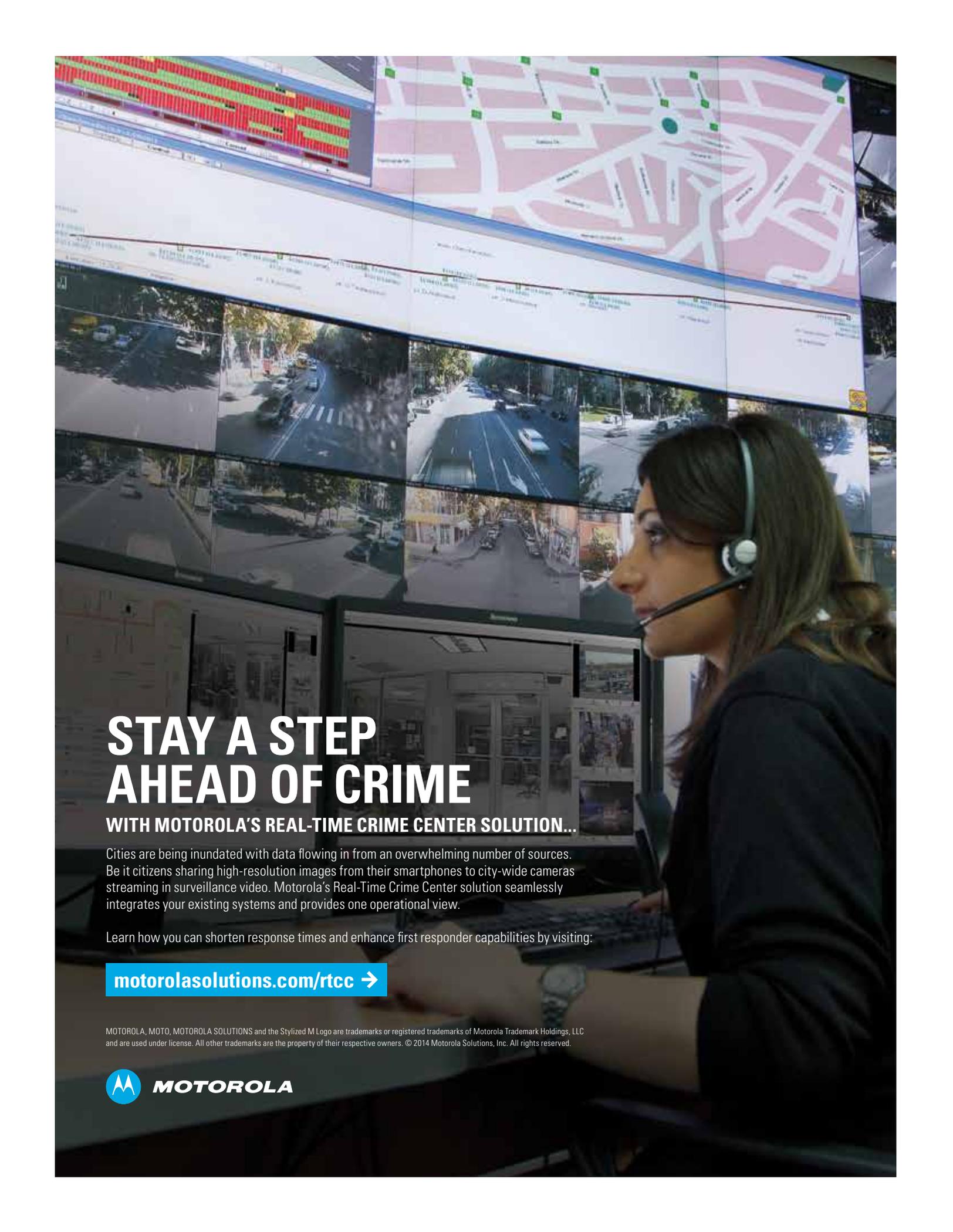
As STEP developed, the need for regular training for all participating motorcycle enforcement personnel was identified. Several STEP agencies, particularly the smaller ones, had neither the resources nor the staffing necessary to provide regular training for their motorcycle enforcement personnel. Because of safety concerns involved in motorcycle enforcement, STEP responded by successfully implementing a bi-monthly training schedule available to all motorcycle enforcement personnel in San Mateo County. Hillsborough Police Chief Mark O’Connor stated “an additional benefit of the program is the relationship building between traffic officers in the county who continue to train together and assist one another in complex collision investigations when the need arises.”

San Mateo County law enforcement enjoys a successful history of collaboration on a wide variety of challenges and has partnered in the following areas: Narcotics Task Force, Vehicle Theft Task Force, Gang Task Force, and Human Trafficking Task Force. In order to maximize exposure and compliment the educational component of the STEP campaigns, there is a very active decision to involve local press on local and regional news stations. Reporters are often found in the passenger seats of the participating patrol units or trailing the motor officers in the news vans and assist equally in identifying our mission.

Agencies Participating in San Mateo County S.T.E.P:

The participating agencies include: The San Mateo County Sheriff’s Office, Redwood City Office of the California Highway Patrol, Belmont PD, Broadmoor PD, Burlingame PD, Brisbane PD, Colma PD, Daly City PD, East Palo Alto PD, Foster City PD, Menlo Park PD, SMSO Millbrae Bureau, SMSO San Carlos Bureau, SMSO Woodside/Portola Valley Bureau, Pacifica PD, Redwood City PD, San Bruno PD, Hillsborough PD, San Mateo PD, South San Francisco PD.

