



# CALIFORNIA POLICE CHIEF

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

WINTER 2018

## BIG PICTURE THINKING

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# CALIFORNIA POLICE CHIEF

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## About The California Police Chief

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

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

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**WELCOME** to the Winter 2018 Edition of the *California Police Chief Magazine*. Since our last edition in the Spring, a lot has occurred and more has been put into motion, but before I get to those updates, I just want to take an opportunity to highlight our incredible staff at the California Police Chiefs Association. Our staff, led by Executive Director Leslie McGill, continues to put the necessary pieces together to ensure that CPCA lives up to our mission statement of *Serving as the Voice of and Resource of Choice for California's Municipal Police Chiefs*. Sara, Meagan, Shannon, Jonathan Muñoz and Brittany

all deserve our appreciation for everything they do for our association. By the time this magazine reaches you, Jonathan Feldman will have transitioned from our in-house lobbyist to a contract lobbyist working for a well-respected firm in Sacramento but will continue to represent our association at the Capitol.

Our work to advance the narrative of law enforcement continues with our workgroup and also the newly developed regional training "Creating a Communication Strategy That Works in Your Community." This one-day training, facilitated by San Luis Obispo Chief Deanna Cantrell and Laura Cole from Cole Pro Media, began in Chico on November 8 and is followed by five other sessions throughout the state. Participants of this experiential training will come away with effective strategies for crisis communication, community meetings and hot button topics including homelessness, mental health and officer use of force.

One of our biggest legislative victories this year was stopping the fast-moving train known as AB 931. If passed by the Legislature and signed by the Governor, this bill would have elevated the standard of use of force beyond *Graham v. Connor* and increased the criminal liability for officers faced with split-second life and death decisions. Our ability to stop this bill, in spite of strong emotionally based advocacy, served as a reminder of the influence our profession has when labor and management work towards a combined goal. We know that the political landscape in Sacramento have changed dramatically after the results of the Gubernatorial and Attorney General elections in November; however, regardless the outcome, our mutual commitment is to keep the use of force standard at current case law and to not increase the criminal liability for peace officers in our state. On a related note, a coalition of law enforcement groups have formed a workgroup to devel-

op and present alternate UOF language knowing that the authors plan to bring their similar language back next year. We will use this language to steer the Legislature towards our proposal and away from anything that is harmful to our profession.

Unfortunately, due to late signature counting, the Reducing Crime and Keeping California Safe Act of 2018 will be presented to voters in 2020. The two-year delay will provide more examples to share when the campaign gets started. I encourage you to make note of those examples as they are essential in painting the fullest picture for voters illustrating how the risk-reward scale of crime now favors criminal activity in a post-sentencing reform California.

It is an honor and a pleasure to serve the members of the California Police Chiefs Association as your President and I want to thank all of you for your leadership and commitment to public safety for our respective communities.

I hope you enjoy this edition and I look forward to seeing you all in Santa Clara, March 6-10 for our Annual Training Symposium.

Sincerely,

*David Swing*

David Swing  
California Police Chiefs Association President

# Membership Update

*Since the last membership update we have had the pleasure of welcoming 24 new chiefs and 53 new associate members. The names and agencies are listed below. Please help us welcome them all!*

## CONGRATULATIONS NEW CHIEFS!

5/16/2018	Dino Lawson Madera PD	7/1/2018	Scott Fairfield Bell Gardens PD	9/4/2018	George Johnstone Corona PD
6/4/2018	Turu VanderWiel Sonora PD	7/4/2018	John Geissberger Albany PD	9/17/2018	Eric Reinbold Paradise PD
6/9/2018	Ty Lewis Paso Robles PD	7/9/2018	Robert Nevarez Delano PD	10/3/2018	Scott Ellis Angels Camp PD
6/17/2018	Dave Gamache Yreka PD	7/16/2018	Darren Goodman Upland PD	10/10/2018	Michael Cash Guadalupe PD
6/18/2018	Chris Goodwin Merced PD	7/18/2018	Justin Wyatt Ukiah PD	10/22/2018	Charles Kaye Coronado PD
6/25/2018	Dave Bertini Menlo Park PD	7/26/2018	Andrew White Clearlake PD	11/3/2018	Jody Cox Morro Bay PD
6/25/2018	Robert Sawyer Brawley PD	7/27/2018	Kimberly Petersen Fremont PD	11/10/2018	Brian Ahearn Arcata PD
6/28/2018	Michel Moore Los Angeles PD	7/28/2018	Robert Plummer Napa PD	11/19/2018	Ryan Kinnan Auburn PD

# CONGRATULATIONS NEW ASSOCIATES!

**John Costenbader**

Lieutenant, Albany PD

**Sean Heckers**

Commander, Alhambra PD

**Brian Browne**

Lieutenant, Anaheim PD

**Jason Carr**

Lieutenant, Atascadero PD

**Robert Molle**

Lieutenant, Atascadero PD

**Phil Cullum**

Captain, Chula Vista PD

**Alan Howard Lorton**

Captain, Corona PD

**Jason Sims**

Captain, Culver City PD

**Christopher Revere**

Commander, Cypress PD

**Cameron Christensen**

Captain, Daly City PD

**Carlos Mendoza**

Captain, El Segundo PD

**Eric Heichlinger**

Lieutenant, Folsom PD

**Michael Dorsey**

Captain, Fontana PD

**John Harnett**

Captain, Fremont PD

**Thomas Oliveras**

Captain, Fullerton PD

**Richard Small**

Lieutenant, Galt PD

**James Hunt**

Captain, Greenfield PD

**Scott Smallwood**

Lieutenant, Gridley-Biggs PD

**Glen Brock**

Captain, Hemet PD

**Eddie Pust**

Captain, Hemet PD

**Christopher Schaefer**

Assistant Police Chief, Indio PD

**Brian Tully**

Assistant Police Chief, Indio PD

**John Fraijo**

Lieutenant, Irwindale PD

**John Golden**

Lieutenant, Kerman PD

**Chris Dransfeldt**

Lieutenant, La Verne PD

**Eddie Anderson**

Commander, Marina PD

**Lindsay Haynes**

Lieutenant, Mill Valley PD

**Armondo Espitia**

Lieutenant, Mountain View PD

**Frank St. Clair**

Lieutenant, Mountain View PD

**Chad Ellis**

Lieutenant, Nevada City PD

**Melissa Desmarais**

Captain, Palm Springs PD

**Mike Kovaleff**

Captain, Palm Springs PD

**Stephen Lampe**

Commander, Paso Robles PD

**Dominic Barteau**

Captain, Porterville PD

**Bill Schueller**

Captain, Redding PD

**Al Walle**

Captain, Richmond PD

**Paul Tassone**

Commander, Rio Vista PD

**Dave Peletta**

Deputy Chief, Sacramento PD

**Greg McEachern**

Commander, San Francisco PD

**Joe Molettieri**

Lieutenant, San Leandro PD

**Isaac Benabou**

Lieutenant, San Leandro PD

**Michael Claborn**

Commander, Santa Ana PD

**Mat Sorenson**  
Commander, Santa Ana PD

**Jeremy Crone**  
Commander, Suisun City PD

**John Whitney**  
Captain, Vallejo PD

**Daniel Flippo**  
Deputy Chief, Santa Cruz PD

**Daniel Healy**  
Commander, Suisun City PD

**Cameron Knauerhaze**  
Commander, Westminster PD

**Nicholas Borges**  
Deputy Chief, Seaside PD

**Mark Athan**  
Captain, Torrance PD

**Brian Baker**  
Lieutenant, Yuba City PD

**Judy Veloz**  
Deputy Chief, Seaside PD

**Sean Kaeser**  
Captain, Ukiah PD

## *In Remembrance*



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

**Willis Casey**  
Pittsburg Police Department

**Don Fuselier**  
Carmel -by- the Sea Police Department

**Matthew Odetto**  
San Rafael Police Department

**Bob Pasero**  
Orland Police Department

**Marty West**  
Oakdale Police Department

# The Statute of Limitations Under the POBRA

## – TWO SIGNIFICANT CASES –

By James Touchstone, General Counsel for California Police Chiefs Association

The issue of when the statute of limitations begins to run for potential disciplinary action under the Public Safety Officers Bill of Rights Act (“POBRA”) is an issue that has been, and continues to be, the subject of considerable litigation. This area of the law, along with the contours of applicable tolling provisions of the POBRA, continues to develop. Two recent decisions from the courts of appeal have further clarified the law in this area of critical importance to law enforcement management executives.