Thank you to the San Mateo County Chiefs and Sheriff Association for their continued support and commitment to this important traffic safety initiative. For information on this program please contact Burlingame Police Captain Eric Wollman by email at ewollman@burlingamepolice.org or by phone at (650) 777-4114 or Traffic Sergeant Jay Kiely by email kiely@burlingamepolice.org or by phone at (650) 777-4151. ■



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Cal Chiefs Launches Strategic Partner & Corporate Circle Programs

Cal Chiefs recently launched a Strategic Partner and Corporate Circle program as well as the Corporate Circle link website.

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

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

Cal Chiefs welcomes the following Strategic Partners:



Mike Dougherty

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650-454-4610
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Nor Cal Radio System Sales

Mike Priolo

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CONFERENCE WRAP UP

Police chiefs from all over the state gathered February 24th-27th for this year's 37th Annual CPCA Training Symposium held in Monterey.

The police departments of Carmel-by-the-Sea, Capitola, Marina, Monterey, Pacific Grove, Salinas, Sand City, Santa Cruz, Scotts Valley, Seaside and Watsonville along with the Monterey County Sheriff's Office, did an incredible job hosting and making it an event that will not be forgotten. Harris Corporation was our Premier conference sponsor and their support was appreciated.

The Training Symposium kicked off on Monday, February 24th with the opening ceremonies. This was followed by a moving fallen officer ceremony, honoring the men and women who lost their lives in the line of duty in 2013. The Reedley Police Department was honored as the recipient of the James Q. Wilson Award at the President's luncheon. Monday's host chief night was held at the Monterey Bay Aquarium where attendees had an opportunity to network all while enjoying the aquatic life.

More than 120 vendors displayed the latest in police technology, products and services on Tuesday, and Cal Chiefs' committees also met.

Wednesday's inspirational breakfast featured former NFL quarterback Trent Dilfer and attendees received a one-of-a-kind opportunity to view Dilfer's Super Bowl ring while listening to his inspirational story. The Recognition Luncheon was highlighted by an address from the 23rd Secretary of Defense Leon Panetta followed by Attorney General Kamala Harris. Chief's ranging from 5-30 years of service received their years of service pins and Alhambra PD received the CPCA & Motorola Excellence in Technology Innovation Award.

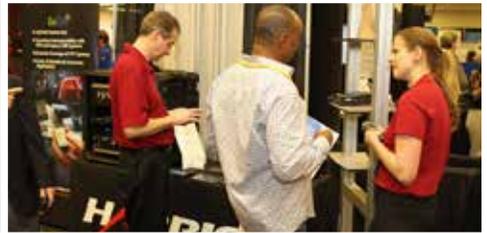
At Wednesday evening's Instal-

lation Banquet, Chief Kim Raney was honored for his leadership as the outgoing Cal Chiefs' president and the association welcomed Chief Christopher Boyd as the 49th President. Chief Sylvia Moir from El Cerrito was elected 3rd vice president of Cal Chiefs and Chief David Swing from Morgan Hill was appointed to the Executive Board as director at-large. Governor Jerry Brown attended and spoke about how he values the relationship he has with the association and how he is looking forward to working together in the upcoming year. Chief Dan Maggard from Irvine PD received the Joe Malloy award which is presented to a Cal Chiefs' member based upon the recipient's professionalism, leadership, energy, and commitment to the mission of the association.

The Symposium featured 12 hours of top-notch training that was POST CPT certified covering topics ranging from holding your department together in times of crisis, passing local tax measures, Realignment and addressing the chronically homeless. The event wrapped up Thursday morning with a powerful, informative and emotional debrief of the bombing in Boston from Major Dermot Quinn of the Massachusetts State Police. We would like to thank our Training Symposium Sponsors: Harris Corporation, Sprint, IBM, American Military University, Motorola Solutions, Taser, Liebert Cassidy Whitmore, Verizon, Jones and Mayer, Atkinson Andelson Loya Rudd & Romo, Watch Guard, Cyrun, Speak Write, ecoATM and Target. The 38th Annual CPCA Training Symposium will be held in Riverside February 22-26, 2015. We hope to see you all there! ■



“Leon Panetta was the best part of the conference, excellent does not describe him accurately enough. He is on a whole other level.”



“The organization and content of the training was exceptional, was outstanding, and the venue was PERFECT!”



Fontana Re-Entry Support Team Reinventing Approach to Realignment

By Martha Guzman-Hurtado

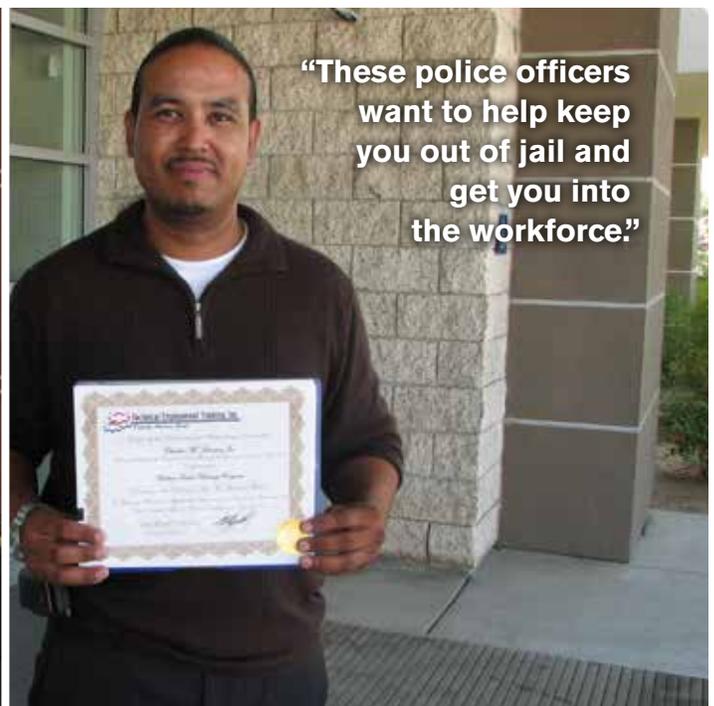
37 year-old Charles Johnson of Fontana is living proof that the Fontana Re-entry Support Team is keeping individuals from re-offending in the wake of realignment. He served three prison terms for countless offenses before deciding to use the program to make a positive change.