**1** *Daugherty v. City and County of San Francisco*, 24 Cal. App. 5th 928 (2018) - published in July 2018

In *Daugherty*, the California First District Court of Appeal determined that disciplinary charges were timely against several officers related to offensive texts discovered during the course of a criminal investigation. The facts of *Daugherty* are significant. In 2011, a San Francisco public defender accused several San Francisco Police Department (“SFPD”) officers of criminal activities. The criminal unit of SFPD’s internal affairs division (“IAD-Crim”) began a criminal investigation in response. SFPD’s internal affairs division is separated into two fully autonomous units, each with their own police lieutenants: IAD-Crim and IAD-Admin. IAD-Crim handles investigations into potential criminal conduct by SFPD officers. IAD-Admin is responsible for disciplinary investigations. SFPD typically prevents the dissemination of criminal evidence to disciplinary investigators by establishing a “wall” between IAD-Crim and IAD-Admin.

Ultimately, the United States Attorney’s Office (“USAO”) led a criminal investigation into the matter. No IAD-Admin officers ever became involved in or privy to

the USAO-led criminal corruption investigation. IAD-Crim officers were required to maintain all information and evidence as confidential. The federal entities had exclusive authority to direct the course of the investigation and decide what criminal charges to pursue and against whom.

During the USAO-led investigation, search warrants of the cell phone records of the key figure in the corruption scheme led to the December 2012 discovery of racist, sexist, homophobic, and anti-Semitic text messages between the main suspect and other SFPD officers. The main suspect and a codefendant ultimately were convicted for conspiracy to commit theft, conspiracy against civil rights and wire fraud. Three days after the verdict, on December 8, 2014, the USAO released the text messages to IAD-Admin.

After IAD-Admin completed its investigation of the text messages, the chief of police issued disciplinary charges against several officers in April 2015. The officers contended that the disciplinary charges were untimely and should be rescinded. The trial court found the one-year statute of limitations began to accrue in December 2012 when the misconduct initially was discovered by IAD-Crim, and thus, the discipline was untimely.

## DISCUSSION

The officers argued that IAD-Crim’s supervisory lieutenant was a “person authorized to initiate an investigation” because he was a superior officer who learned of the texts in December 2012 as part of the criminal investigation. The Court disagreed, determining that the statutory language of Government Code section 3304(d) linked accrual of the statute of limitations to the time when someone authorized to initiate an administrative investigation discovered the relevant information. Critically, the Court found that the power to designate persons authorized to initiate disciplinary investigations belonged to the law enforcement agency. Here, SFPD designated IAD-Admin officers as authorized to initiate investigations of misconduct by SFPD officers, not IAD-Crim. Accordingly, the statute of limitations did not begin to run until the USAO released the text messages to IAD-Admin in December 2014.

As to the tolling issue, the Court concluded that the statute of limitations was tolled during the pendency of the criminal investigation and prosecution. POBRA’s Section 3304, subdivision (d)(2)(A), provides, “If the act, omission, or other allegation of misconduct is also the subject of a criminal investigation or criminal prosecution, the time during which the criminal investigation or criminal prosecution is pending shall toll the one-year time period.” The Court reasoned that the text messages were a critical investigative tool into the criminal conspiracy case and were evidence of the main suspect’s relationships, associates and accomplices. Essentially, the Court determined that though the text message misconduct was not the specific criminal action, it was nevertheless “also the subject” of a criminal investigation or prosecution. Having concluded the text messaging misconduct was also a “subject” of a criminal investigation per Section 3304(d)(2)(A), the Court thus found that the limitations period was tolled from the period between December 2012, when IAD-Crim officers discovered the offensive text messages, and December 2014, when the verdict was issued. As such, the discipline was timely under this alternative theory.

### 2 *Bacilio v. City of Los Angeles*, 2018 Cal. App. LEXIS 968 (Oct. 25, 2018)

In a case recently decided by the Court of Appeal, an officer argued that an oral representation by a deputy district attorney that she might not pursue a criminal investigation further was sufficient to end tolling under Section 3304(d)(2)(A). The Court, however, found that that tolling ended only when the prosecuting entity or the public agency itself had formally ended its criminal investigation. Applying this standard, tolling ended not when the informal representation was made, as the officer argued, but rather when the District Attorney’s Office sent LAPD’s

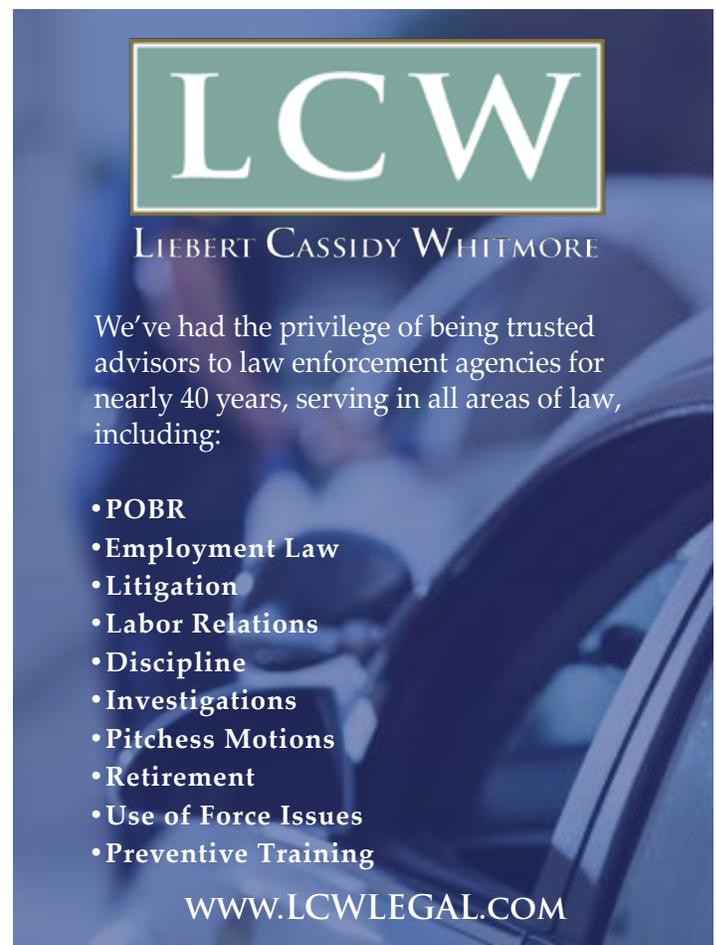
Internal Affairs Division a Charge Evaluation Worksheet of- ficially declining to file charges against several officers due to insufficient evidence.

## CONCLUSION

The *Daugherty* and *Bacilio* decisions significantly clarify when the statute of limitations for potential misconduct accrues and the scope of tolling pursuant to Section 3304. As with application of any tolling provision, however, it is imperative that law enforcement agencies work closely with their legal advisors to apply these provisions with caution to ensure that disciplinary investigations are completed in a timely manner. ■

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# Broadening Our *Legislative Tactics*

By Corey Sianez, Buena Park Chief of Police

In our profession we are constantly having to adapt ourselves to new situations. Changes in technology, demographics, and political landscapes have compelled us to re-evaluate how we do our job as peace officers. Equally as evolving, our legislative process is becoming more susceptible to vocal minorities pushing agendas inconsistent with what the public supports. To combat this, our legislative and political tactics have also had to evolve.

This year we were able to stop one of the most extreme pieces of legislation against law enforcement to date. Assembly Bill 931 by Assemblywoman Shirley Weber would have dramatically raised the legal standard for prosecuting officers. AB 931 would have implemented an *in-hindsight* standard for evaluating use-of-force incidents that would have held an officer liable in any hypothetical alternative. Second guessing deadly force incidents and split-second decision making would have been incredibly dangerous; however, with the combined efforts of our law enforcement coalition, we were able to defeat this measure.

While we were able to stop AB 931, that outcome was never guaranteed, and our success required extraordinary effort. Since AB 931 was introduced, we realized this would be one of the toughest political battles of the year. The proponents were going to use every resource at their disposal to help them advance the bill – and that’s exactly what they did. Our response was simple: expand our tactics and utilize every resource we could engage.

By uniting our financial resources, we were able to actively oppose AB 931 across the state. Cal Chief’s very own President, Chief David Swing, was able to express our

alarming concerns with AB 931 through a series of targeted radio ads. The coalition put together whole page ads in statewide newspapers expressing our opposition to the bill. The Peace Officers Research Association of California (PORAC) went as far as buying ad space on Facebook and Twitter. We participated in virtual town halls to generate public concern and we even brought a Force Option Simulator into the Capitol and held training exercises for Legislators and staff.

This type of effort will be the new norm, and we are gearing to further expand our modes of advocacy.

In recent years, Cal Chiefs has conducted focus groups and polling to help us understand how well an issue resonates with the public. These tools assist us in crafting an appropriate and effective message. In the coming months, Cal Chiefs will be putting together a Communications Committee which will focus on the best methods to publicize CPCA’s resources. The committee will also assist the Legislative Team in disseminating our messaging to elected officials. The programming team also launched a ‘CPCA app’ which we hope to utilize more aggressively for the upcoming year and will allow us to inform our membership of legislative alerts and updates on key bills. We plan on launching a podcast series where chiefs can share their experiences with issues such as cannabis, transparency laws, and recruitment.

We cannot rely on old tactics to defeat new threats. **California is constantly changing and if we want to stay ahead and be effective, we must continue to adapt as well. ■**



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

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

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# WSIN Offers Agencies Assistance on Human Trafficking Cases

*With a free membership to WSIN, agencies can access a multitude of products and services to assist human trafficking investigations*

By Jinnie Chua, Assistant Editor of In Public Safety, American Military University

One of the greatest challenges in human trafficking cases is making connections between indicators or behaviors that lead to perpetrators and victims. In their ongoing investigations, different law enforcement agencies may have pieces of information, such as phone numbers or locations, that lead to the same trafficker and not even know it. This is why it's so important to have the ability to share information nationwide among local, state and federal criminal justice partners.



Recognizing the need for information sharing at all levels of law enforcement, the Regional Information Sharing Systems (RISS) program was established in 1974. RISS is composed of six regional centers that focus on supporting criminal investigations, including those involving human trafficking. The Western States Information Network® (WSIN), is the center that provides services to agencies in California, Oregon, Washington, Alaska, and Hawaii, as well as Canada, Guam, and New Zealand.

WSIN, along with the other five RISS centers, offers electronic database access through a secure, nationwide communication network called RISSNET. Through the RISSNET portal, agencies have access to RISSIntel, a criminal intelligence database that allows law enforcement personnel to deconflict their investigative subjects, and RISSafe, an officer safety system that allows

agencies to deconflict their operations to avoid a “blue-on-blue” incident. The WSIN website, the national RISS Officer Safety Website, and many other valuable resources are also available via RISSNET.

“We can’t compel agencies to discuss their cases with one another, but we can ensure they’re aware of collateral investigations in the area,” said Bob Blanchard, one of WSIN’s law enforcement coordinators in Southern California. “The hope is that they do collaborate and communicate to solve ongoing cases.”

## Supporting Human Trafficking Investigations

In addition to information sharing, users of WSIN can utilize surveillance equipment, receive training and publications, and use analytical staff to help identify, locate and prosecute human traffickers. WSIN’s analytical services are particularly useful to smaller agencies that don’t have enough resources or officers to devote

to time-consuming human trafficking investigations.

“The smaller agencies often become repeat customers and we, in effect, become their analytical unit,” said Tracy Williams, WSIN’s analytical services manager. “WSIN, and RISS centers in general, don’t have an enforcement arm, so agencies know that we’re not going to take over their case.”

Alicia O’Brien, WSIN’s human trafficking analyst, explained that depending on what investigators are looking for, WSIN analysts can work with them to provide customized case support. Analysts perform specific types of analysis, which are used to create analytical products, including:

- **Association analysis** – Results in an organizational or link chart that identifies victims and key players within a human trafficking organization.
- **Communication analysis** – Indicates the communication between a pimp, victims and

buyers by mapping out relevant cell towers, locations, emails, etc.

- **Financial analysis** – Represents how money is transferred within a human trafficking organization, including where it goes and where it comes from.
- **Flow analysis** – Provides a timeline of events, including what happened, when it happened, and who was involved.

In addition to the analytical products above, WSIN can also produce multimedia presentations that prosecutors can use in court. “They can really assist in helping a jury understand what has happened to victims and how a human trafficking organization started,” said O’Brien.

#### How Agencies Can Join WSIN

Although membership is free, law enforcement agencies must

apply to join WSIN in order to utilize its services. It’s important that agencies express a clear interest in the concept of information sharing in their application, which needs to be reviewed and approved. Once an agency has been granted membership, they are allowed to submit information into the RISSIntel database and can dictate exactly how their data is disseminated to other law enforcement users.

“WSIN is honored to be trusted with agencies’ information, and that trust leads to a high participation rate within our region,” said Williams. Participation is especially important for human trafficking cases. WSIN recognizes that traffickers regularly engage in other criminal activity, such as assault, robbery, drug trafficking, and homicide. As more agencies submit information to RISSIntel, it

increases the likelihood that agencies will discover cross-case connections, expand their investigations and secure prosecutions.

“If officers aren’t contributing and using the system, it’s no good,” said Blanchard. “The operation is only as good as the information put in and shared.” ■

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***About the Author:** Jinnie Chua is assistant editor at InPublicSafety.com, an American Military University-sponsored website. She graduated from New York University in 2016 with a bachelor’s degree in Journalism and Sociology. At InPublicSafety.com, Jinnie covers issues and trends relevant to professionals in law enforcement, fire services, emergency management and national security. She can be reached at IPSauthor@apus.edu.*

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FirstNet is the nationwide wireless communications ecosystem designed just for first responders. That means law enforcement officers like you. It's the overdue upgrade you've been asking for, with priority and preemption,

unprecedented security and a commitment to expand rural coverage. This means you connect first. Always.