The F.R.S.T. program helps early release prisoners, individuals with a criminal record and even those without a criminal background who are in need of resources and assistance, to obtain services and job training in an effort to better integrate them into society. "I tell those recently released from prison that are skeptical about accepting police support, that this program is no joke," said F.R.S.T. participant Charles Johnson. "These police

officers want to help keep you out of jail and get you into the workforce."

The F.R.S.T. program is centered on community partnerships. Individuals seeking support are invited to attend monthly meetings where they are exposed to a variety of organizations with available resources. The San Bernardino County Workforce Development Department (WDD), in conjunction with the California State Employment Development Depart-

ment (EDD), provides these individuals with a three-day re-entry workshop. These workshops are an integral part of the re-entry process by addressing employment barriers, such as explaining a felony conviction during an interview, resume writing, proper interview attire, and where to seek employment. "The Fontana Re-entry Support Team is not just connecting available government services to those clients in need," said Fontana Chief of Police Rodney Jones. "The entire community is supporting those who were recently released from jail." Participants graduate from the workshop with newfound confidence and skills. Additionally, The Water of Life Church in Fontana offers interview appropriate attire, shelter and food to clients as needed.



The support of city management and city leaders has also contributed to the success of the program. "We went to them and said we are going to start a program like no other police department in the state is doing and we have no experience doing it," said Chief Jones. "Not only did our leaders support it, they embraced it." As a result of this effort, the program is gaining momentum and recognition as a successful model for other agencies to emulate. State Assemblyman Tom Ammiano recognized the program during a recent judicial committee for being an example of an innovative approach to provide positive community results.

The F.R.S.T. team is comprised of two full-time police officers, one part-time probation officer, one community policing technician, and one police sergeant who work with community organizations focusing on finding employment for these individuals. Job training and placement are considered the best strategy to combat recidivism.

The program is Fontana's response to California Assembly Bill 109 (AB 109) implemented in October 2011. AB 109 impacted every community by transferring the burden of care for prison releases from the state to the local municipalities. The violent crime rate for the City of Fontana rose 14% during the first year following the implementation of AB 109 and property crimes rose 22% for the same time period. Comparatively for the same time period the State of California and the City of Fontana experienced the following recidivism rates: violent crimes 70%, sex crimes 90% and non-violent crimes 35%.

The high recidivism rates and significant increase in crime that followed the implementation of AB 109 led officers to the realization that the old approach of incarcerating individuals and expecting them to successfully rejoin society upon release without support or resources was not realistic. The City of Fontana Police Department developed F.R.S.T. as an innovative approach to break the cycle of arrest, incarceration, release and re-arrest. Early results offer evidence that the program is working. After the re-entry team was implemented in September 2012, the city had a 10% reduction in part one crime from 2012 to 2013.



The team focuses on identifying re-entry individuals (clients) that will benefit from the program in a variety of ways including: conducting monthly presentations at the local county jail to inform prisoners pre-release about the program, working with probation/parole officers to identify probationers and/or parolees that will turn to crime if they do not receive assistance, local outreach, and more. The partnership between police, probation, parole, community-based organizations, faith-based organizations, and all governmental service providers is a groundbreaking approach to identifying potential clients and providing available resources. In addition, local judges, deputy district attorneys and public defenders are referring defendants sentenced to probation to the program. Clients are tracked and continuously offered support and assistance.

F.R.S.T. officers work with nearly 200 governmental, non-profit public-based and faith-based organizations to ensure that clients have access to all of the benefits and resources needed to rejoin the community.

F.R.S.T. accomplishments since its inception in 2012:

- 256 workshop graduates
- 106 job placements
- 940 job referrals

- 516 referrals to substance abuse and domestic violence classes
- 213 referrals to government agencies for services (DMV, Child Support, Social Security)
- 237 social services referrals including welfare and food stamps during transition phase of acquiring employment

The concept is simple; keep individuals from reoffending by providing the proper tools to gain employment and make an honorable living. Charles Johnson received assistance through the program to enroll in machinist classes and graduated at the top of his class with four certifications. He later secured employment as a machinist with a local company. "There is no reason you can't succeed unless you don't want to," said Johnson. "The officers and individuals involved in the program have all the resources and are willing to do whatever it takes to help you, which is why the program is a success."

With continued support from the multitude of partnering agencies, F.R.S.T. will continue to reduce crime and help clients become productive members of the community. The program is a win-win model for the city, county and region that exemplifies the unlimited possibilities when we all work together to improve the quality of life for future generations. ■



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Ron Lowenberg is a familiar name in California law enforcement, having served as past president of the California Police Chiefs Association, the Orange Co. Chiefs' and Sheriff's Association, as a board member of the CPOA, and longtime member of the POST Commission.

Since 2003, he's also had a high-profile role as dean at the Golden West Community College Criminal Justice Training Center. Located in Huntington Beach, where Lowenberg served as police chief from 1989 to 2002, the center is one of the few certified regional criminal justice training centers in the West that serves in excess of 2500 trainees in an academic year.