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- Check emergency conditions and back up support
- Access enhanced push-to-talk technology
- Get enhanced situational awareness with our innovative apps and devices
- Count on dedicated security and professional support 24/7/365

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never gave us.”

Chief David Swing  
President, California Police  
Chiefs Association

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# A Search Engine and a Crime Miracle in Oakland

*Oakland's law enforcement community describes how Forensic Logic's search and analysis technology has helped slash violent crime rates and police use of force in one of America's most historically dangerous cities.*

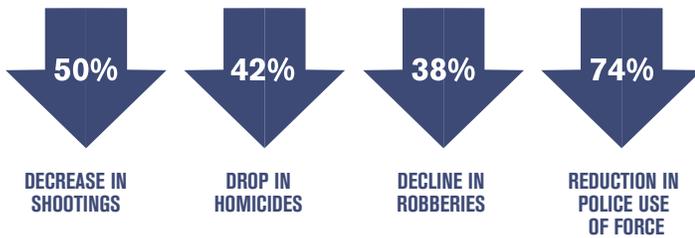
Oakland, California, may seem an unlikely setting for one of the greatest law enforcement successes of the twenty-first century.

From its roots as the birthplace of the Black Panther movement in the 1960's, Oakland has had a difficult legacy of resistance to policing. That legacy has contributed to a city that has consistently balked at putting more cops on the street, meaning Oakland PD is one of the most understaffed police agencies in America; its ratio of police officers per capita is less than half the number of cities such as Detroit, Baltimore, and New York. As a result, by the early 2000's Oakland had become one of the most

dangerous cities in the country, with homicide rates double those of New York and San Francisco.

In 2012, facing severe resource constraints, soaring crime rates, and strained community relationships, Oakland PD partnered with Forensic Logic to adopt a new approach to how their officers did their jobs. The agency made the decision to let data drive every aspect of its approach to violent crime reduction, from precisely targeting its worst offenders to enabling the most junior officers to access data to make investigative inroads at crime scenes.

The results have been remarkable. In the subsequent five-year period, shootings in Oakland have dropped a stunning 50 percent. In this one-time murder capital of California, homicides have declined by 42 percent, with robberies dropping by 38 percent. For those who might think that such a decline in violent crime would be attended by more aggressive policing, perhaps the most remarkable statistic is a 74 percent reduction in police use of force in the same time period.



“Forensic Logic is the most powerful technology for reducing violent crime in America today,” says Eric Breshears, former Deputy Chief of Field Operations at Oakland PD, who oversaw the system’s deployment at the agency. “Every law enforcement success in Oakland was the result of an initiative, and every initiative has been rooted in Forensic Logic. The city would be a very different place today without it.”

*“Forensic Logic is the most powerful technology for reducing violent crime in America today.”*

-Deputy Chief (ret), Eric Breshears

At its core, the Forensic Logic system is a search engine that has been built and optimized for law enforcement. While search engines are ubiquitous in modern life for their ability to quickly present meaningful information from a universe of data, traditional search technologies perform poorly in the law enforcement industry since agency data is spread among so many different systems and document types, all with different formats and levels of data structuring.

Forensic Logic developed a process to normalize the disparate universe of law enforcement data types from incident reports to dispatch calls and countless others, and then train and perfect its ranking algorithms through years of historical user activity. From millions of annual searches, the platform “learns” to better understand what a user is looking for, and the result is a system that allows police to

glean insights on criminal activity with the same ease as a Google search.

Cutting crime rates is only half the story. Allowing Oakland PD to do so while reducing overall police footprint in the community has earned the heaviest praise from Forensic Logic’s users. “The failure of so many analytical or predictive technologies out there is that they all tell you to do the same thing: send more cops into high crime neighborhoods,” says Captain Chris Bolton, who as Commander of OPD’s Office of the Inspector General helped craft policies and procedures to minimize negative impact upon the community. “The problem is that with more officers looking for violations, you have a lot of arrests for the kinds of low-level crimes that aren’t really affecting those neighborhoods. It’s not a recipe for a good relationship with the community.”

Bolton continues, “Forensic Logic allowed us to do what we didn’t think would be possible, reducing crime while also reducing our policing footprint. It all comes back to the system’s ability to help us quickly identify the very small percentage of criminals doing the most harm in a community.”

*“Forensic Logic allowed us to do what we didn’t think would be possible, reducing crime while also reducing our policing footprint.”*

-Captain Chris Bolton

“We started out with this simple idea, that giving law enforcement better access to information would lead to better decisions and better outcomes,” said Brad Davis, CEO of Forensic Logic. “We never could have imagined how far the Oakland law enforcement community would advance that idea, and the successes they would achieve for police and for their neighborhoods.”

Forensic Logic’s has developed into a nationwide search engine and information network for law enforcement. In late 2017 the company acquired the law enforcement information giant COPLINK from IBM and simultaneously partnered with the global information firm Thomson Reuters. The purpose of both transactions, says Davis, is to expand its customer base, data footprint, and product offerings. “Our mission is to help deliver the same outcomes we’ve seen in Oakland to as many communities as we possibly can.” ■

[www.forensiclogic.com](http://www.forensiclogic.com)

# The Most Powerful Network of Users, Information, and Technology in American Law Enforcement.



Oakland's law enforcement community describes how **Forensic Logic's** search and analysis technology has helped slash violent crime rates and police use of force.

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## Oakland Police Department's strategy resulted in:

**50%**

DECREASE IN  
SHOOTINGS

**42%**

DROP IN  
HOMICIDES

**38%**

DECLINE IN  
ROBBERIES

**74%**

REDUCTION IN POLICE  
USE OF FORCE

"Forensic Logic helped Oakland PD quietly transform our department and our city, and now it's ready to help transform the rest of the country. It's just too good to be kept a secret any longer."

– Captain Ersie Joyner

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# No Tricks Here, Just Treats

Livermore Police Department Expands Community Outreach with Trick or Treat Trail

By Lieutenant John Hurd, Livermore Police Department

In 2015, the Livermore Police Department (LPD) was looking for an innovative way to expand its community outreach. Chief Michael Harris suggested opening the department for a Halloween Trick-or-Treat event, and the annual LPD *Trick or Treat Trail* was created. This year we put on our fourth *Trick or Treat Trail* with over 3,000 community members participating. The *Trick or Treat Trail* takes place one or two days prior to Halloween in the evening from 5pm to 8pm.

Each year a committee of employees from throughout the department starts planning the *Trick or Treat Trail* in July. Each unit of the Department picks a theme and decorates their area of the department. The first year we started with a small group of enthusiastic employees decorating the department. Since then, this event has become an all hands-on deck activity with everyone getting in on the fun and participating. The decorating begins about one week prior to the event, and the department is transformed into a Halloween wonderland.

The community of Livermore has embraced the *Trick or Treat Trail* and enthusiastically talks about it being one of the City's highlight events of the year. The *Trick or Treat Trail* is open to all children 13 years of age and under who are accompanied by an adult. We encourage all guests to come in costume. Guests start lining up outside the department about an hour before the doors open. LPD's 1954 Chevy is parked out front and officers are stationed outside to greet the guests. Groups of twenty are led into the lobby where this year they were treated to "Night at the Museum" decorations. The group is led into our community room and they watch a short introductory video where Chief Harris welcomes them to the *Trick or Treat Trail* and encourages them to share their photos of the event to our social media sites. After the video ends, volunteers and officers escort each group through the department on the "Trail."