Now, Lowenberg is blazing a new trail in state law enforcement by teaming up with public and private institutions to enhance school safety. Keeping America's school-children safe has been a topic of increasing concern in an era of horrific mass shootings, which come at a time when budget woes have resulted in cutbacks to SRO (school resource officer) programs across our nation.

"We're trying to fill a need with what used to be traditional ways of helping keep schools safe," Lowenberg said of his partnership with Evidence Based Inc., a consulting firm founded by former Irvine police Officer John McLaughlin in 2003.

Retired Chief Helping to Reduce Campus Violence

This collaboration, initiated by McLaughlin and his partners to provide training to former law enforcement officers who are part of FBI's new Campus Safety Program, provides risk-assessment services and systems to help courts, police agencies, schools and municipalities do their jobs better and reduce costs.

McLaughlin and a team of about a dozen former peace officers aim to supplement existing School Resource Officers programs and expand the focus of security programs to include middle and elementary schools. The idea is to work directly with schools and police to identify and assess threats, prevent violence from occurring, provide mental health referrals and other services and respond quickly and decisively if and when incidents occur.

McLaughlin and a founding partner in FBI, former Costa Mesa school-resource officer Jess Gilman, approached Lowenberg and his staff at the Golden West Community College Criminal Justice Training Center to create a special curriculum to train the Campus Safety Officers including existing and new municipal police School Resource Officers in weaponless defense techniques—as well as identifying and getting services to those with mental health issues.

The curriculum has been developed and approved and the first class is scheduled to be presented in Spring '14. Lowenberg believes this course will gain attention as a national model.

Additional training partners include local school districts, the Orange Co. Health Care Agency, OC Department of Education, OC Intelligence Assessment Center (Critical Infrastructure Protection Unit), OC Shields (Higher Education Working Group), FBI InfraGard (Education Sector), to name a few.

Lowenberg, who also served as police chief for the City of Cypress from 1981 to 1989, interim chief in Pomona 2002-03, says finding new ways to prepare new officers for today's realities - and finding new ways to help current officers improve is exciting and very rewarding.

"We are training these former officers to apply the knowledge and skills they have learned to a different setting," he said. "They have a skill set that allows them to quickly recognize potential problems and pull in the necessary resources to prevent serious problems from erupting."

The curriculum developed by the GWC CJTC is part of a 40-hour course. The Golden West Community College Criminal Justice Training Center has more than 160 adjunct faculty members with a variety of expertise in criminal justice and public safety.

"What we are doing is taking school threat assessment and response to the next level," Lowenberg says. "It's a proactive approach to campus safety, and we have the resources here at our center to provide the appropriate training." ■





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Police Chiefs Flex their Legislative Muscles at the State Capitol



Cal Chiefs held its first very successful Annual Legislative Day May 14th in Sacramento and more than 70 police chiefs attended.

The event kicked off Tuesday evening May 13th with a reception at the State Capitol and more than 20 legislators attended, including Senate Pro Tem Darrell Steinberg. The reception was a great way for chiefs to have a casual conversation with their legislators.

The morning of May 14th featured a welcome by Cal Chiefs' president Christopher Boyd and Law & Legislative Committee Chair David Swing as well as updates on CPCA key bills by our legislative team and legislative committee

members. Chiefs, who attended the event in uniform, were provided with a packet of material that included talking points about our key legislative priorities, sample letters and bill summaries. Cal Chiefs' staff had already set up appointments for chiefs with their legislators for later in the day and the halls of the capitol were full of dark blue uniforms as chiefs made their rounds.

Chiefs were also treated to a personal behind-the-scenes tour of the Capitol and the Senate and Assembly Chambers by



Assembly Member Ken Cooley prior to their legislative meetings, and posed for a group picture on the Capitol Steps.

In addition to attending individual meetings, our Executive Board met with legislative leaders and the governor to discuss our priorities. The fact that the Governor's May budget revision was published during our event and included an increase in front line funding to a total of \$40 million made the event that much better. Plans are already underway for the 2nd Annual CPCA Legislative Day we are anticipating an even larger turnout next year. ■



Morgan Hill PD takes the Time to Invest in their City's Youth

By Chuck Flagg, V.I.P. Morgan Hill PD

Morgan Hill is a city of approximately 40,000 residents located about 20 miles south of San Jose, towards the far end of Silicon Valley. Its police department is approved for 36 sworn officers, 6 paid reserve officers, and 20 non-sworn support positions.



Officer Sara Alanis talks with local high school students at their school campus.



Chief David Swing and Captain Jerry Neumayer chat with a young Morgan Hill resident during National Night Out.

The department is committed to better serving its community and has adopted a strategic plan in order to do so. During his first year on the job, Police Chief David Swing met with students at the local high schools and asked, "How can the police and youth work to improve our relationship?" From these meetings one central theme emerged, create more opportunities for positive encounters. The department worked in collaboration with the Morgan Hill Unified School District to establish three key programs supporting two of the strategic plan's outcomes: *Increase trust and confidence in the police department and Increase feelings of safety of the residents.*

Youth Mentoring Through Sports

One of the successful collaborations is an after-school program for some 80 at-risk middle school students (7th and 8th graders). Organized by Morgan Hill Youth Sports Alliance President Jeff Dixon, students participate twice a week during the seven week long season. Activities included co-ed sports

such as soccer, flag football, kickball, dodge ball, and inner tube water polo.