Guests are treated to a wide variety of Halloween themes as they travel throughout the department on the Trail. This year's themes were, *Alice in Wonderland* (Dis-





patch), *Haunted Cemetery* (Patrol), *Greatest Show on Earth* (Records), *Nightmare Before Christmas* (Patrol), *Pirates of the Caribbean* (Investigations), *Star Wars* (Horizons Family Counseling), *Zombie Land* (Patrol), *Haunted Hotel* (Property and Evidence), *Frozen* (Chief's Office), and *Spider Room* (Patrol). Staff members dressed in costumes in each themed area to greet the guests and hand out candy.

Each year the *Trick or Treat Trail* seems to grow and improve. This year we used the "Nextdoor" social media site to allow guests to vote for their favorite themed decorated area of the department. "*Alice in Wonderland*" was the winner. In previous years, the Livermore Pleasanton Fire Department (LPPFD) took part in the *Trick or Treat Trail* by parking a firetruck in front of the department and interacting with the guests as they waited to get inside. This year the LPPFD Foundation set up a BBQ and cooked hot dogs and sausages which were supplied to all our guests for free along with sodas and chips. The feedback we received afterward was incredibly positive for LPPFD Foundation providing dinner. Donations that are put towards families affected by line of duty deaths for Police and Fire were accepted.

The *Trick or Treat Trail* has turned out to be an incredible event for LPD. It energizes our staff and provides an opportunity for everyone to come together for a purpose

of engaging the community. The themes and decorating become competitive with each unit trying to "out-decorate" the others. The enthusiasm, creativity, and dedication of our staff is evident from the outstanding end result when the first guests walk the trail. Our community has embraced the *Trick or Treat Trail* and the feedback we receive leading up to, and after, the event is incredibly positive.

Want to create a *Trick or Treat Trail* at your agency? Just do it. Identify a few passionate employees and turn them loose. Start small with a few decorated areas within the department/station. Use social media sites to invite the community. Watch the event grow when your staff sees the positive results and embrace the event. You may be surprised by how many of your staff are Halloween fans and have garages full of decorations just waiting for a place to set them up. We have a small line item in our budget for the event, and we seek donations from vendors such as Costco and Wal-Mart to assist in the purchase of the candy that is given out during the event. We suggest that you have special treats for children who suffer from allergies, and also create alternate paths allowing younger guests to avoid the scarier decorated areas. A successful *Trick or Treat Trail* is limited only by the imagination and enthusiasm of your employees. No matter how big or small you go, your community will love it. ■



# THE ORGANIZATIONAL VALUE OF SOLVING COLD CASES

## *Rewards Extend Well Beyond Bringing Justice to Victims and their Families*

By Assistant Chief Bill Clark, Monterey Police Department



*Collaboration is key. Members of PRVNT, the Monterey County DA's Office, the FBI, CA DOJ and the Peninsula Cold Case Project (PCCP) receive the 2018 CPOA Outstanding Cold Case award for closing the highly publicized 1998 kidnapping, rape and murder of 13-year-old Christina Williams in Monterey County. The PCCP is a multi-agency team that was created in 2005 and is dedicated to solving cold cases on the Monterey Peninsula.*

Nowhere is strong leadership more important than when it is required to ensure that justice is carried out in the continued investigation of major cold case crimes. Too often these unsolved investigations are left alone, boxed and put on a shelf. Rarely, if ever in some agencies, are they reviewed or re-investigated with any detail, or in a defined and systematic process. The investigation and potential closure of these cases is core to the mission of law enforcement agencies entrusted with this duty. It also provides many positive and lasting benefits, both internally and externally, to the agencies and the leaders that commit themselves to this goal.

Agencies that make a real commitment to the investigation and resolution of cold cases will reap rewards in the following areas, on multiple levels:

- **BUILDING COMMUNITY TRUST** – When the community knows that an agency has not given up on a particularly difficult case, it will have a lasting effect on how citizens view their law enforcement agency. Resolving these types of cases, especially when people believe that the case has been forgotten, shows the community that their police department does not forget, they will not give up.
- **INCREASING ORGANIZATIONAL PRIDE** – Major crimes that take place in each jurisdiction can have lasting impacts on

an agency. When a particularly violent or high-profile crime goes cold for some time, but is then closed after an extensive follow-up investigation, the organization responsible for resolving the case will take pride in that accomplishment, as will the individual investigators involved. The closure of these types of cases often results in extensive media coverage and presents law enforcement in a positive light.

- **STRENGTHENING INVESTIGATIVE EXPERTISE** – Investigating cold cases requires tenacity. It also requires, and develops, skill and expertise. Cold cases are often difficult to sort through, and the commitment by agency leadership to pursue cold case investigation raises the bar not

only with individual investigators, but for the entire organization and may help prevent some cases from going cold in the first place.

- **MULTI-AGENCY COLLABORATION** – Beyond the benefits listed previously, cold case review enhances the opportunity for different organizations to work together to find resolution. Combining not only the resources, but the skills and experience of investigators from different backgrounds brings the potential closure of difficult cases much closer. This is especially beneficial for smaller agencies that have fewer internal resources. Managed correctly, collaboration makes the most of all available resources, so that each participant benefits, as does the overall mission: solving cold cases.
- **UPHOLDING OUR SWORN DUTY** – Simply put, it's the right thing to do. Major cases go cold for any number of reasons. However, when leadership, vision and the belief that it is our responsibility as law enforcement leaders to ensure we are committed to implementing best practices, putting the right people in the right places, and providing what limited resources and training we can afford towards accomplishing our mission.

Cold cases affect us all. It is undeniably one of the most difficult aspects of our jobs. We took this oath to help others, and when we are unable to, it can be discouraging. Solving cold cases IS possible with the right mindset and resources. At the end of the day, we all win. ■



*A member of PRVNT begins the initial presentation of an unsolved homicide to members of the team, the DA's Office and DOJ.*



*Getting the message out. The benefits to the victim, the family and the community are not the only significant rewards for the agency committed to solving cold cases.*



*Whiteboards, notebooks, determination. Monterey Peninsula Detectives met to discuss investigative tactics in October 2018 as part of the Peninsula Regional Violence and Narcotics Team (PRVNT). This most recent collaborative investigation resulted in the arrest of five suspects involved in two separate 2014 cold case homicides and two attempted homicides. PRVNT's primary mission is to reduce violent crime on the Monterey Peninsula. It is comprised of investigators from multiple different law enforcement agencies.*



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## HOW TO CONDUCT A COST-BENEFIT ANALYSIS OF YOUR BODY-WORN CAMERA PROGRAM

When deciding to implement a BWC program, the first question a police chief should ask is: **“What organizational problems are we attempting to solve?”**

By Tim Dees (This article originally appeared on [PoliceOne.com](http://PoliceOne.com))

**B**ody-worn cameras (BWCs) are maybe the most celebrated police technology since the two-way radio. Citizens want them because they provide more police accountability. Cops want them because they corroborate the reports they make from field work, and make short work of personnel complaints.

Treasured as these cameras are, administrators still have to find a way to pay for them. That often means doing a cost-benefit calculation to justify making BWCs a budget priority over more patrol cars or new radios. What is the real return on investment of a BWC program?

### BETTER EVIDENCE FOR COURT

The first observations made by officers at crime scenes are often the most compelling. When the battered spouse answers the door with fresh bruises on her face, or a negligent driver who hasn't settled on which

lie he's going to tell first speaks to the officer arriving on scene, that officer gets the best elements of his probable cause.

In a conventional investigation, that evidence is either lost or is diluted by having to delay taking photographs or gathering written statements. When the officer's BWC is running from the first moment, then that initial impression isn't reserved for the officer alone. He can show that video in court, or to a prosecutor or defense attorney, and undermine defense strategies. This means shorter, maybe fewer trials, with more convictions, and overall reduced costs.

### BETTER PERSONNEL MANAGEMENT

The autonomous nature of police work makes it difficult to supervise individual officers and know their practices. When supervisors review BWC output, they get a

candid perspective on their officers' performance, one that is not tainted by knowing the sergeant is on scene, watching the incident unfold.

Officers who review their own video will notice both mistakes and habits that produced good outcomes. The supervisor and officer become more of a team, coaching and encouraging the best practices that make for better public satisfaction and more successful officers.

The BWC footage can also help to identify police training gaps that can be addressed before a serious incident occurs. The upshot is a better-performing patrol force and reduced officer attrition.

### FEWER MISCONDUCT COMPLAINTS

Detractors of the police believed that BWCs would demonstrate to the world how cops were using force without justification,



targeting minorities and behaving disrespectfully to the public. While there have been a few incidents where this happened, most complaints where the officer's behavior was documented by a BWC vindicated the officer, and showed that the complainant created most of the problem and/or fabricated the complaint.

A study performed by CNA, a nonprofit research and analysis organization located in Arlington, Virginia, for the Las Vegas Metropolitan Police Department (LVMPD) compared the cost of performing misconduct complaint investigations with and without BWCs. CNA found that a complaint that did not involve a BWC took an average of 91 personnel hours and cost \$6,776. When there was a BWC documenting the incident, the hour count went down to 7.33, at a cost of \$554. CNA estimated that

LVMPD avoided \$4,006 in complaint investigation costs per year for every BWC user involved in the study.

The same study showed that about 2/3 of the complaints against BWC-equipped officers could be cleared by reviewing the camera footage alone, avoiding the need to interview witnesses and gather statements.

CNA also broke down the total costs of LVMPD's BWC program, to include costs of hardware, licenses, infrastructure upgrades, training, monitoring use and responding to requests for camera footage. They placed the cost per user at \$1,097 in 2014. This figure does not reflect the aforementioned cost avoidance of investigating personnel complaints.

Even though the LVMPD study was based on a limited deployment, the cost savings were remarkable, far outpacing the cost of the program

itself. A smaller agency might not see savings of this magnitude. Agencies of any size, however, will see greater transparency and better accountability to the public, which is of immeasurable value.

It remains that most agencies, large and small, that have implemented BWCs have found them sufficiently worthwhile to continue the program, even if requires a significant capital expenditure. It's one of a few innovations well-supported by both the public and the police. ■

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***About the Author:** Tim Dees is a retired police officer and the former editor of two major law enforcement websites who writes and consults on technology applications in criminal justice.*

*He can be reached at [tim@timdees.com](mailto:tim@timdees.com).*



# WOMEN LEADERS IN LAW ENFORCEMENT: **BE BOLD, BE BRAVE, BE YOU**

Over nine hundred women and men, of all rank and level, gathered in Palm Springs on October 21-23, 2018 for the Women Leaders in Law Enforcement Training Symposium (WLLE). Within two months of opening registration, this premier event sold out! This year's symposium theme Be Bold, Be Brave, Be You; was reemphasized by speakers such as Chief Deanna Cantrell (San Luis Obispo), Retired

Navy Admiral and former White House Physician, Dr. Connie Mariano; Documentary Filmmaker, Brett Culp; Officer Ann Carrizales (Stafford, TX) and Retired Officer Jason Schechterle (Phoenix, AZ). The high-level training this year featured presentations on leadership, critical incident survival, and promotional opportunities for law enforcement, as well as many other current topics.



*"The Women Leaders in Law Enforcement Training Symposium is one of the most important conferences I attend. From offering support to current and future women leaders to personally walking away motivated and inspired, this conference is vital to our profession. I wish I could send my entire department."*

- Chief Tom Chaplin, Walnut Creek Police Department.

The idea of bringing women together to exchange ideas, training, and triumphs began in 1987, when two women, Los Gatos Police Captain Alana Forrest and Menlo Park Police Commander Lacey Burt, met in a restaurant with 20 other female law enforcement professionals to discuss how to help each other in their profession. Since then, the symposium has grown from 20 people to over 900 and continues to grow each year.

*"I have been attending Women Leaders in Law Enforcement since its inception. Hands down, this symposium provides some of the most inspirational, insightful, and practical leadership training available in the industry. The networking relationships I have developed through attendance have paid dividends throughout my career and enhanced my ability to negotiate a complex, ever-changing profession."*

- Chief Kimberley Petersen, Fremont Police Department.

The Women Leaders in Law Enforcement Training Symposium would not be possible if not for our generous sponsors; American Military University, Verizon, U.S. Armor, Union University, Jones & Mayer, Liebert Cassidy Whitmore, Cambridge Financial, Sun Ridge Systems, University of San Diego, Atkinson, Andelson, Loya, Rudd and Romo, Saint Mary's College, ScholarShare 529, FirstNet Built with AT&T, Meggitt Training Systems, National Safety Council, and Rains Lucia Stern St. Phalle & Silver.

A huge thank you to Chief Bryan Reyes and the Palm Springs Police Department for hosting this year's WLE. The 2019 Women Leaders in Law Enforcement Training Symposium planning is already underway! We hope you will join us in Santa Clara, September 4-6, 2019. ■



# USE OF PROFESSIONAL STAFF TO ENHANCE **SERVICE DELIVERY**

..... By Jocelyn Francis, MPA, Pacific Grove Police Department .....



**A**s police chiefs, you are directly responsible for the organizational structure of your department and know how important recruitment, staffing and retention are for your team. Today, consider the use and further development of professional civilian staff.

Historically, many law enforcement agencies utilized sworn staff for a variety of administrative functions from officers, supervisors, managers, or deputy chiefs involved with everything from dispatch and records to human resources and training. Typically, civilian staff being utilized for entry level staff positions in Records, Dispatch and Clerical, with civilian leads or supervisors. A police officers education, training, and work interests are distinct for specific roles and responsibilities. Why would we then assign them to an administrative division or unit? Especially, now, when it so hard to find qualified candidates for the position of Police Officer.

Recruitment is difficult. During

two recruitments last year, the Pacific Grove Police Department received 81% more applications for Police Services Technician than we did for Lateral Police Officer / Academy Graduate. This equated to 76% more applicants that ended up on the eligibility list; with everybody we recommended for hire, passing backgrounds. Although the Police Recruit opening garnered nearly the same number of applicants as Police Services Technician, 50% more made it onto the Police Services Technician eligibility list. Additionally, we found the fail rate for Police Recruit backgrounds much higher.

The average total salary of a police officer or deputy in California is \$122,000<sup>1</sup>. As you already know, professional staff salary is much less. In Pacific Grove, a Police Officer earns approximately 68% more than their

civilian peers.

In addition, the candidates we hired for civilian positions had college degrees, most with a decade of non-law enforcement professional work experience or more, and they were genuinely excited and honored to serve. Their work ethic and positivity are infectious.