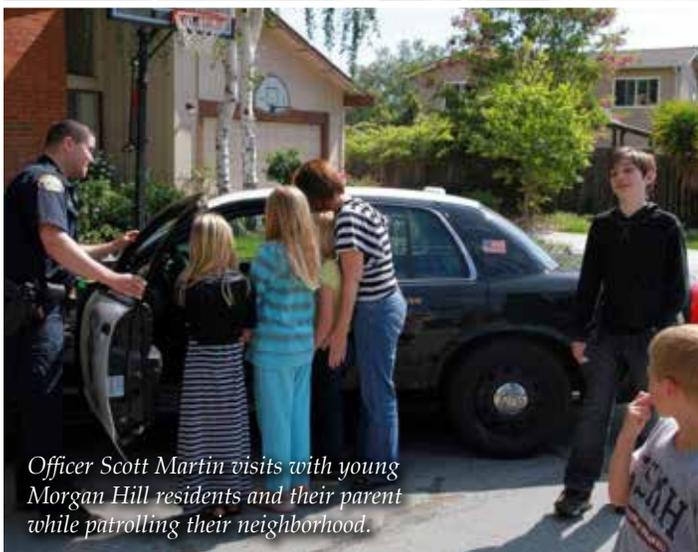
Aimed at youth who might not be able to find a connection to sports through traditional routes, the program is supported by a variety of agencies: Morgan Hill Police Department (through coaching and mentoring), Recreation and Community Services Division (through access to the city's indoor and outdoor athletic facilities), and the School District (through selecting students, providing transportation and high school student coaches).

Morgan Hill School Board Trustee Claudia Rossi praises the program, pointing out that parents usually are not home to supervise their children immediately after school and this 3:30 to 5:30 p.m. activity keeps students positively engaged during this crucial part of the day.

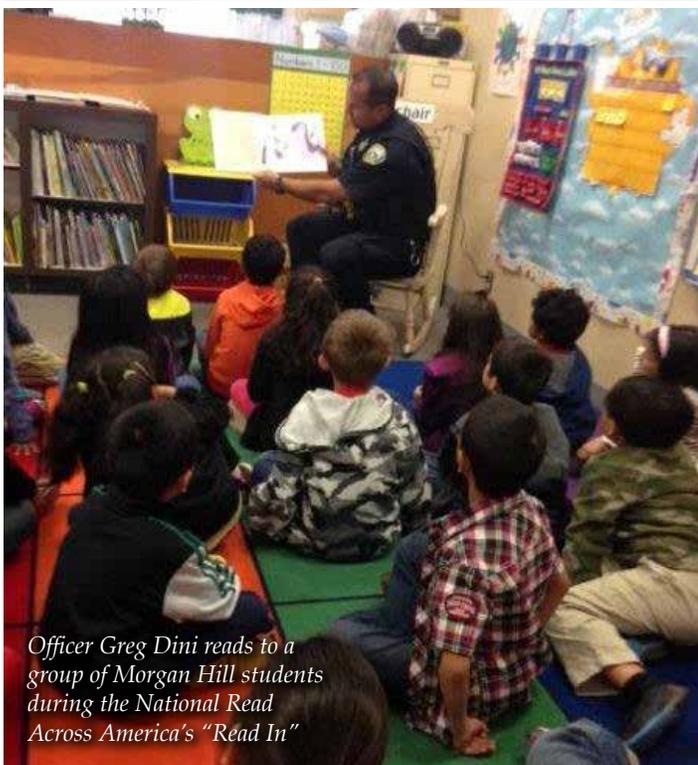
"This was an opportunity for students to perhaps have a first positive encounter with the police. The mentoring and encouragement received from the officers may help these students to avoid some bad choices later in their lives."



Officer Sara Alanis gets a high-five from a young Morgan Hill resident at National Night Out.



Officer Scott Martin visits with young Morgan Hill residents and their parent while patrolling their neighborhood.



Officer Greg Dini reads to a group of Morgan Hill students during the National Read Across America's "Read In"

Patrol Officers Adopt Schools

Another initiative aimed at supporting Morgan Hill's youth is a staffing change made this year. Traditionally, the department had two school resource officers, each based at one of the Morgan Hill high schools. This year one school resource officer position from each high school was reassigned to patrol.

This modification freed up time in the schedules of all patrol officers giving them the opportunity to "adopt" a school of their own. During the course of the week officers visit their school as often as possible, interacting with parents, teachers, and students and providing a positive role model for the students.

Reaction to this change from the schools has been extremely well received. Patrick Buchser, principal of Jackson Academy of Mathematics and Music states "Without a doubt, having an officer visit frequently has been a big benefit to our school." Buchser continues, "The role of a police officer is becoming demystified. Some students have had negative encounters with law enforcement, but now they are discovering the police are here to protect, serve, and mentor them. After Sandy Hook, Corporal Scott Purvis and I visited every classroom to address student concerns and reassure them about our preparations for their safety."

Supporting Literacy

The Morgan Hill Police Department was also active in another project to support education and student success in the schools. In collaboration with the United Way, the Morgan Hill Unified School District, and several local nonprofit social service agencies, 9 officers were among the 82 community members who participated in the 2014 "Read-In."

March 4th was chosen as the date, which also coincides with Dr. Seuss's birthday and the national Read Across America program. Volunteers visited every kindergarten through third grade classroom to tell the students a little bit about themselves and why reading is important to them. After sharing their personal stories, they read one of their favorite books to the entire class. Each volunteer signed the book and a special label was placed inside it before donating it to the classroom library. The School Board has hailed this event as "a true community effort that promoted the joy of reading."