The position I hold currently was originally Commander. After my predecessor left, the Chief at the time removed one Commander from the budget and added Police Administrative Services Manager. I manage a division responsible for police records management, property and evidence, animal services, parking, information technology, budgeting, clerical support, procurement and recruiting, and report directly to the Chief.

At first, the transition for veteran police officers was difficult. However, at the time, many sworn ancillary assignments included property and evidence, training management, procurement, information technology, quartermaster, and recruiting, plus, all civilians were directly supervised by sworn. So, in addition to responding to calls with limited staffing, they handled administrative tasks. We had professional staff vacancies which caused our civilian field staff to be temporarily assigned to Records.



We quickly recruited and filled vacant professional staff positions and added one more. All of those administrative responsibilities were transferred from sworn to civilian. Now our officers can focus on their primary job responsibilities in patrol and investigations and utilize their advanced training and education applicably to best serve our community members and really do what they enjoy.

As far as my team, we are proudly parking nerds, animal lovers, problem solvers, obsessed about details, social media scientists, IT gurus, property people, we can find a needle in a haystack, and are passionate about serving people. Whether it's our co-workers or our community members, we are willing to go the extra mile. We are educated, hard-working, subject matter experts that can have a

tremendous impact on your organization. And they always want to learn something new to further assist their sworn counterparts; most recently for us it is sending two of our employees to crime scene investigation school.

I encourage you to think outside of the box when finding solutions to recruiting and staffing difficulties. One of those solutions can be utilizing professional staff, from entry level to managers; we come equipped with different skill sets that can benefit the department. With that consider developing a career ladder, encouraging training and mentoring, engagement in professional associations and determining what tasks are best suited to the skill sets of professional staff. Although Pacific Grove is small, we have entry level, supervisor and manager civilian opportunities. This

allows us to groom the next generation and make sure staff is fully supported at every level. This career ladder is important and something, I believe, agencies can improve upon.

In my career, I have been fortunate in having managers who support me through different career and training opportunities, acknowledge my different skill sets, and trust my judgement. My goal is to do the same. I hope this article encourages departments to consider the use of civilian staff in roles they might not have thought of before, including expanded opportunities at different ranks. ■

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1 The Sacramento Bee, "See what California police and firefighters earn in each community." By Phillip Reese. October 30, 2018.





# THE SANTA ANA POLICE DEPARTMENT IS LOOKING TO THE PAST TO IMPROVE THE FUTURE

## *Re-Setting the SAPD Standard of Excellence*

By Sergio Enriquez, Sergeant, Adjutant to the Chief of Police, Santa Ana Police Department

In 2019, the Santa Ana Police Department (SAPD) will be celebrating 150 years of providing law enforcement services to the great people of Santa Ana. SAPD serves a diverse residential population of 343,000, that increases to well over half a million during the business week. Santa Ana hosts various County, State, and Federal agencies, and one foreign diplomatic mission. It is also home to a large industrial and commercial business district that employs thousands. It has a growing artists' community of busi-

nesses located in the historic downtown area which include upscale and trendy restaurants, making it a real "foodie" dream.

As the city experiences a revitalization, so is the Department. Leading the department's revitalization is Chief David Valentin, a 28-year veteran of SAPD. While being a 28-year veteran of the Department is incredible, what really makes the Chief stand out is that he is the first SAPD Chief to be born, raised and educated in the city of Santa Ana.



Chief Valentin understands his community and the unique characteristics that make Santa Ana a great city to serve as an officer at any rank.

Barely under a year in office, Chief Valentin is leading the Department through a full transformation of going back to “the basics.” Senior Command Staff is comprised of three newly selected Deputy Chiefs, all with a combined 72 years of service with SAPD. Chief Valentin believes in establishing and maintaining strong ties with his community, and expects all members, regardless of rank or position, to do the same. As featured in IACP’s 2017 short film project, Chief Valentin wants his officers to “get out of their cars and talk to the community they serve.” Focusing on generating and sustaining trust with the community by maintaining transparency as the foundation are the cornerstone of SAPD servant leadership model under the motto of serving on ONE TEAM with the Santa Ana community, jointly working on ONE MISSION with the community.

As modern policing goes, not all the answers are found in technology. SAPD is developing a policing philosophy supported by a Chief’s five-year strategic plan on how to provide services to its diverse population with customer service as the primary objective. This development involved several inclusive community meetings led by community members, line-level officers and support staff. This is the first time the community served has had direct

influence and impact on establishing its Police Department’s policing philosophy.

Like most departments across the nation, SAPD is faced with the issue of recruitment. It has an approved sworn staff of 383, with a current staffing of 322 officers, supported by 200 plus civilian members in various positions. The Department has also dedicated a newly established, fulltime sworn staff member to address recruitment efforts. Despite the vacancies, the full-time recruitment has yielded a high turnout of successful applicants to meet the staffing needs of modern policing. Additionally, every member of the Department is expected to take an active role as a recruiter.

In support of technology, and after two years of research and community outreach, SAPD successfully launched its Body Worn Camera Program in September 2017. SAPD trained 300 members and deployed 230 cameras in Field Operations to include patrol officers, gang enforcement detectives, motor officers, canine officers, and specialized field units. Over the course of the program’s first year, SAPD was the first agency to establish an Officer Involved Shooting Procedure and an Audit Procedure to support the established policy.

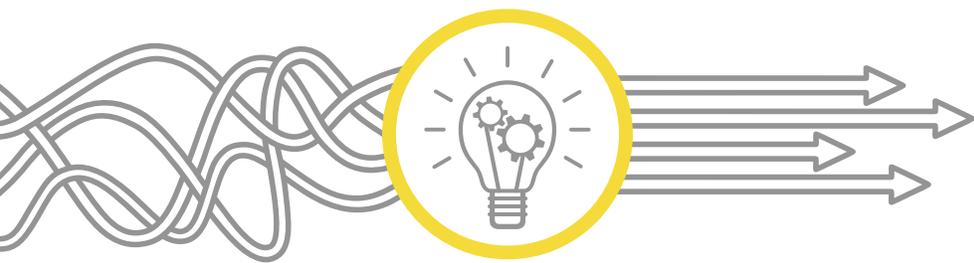
In the arena of training, the Department’s dedicated full-time training staff made massive improvements in the delivery of mandated perishable skills training. Historical-

ly, SAPD would take nine months to schedule and deliver perishable skills to all its members. In 2018, the Department restructured their perishable skills platform and successfully trained its entire sworn staff in just one month, including an increase of four hours of training for every officer. The four-hour increase included the use of role players focusing on improving de-escalation and identifying danger cues. Training also included domestic violence scenarios and sensitivity awareness in serving Santa Ana's LGBTQ community.

Lastly, to boost morale, for the first time in over 30 years, in November 2018, Chief Valentin conducted a Department-wide inspection of all sworn members of every rank. This was an "all hands-on deck" inspection. The planning and preparation of this historic and meaningful event took over six months of pre-planning leading up to the inspection. This inspection single handedly took morale to an all-new high. The Santa Ana Police Department is truly leading the way as it resets its standard of excellence in service to the community!

As featured on all social media platforms, you can find further information on the activities and accomplishment of the Santa Ana Police Department, with its proud like marker - #THESAPDSTANDARD. ■





# YOUR ROADMAP FOR MOVING FORWARD

## A DEEP DIVE INTO STRATEGIC AND SUCCESSION PLANNING

By Pete Dunbar, Chief of Police, Retired

**W**hile agencies have utilized POST Team Building workshops and other consultants to develop strategic and succession plans, our members have been looking for a more expeditious yet collaborative way to design and implement their plans. The California Police Chiefs Association (CPCA) developed a course several years ago to provide the skills to meet these needs and the class has become a popular staple of the training courses offered.