Captain Shane Palsgrove read the book "The Other Side" written by Jacqueline Woodson to the first graders at Nordstrom School. Since this was his first experience, Captain Palsgrove was a bit unsure of what to expect. However he was pleasantly surprised at how engaged the students were while he was reading. "I couldn't believe how engaged all of the students were." Captain Palsgrove explains, "They were eager to discuss the book after and were even more interested in what I did for a living. It gave me an opportunity to share the importance of being a police officer. I am truly looking forward to participating next year and keeping my relationship with the students growing."

Finally, for the past three years Chief Swing in partnership with the Morgan Hill Rotary Club has demonstrated the importance of reading and academic achievement by providing a free dictionary to every third grader in Morgan Hill. According to School Board Trustee Claudia Rossi, "Showing up in uniform for these presentations is a vivid affirmation that adults care about academic achievement for Morgan Hill's students. It's important to know that the schools can't do it all alone." ■

Alhambra PD Wins CPCA Technology and Innovation Award

Alhambra PD was the first recipient of the CPCA Technology and Innovation Award. The CPCA Excellence in Technology Innovation Award is sponsored by Motorola and recognizes a California municipal police agency's superior achievement and innovation in the field of information technology. This award program is designed to recognize exceptional, innovative, and extraordinary achievement in law enforcement technology-based programs, efforts, or initiatives that benefit law enforcement as a profession. Cal Chiefs received over 10 applications highlighting innovations varying from Intra office debriefing systems to the implementation of body worn cameras. We would like to thank the following agencies for their submissions: Anaheim PD, Berkeley PD, Indio PD, Mountain View PD, Petaluma PD, Redlands PD, Rialto PD, San Francisco PD and Vacaville PD.

In December of 2013 the Alhambra Police Department became the first U.S. Police Department to utilize China's version of Facebook and Twitter with more than 500 million followers world-wide known as Weibo. The all-Chinese language social media platform was chosen as a means to reach out to the large Chinese population in Alhambra in an effort to overcome barriers and challenges associated with cultural differences such as limited English proficiency, lack of community engagement, lack of trust or understanding of municipal government or police services, and no direct communication or formed partnerships with the police.

Alhambra PD is a medium-sized agency in Los Angeles County, bordering the City of Los Angeles, and serves a residential population of 85,000. Of this population, 53% are of Asian descent and of that number 65-70%, or approximately 30,000, are ethnically Chinese. In addition, the City of Alhambra houses a majority of the Chinese business population for the surrounding Los Angeles area including restaurants, medical services and banking headquarters. "What businesses crave is public safety.



I think that's one of the things that businesses want and need," says Chief Yokoyama. "If they know the types of crimes that are going on around their area, they're more likely to be aware and take measures to prevent themselves from becoming victims."

Prior to launching its Weibo account Alhambra PD recruited a volunteer from the community who was well versed in the Chinese language and social media to serve as its community engagement coordinator. The coordinator's role was to build the police department's Weibo page, a free and readily available open source service, and going forward to maintain posts that mirrored the department's already successful Facebook page. Within the first 24 hours of the launch of Weibo, Alhambra PD saw over 1,500 followers. This was about equal to the total amount of followers to their Facebook at the time. Since Weibo's launch the department has garnered 6,700 followers to date and averages 30,000 views per day. The department has already seen an increase in interaction with its Chinese population with various success stories and considers the initiative an enhancement to its community policing philosophy. "If we increase that engagement," says Yokoyama, "if we increase that communication, if we increase that trust, I truly believe we'll have an impact on public safety in our community." ■





UKIAH POLICE DEPARTMENT

Builds Muscles and Camaraderie

After almost 30 years in law enforcement, Ukiah Police Chief Chris Dewey knows that continuing to do things the way they've always been done is a great way to fall behind. New threats require new approaches, and any activity that improves morale, builds camaraderie, enhances physical fitness, and sharpens mental focus is good for his whole team.



With this in mind, Chief Dewey approached Louis Maldonado, a 37-year martial arts veteran and the owner of a local gym. Chief Dewey asked if Maldonado would be willing to tailor a class for Ukiah Police Department (UPD) employees. That was five years ago, and the benefits have been outstanding.

Everyone at UPD is invited to participate, from officers to dispatchers to clerks. Typically, officers are the most consistent participants. It is that consistency that has paid off. Twice a week, officers head to Maldonado's gym for 45 minutes of cardio and weight work, followed by 15 minutes of sparring.

As one would expect, people who exercise regularly improve their physical fitness.

But the benefits of Maldonado's class are more than physical. "The guys I'm chasing are younger than I am," said patrol officer and field trainer Chris Long,

so I've got to keep up." Detective Noble Waidelich added, "I never want to be in a position where I can't back up my partner." Patrol officer Michelle Maldonado emphasized that, "As a woman in law enforcement, it's important to be in good shape and have good command presence."

With increasing gang and drug related violence in Mendocino County, officers are confronted with more frequent and more confrontational calls. And, with a city budget crisis, hiring more officers to handle the additional volume is not an option.

Under these tough conditions, UPD is making the best of the situation. According to an ICMA Center for Performance Measurement study, UPD has one of the highest ratios of violent crimes per police officer, but even with a heavy workload, UPD continues to solve 89 percent of its felony crimes.

Chief Dewey credits his officers and staff. In return, they credit his leadership.

They're both right. In this example, Chief Dewey's foresight to setup the classes gave UPD employees a place to exercise and improve self-defense techniques; it also provided a time and place for trust and camaraderie to grow. But the classes are voluntary. By choosing to participate, officers and staff have made the experience valuable.

Maldonado welcomes everyone who is serious about working hard and willing to support others into the class. He leads by example and, according to class participants, is a person that you *really* don't want to disappoint.

"Respect. Loyalty. Discipline. Confidence. Quitting is not an option. Work hard or go home." These are the words that cover the gym walls. Talking to class participants, one begins to realize that the physical benefits are only the beginning. The real transformation has been in the additional mental strength and confidence

“There’s no room for ego... Protect your face; defend yourself. This isn’t MMA.”

participants gained in themselves and in each other.

Detective David McQueary, who regularly attends the UPD classes, said, “Nothing is given away. You earn it.”

Maldonado shared his philosophy toward self-defense and the importance of learning through doing.

“There’s a natural fight or flight response, but you can learn to control it,” he said. He explained that practice allows you to think and behave rationally, even in the midst of your body’s natural, physical reaction to crisis – racing pulse, massive rush of adrenaline. The UPD classes are specialized. They provide scenario work, forcing officers to respond to threatening situations in a controlled environment so they can test themselves under pressure but without the danger.

“This is about self-preservation,” Maldonado said. “There’s no room for ego... Protect your face; defend yourself. This isn’t MMA [mixed martial arts].”

He continued, “I tell people, ‘Be here now.’ When you’re hit, you have to accept it and move on. You can’t get angry. Say to yourself, ‘I made a mistake.’ And get over it.” He warned that getting angry and losing focus is dangerous and ineffective; remaining cool and in control is the safer, more effective way to handle confrontation. “Success during a fight often depends on surviving the initial attack,” he said.

As officers get better at responding to attacks, they gain confidence in themselves. As they watch their colleagues improve, they gain confidence in them. As they all support each other through the hard work, they become a more cohesive team.



And sometimes that confidence is enough to avoid violence all together. When an officer has excellent command presence, he or she doesn’t have to say a word but the perpetrator can almost hear the officer saying, “If you come at me, I will defend myself. If you hit me, I will respond with power and precision – and you will go down.” That confidence enough to

dissuade some would be offenders from resorting to violence.

“And, the stress relief is huge,” Officer Long said. Many officers include exercise on to-do lists, but having a class like this ensures that an officer’s schedule includes exercise. “This class is awesome,” Officer Long said, as everyone in the class nodded enthusiastically in agreement. ■

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Learning to Be a Leader with Every Experience

By Leischen Stelter

Leadership skills are something that must be developed over time, and the more diverse your career and your assignments, the more perspective you have on what it takes to be a strong, effective and fair leader.

Throughout her 30-year law enforcement career, Captain Debbie Setzer, El Cajon Police Department (Retired) has taken great care to note the characteristics and qualities of those in charge and to weave positive qualities into her own leadership style.

“Just because you have rank or the title of manager doesn’t necessarily mean you’re a good leader,” she said. “The people I most admired and wanted to follow throughout my career were the ones I knew were honest, had integrity, and never did anything to put my career or anyone else’s career in jeopardy.” Those are the leaders who took pride in mentoring

and developing people and providing them with opportunities for self-improvement.

Setzer learned about leadership and teamwork in a variety of settings. She started as a patrol officer in El Cajon, Calif., in early 1980 and knew immediately that she wanted a career in law enforcement, despite the fact that not many women were career officers at the time.

For the first three years of her career, she worked in patrol until being transferred to the Investigations Division. She spent the next seven years working in the Sex Crimes Unit as a homicide/sex crimes investi-

gator. In 1986, her department started a Crisis Negotiations Team (CNT) where she spent 10 years as team commander. In 1996, she left CNT and became the Commander for the department's Special Weapons and Tactics Team (SWAT), only the second woman in the state of California to achieve the position.

"Typically people on SWAT are natural-born leaders—they're assertive and problem solvers and they're action-oriented people," she said. "They know the importance of team dynamics and inspiring others to become the best they can be." Through this experience she learned that situations change very quickly in law enforcement, especially during a crisis.

"To be successful in negotiations and conflict resolution, you have to rapidly assess your response and remain very flexible," she said.

The leadership qualities she learned during her tenure in CNT and SWAT translated well to all other areas of law enforcement. She learned how to stay calm under pressure, rapidly assess situations, and confidently make decisions about how to best deploy people and resources. She learned how being an effective communicator and how to engage in active listening, both of which are both paramount to good leadership. She also learned the importance of providing a work environment that motivates staff toward professional and personal growth, and the importance of recognizing individual accomplishments.

In 2002, she was promoted to Captain and left SWAT the following year. "My time in both tactical units made me a better and well-rounded manager and I tried to incorporate the things I had learned into my new position," she said.

The Value of Education in Leadership Development

In addition to her career achievements, Setzer also participated in formal education to further develop her leadership skills. She graduated from the California Police Officer Standards of Training (POST) Supervisory Leadership Institute (SLI), where she developed additional leadership skills and became a more effective manager.

Setzer also attended the FBI National Academy (FBINAA) where she received additional opportunities for training. After retirement, she reconnected with some FBINAA colleagues who introduced her to American Military University (AMU) where she is currently serving as a law enforcement education coordinator. She remains committed to developing law enforcement leaders and promoting education to enhance professionalism in the public safety industry.

She is pleased to see a growing number of universities and professional organizations offering educational programs designed specifically for law enforcement leadership development. For example, AMU recently launched a Law Enforcement Executive Leadership Certificate Program to provide chiefs of police and their command staff with training for assuming greater leadership roles. These certificates are offered at both the undergraduate and graduate level and focus on everything from human resources management to leadership and motivation.

As the field of law enforcement evolves, officers must prepare themselves to meet these complex leadership challenges through a combination of diverse assignments as well as formal education and training. ■



Here are some of the important leadership lessons Setzer learned on the job and in the classroom during her 30-year career:

Learn How to Listen. Remember you don't know everything and you don't always have all the answers. A good leader actively listens to people in order to understand their point of view and helps leaders capitalize on subordinate and peer expertise.

Don't Project your Value System onto Others. "Learn to appreciate that we all come from different experiences and backgrounds and other people aren't always going to see things the way you do," she said.

Be Hard on the Issue, but Easy on the Person. There will be many times leaders find themselves in conflict with others. It is important to hold your people accountable for their actions, but it is as equally important to never make it personal. "Once an issue has been addressed, let it go and move forward and do not hold it against the person," she advised.

Be Honest. You can't always give people all of the information about decisions made in every situation, but it's important to make an effort to explain as much as possible. "I've always believed that people can deal with any decision if you're honest with them," she said. "Look people in the eye and be sincere."

Give Credit Where Credit is Due. "Never take credit for something that someone else has done," she said. Leaders work hard to ensure those around them succeed.

Recognize Accomplishments Often. "It is important to thank people and recognize their work," she said. In particular, Setzer always stressed to her officers the importance of recognizing the work of non-sworn staff members. "In many departments, non-sworn staff is sometimes treated less than equally than the sworn police officers they support. I always told my sworn officers that if it wasn't for the non-sworn support staff (like record clerks who work hard to process reports and get them to court in a timely manner), the criminal justice system would be ineffective," she said. Go out of your way to show appreciation for the work and dedication of others.

Be Passionate about Teamwork. Little can be accomplished without the effort of all. Promote teamwork at every opportunity and demonstrate to others that you are a team player. Your department will be much more successful if everyone is working together.

Be a Good Mentor. Consider yourself a steward of law enforcement. Work hard to provide guidance and opportunities for younger officers and civilian staff. Be a good example.



Sprint Drive First: Stop the Distractions & Shift Focus to the Road

According to a 2013 study on traffic safety culture by the AAA Foundation for Traffic Safety, nearly all drivers view texting or emailing while driving as a very serious threat to their own personal safety and consider it completely unacceptable.¹

Given this growing consumer awareness, Sprint is continuing its close to ten years of educating wireless users about overall driver safety and the dangers of texting while driving. The company's current work includes a portfolio of tools wireless customers and the business community can use to assist in their distracted driving prevention, including:

Sprint Drive First: A free wireless application that helps drivers stay focused on the road by locking their smartphone when motion is detected. Sprint Drive First automatically detects movement above 10 miles per hour and locks the mobile phone. Incoming calls are directed to voicemail and incoming texts receive a standardized response. Sprint Drive First is available on Sprint CDMA Android™-powered smartphones for free in Google Play.

Sprint Connected Solutions for Fleet Management: Sprint offers businesses with fleets a choice of industry-leading fleet-management solutions that help fleet managers to identify and reduce risky driving behaviors including harsh braking, starts, stops, speeding and swerving while enabling them to track and monitor vehicle locations, optimize driver dispatch and routing, and receive maintenance reminders and alerts. Some solutions help drivers self-coach by providing an in-vehicle alert when they violate a company driving policy (speeding, etc).

Sprint Velocity: This solution helps automakers around the world develop and market totally customized connected services for their cars and passenger trucks. Connected car services enabled by Sprint Velocity can include infotainment features such as music, news, weather and sports, Wi-Fi connections for mobile devices, security, navigation, emergency services and engine diagnostics.

DriveCam: Powered by Lytx Programs, DriveCam captures video and audio inside and outside of the vehicle when triggered by a risky driving event that could lead to a collision. The device provides real-time feedback to the driver, and video events are uploaded via the wireless network enabled by Sprint to Lytx's review center where they are analyzed, scored and posted to the company's cloud-based platform for driver coaching and improvement.

Sprint Solutions for Usage-Based Insurance (UBI): This service gives insurance carriers the ability to offer customers personalized discounts based on their driving habits. The vehicle is fitted with a small device that easily plugs into the diagnostic port. It captures vehicle information and driver behavior data which is transmitted over the Sprint wireless network. A cloud-based system analyzes the data with driver scoring software that enables insurance carriers to improve driver risk assessments and provide insurers and their policyholders with accurate and reliable data analytics.

Additionally, for a fourth consecutive year, Sprint is sponsoring the Do Something Thumb Wars campaign. Starting in May 2014, Sprint's partnership with Do Something, will include a celebrity public service announcement, the distribution of 80,000 pairs of thumb socks to teen students who can win a \$10,000 college scholarship, and spreading information about distracted driving awareness nationwide to teens and adults.

More information on Sprint's distracted driving efforts can be found at sprint.com/drive. ■



1 AAA Foundation for Traffic Safety, 2013 Traffic Safety Culture Index Full Report. January 2014, from <https://www.aaafoundation.org/2013-traffic-safety-culture-index>.



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The Pink Patch Project

Posted 10/22/2013 7:30 am

October is National Breast Cancer Awareness Month. Every October you can't help but notice the conspicuous infusion of pink on NFL team uniforms, Major League Baseball teams, and on the clothes of breast cancer survivors and supporters. But this year you won't have to turn on a professional sports event to see pink enhanced uniforms. All you'll need to do is have contact with a Seal Beach Police employee or volunteer.

That's right, for the entire month of October, Seal Beach Police personnel will be wearing pink enhanced uniforms with a special breast cancer awareness patch.

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