The most recent presentation of the class was in October at the Buena Park Police Department and had its largest attendance since it was created. A pre-class survey of the 42 attendees asked for the status of agency strategic and succession plans. The results showed that some attendees had some type of strategic plan, but succession plans are rare, and out of the class members, only two students reported they had succession plans.

Strategic and succession planning are both commonly looked at as processes, but as the class started, the idea that strategic plan creates change was clear. With change, the organizational culture might need change, and we all know how well we handle change. Some call it an attack on the current relationships and the current business plan but understanding change management and ways of accomplishing that collaboratively are fundamentally key elements of the course.

Equally important are the mission and vision. The vision is meant to be an image or description of the department. This section of the class is imperative, without a clear vision, how do you know the direction you are heading? During this section the class had an opportunity to design a vision and present it to the class for feedback.

*"This class was a very productive use of my time and helped me get motivated toward strategic and successive plans that will be undertaken soon."*

The remainder of the process involved organizational assessment and ways to accomplish it quickly yet effectively. Following the assessment, the most important part of the process is identifying those issues to be addressed by the plan. Setting goals, strategies and evaluation measures completed the strategic planning part of the day and students were asked to complete those on a small scale for their department.

As part of the class, strategic and succession plans from other agencies were given to students to assist in their plan development. Exercises during class were designed to start that process.

*"I found the course materials to be most helpful, especially the plans from other agencies."*

Succession planning is an option as a goal for an agency's strategic plan or can be done alone. The idea behind succession planning is to commit to staff development to improve current performance and better prepare employees for transfer and promotion. While succession planning comes with no guarantees, it demonstrates an organizational effort for development.

Overall, the class left with a feeling of accomplishment and that Strategic and Succession Planning, though they have the potential to be daunting, can be productive and efficient. CPCA plans on offering this course each year, and I would highly recommend you check it out.

*"Thanks for the opportunity and advice to help move my department further along." ■*



# RECRUITMENT & TESTING IN THE 21ST CENTURY

By Joe De Ladurantey, Chief of Police, Retired

**We tend to reflect on our careers and then we fast forward to today. What has changed in our profession?** Much in the delivery of police services from technology, communication, community engagement and a host of other elements that make our chosen profession such a noble one. Our profession has made more changes, even in the past 10 years, than many other professions and we continue to change to meet the expectations of our communities and the public.

What has not changed enough in the last few decades are our recruitment, testing and selection methods. While we continue to work on developing smart practices to recruit qualified candidates who are reflective of those in our community, we still test only for reading and writing skills and not for the cognitive skills required in today's challenging times. There needs to be greater emphasis on examining a candidate's critical thinking ability, communication skills, team orientation, restraint in use of authority, ethical orientation or organizational orientation, in addition to reading and writing skills.

NATIONAL TESTING NETWORK (NTN) and the California Police Chief's Association (CPCA) have formed a Strategic Partnership which

will assist member agencies with local, regional and national candidate testing solutions that address the challenges of recruitment, testing and selection issues faced by our departments.

NTN has adopted a 21st century business model that reduces testing and recruitment costs, increases diversity, enhances the quality and quantity of candidates streamlines your testing processes and delivers an examination result that has been fully validated. With testing sites all over the country, the NTN on-line data base provides over 75,000 public safety candidates, gives your department a continuous testing option, rapid scoring results, all with customer service support for you and the candidates.

If you are struggling to obtain high quality candidates in the testing, training and career development, just ask some of the California agencies already using NTN. San Francisco, Oakland, San Jose, Long Beach, Downey, Ventura, Fremont, Mountain View, Napa, Emeryville, Weed, Union City, Fullerton, Montclair, Pleasant Hill, Salinas and other cities have embraced the testing methods and improved candidate pools that NTN provides. As you can see, size of agency and community population do not matter.

This is not a sales pitch. As a retired Chief of Police, I wish I had the

opportunity to use this cost-effective tool in the agencies I had the pleasure of working for. I recently attended a career day for a local college in San Diego. Police departments from the Los Angeles area, Central California and elsewhere were there in full force with uniformed personnel passing out literature to college students. This is a considerable cost to agencies. In tabulating the cost for just one department, it could have paid the annual licensing fee of NTN for four years! With multiple job postings and preliminary screening of applicants, NTN has advanced solutions for today's public safety challenges.

The best way to see if NTN can assist in recruiting and testing for your department is to go to the website at [www.nationaltestingnetwork.com](http://www.nationaltestingnetwork.com) or contact NTN directly. Even better, talk to those agencies who already use NTN. CPCA members receive 15% off the already very reasonable fees for the first year of licensing.

In addition to entry-level testing for police officer, NTN offers testing for Dispatch and Corrections as well as Firefighter. Promotional testing, background investigations and polygraph examination services are also provided. With today's tough recruiting environment, let NTN help you get the best candidates possible. ■

# “Are they here to take me away?”

By Joyce Lowe, Public Service Administrator and Lisa Thompson, Crime Analyst, Pittsburg Police Department

Parkside Elementary Principal Jeff Varner explained that this is the perception that many of his students have of law enforcement. Many times the only interaction Varner's students have with police officers are during negative situations involving loved ones. This is usually a very scary scenario for a young child who isn't yet old enough to comprehend that the officers' role is actually ensuring their safety during the interaction. "What a joy it was to see my kids laughing and playing with the Chief of Police" said Varner.

While the model of Recess with a Cop is not a new idea, the concept is based on the very popular Coffee with a Cop program; it is new to the Pittsburg Police Department. The focus of the program is for uniformed police officers, including the Chief, to visit elementary schools during recess in order to engage the students in positive interaction through play in a relaxed and fun setting. The interaction could be as simple as holding hands, playing follow the leader or engaging in a friendly game of tag. For the more adventurous students there are no games that are off limits: kickball, tetherball and basketball, just to name a few. With fun though comes the physical challenge of engaging with the students while sporting a full uniform and equipment. Pittsburg officers view that as "leveling the playing field" with the young students, and even though officers can carry in excess of 30 extra pounds on their duty belt, they are still subject to the same game rules while playing with the students. That includes freezing in place when the end-of-recess bell rings.

When Pittsburg's Police Chief, Brian Addington was asked to be part of the Recess with a Cop program, he quickly thought, "Who doesn't love recess! There aren't too many jobs where you get to play with kids at an elementary school." Chief Addington, father of 6 and grandfather



of 2, jumped at the opportunity to have a little fun during his busy workday. He didn't arrive with an agenda. There was no presentation, speech or formal dialogue with the teachers or students. Instead, Chief Addington focused on getting out onto the playground with the students and loved every minute of it.

Chief Addington couldn't think of a better way to engage with the youth of Pittsburg and effect change in how they view the police. By his mere presence on campus, talking to and answering students' questions about law enforcement at an age-appropriate level they can understand, it takes away much of the fear and mystery about police officers. Chief Addington said, "People often ask me how we change the negative perception some in our society

have of the police; I believe the answer is offering programs like this. It's important to give students an opportunity to interact with police officers in a fun and positive environment like recess. That is how we earn their trust."

Pittsburg Police Officer Raquel Curran is a School Resource Officer and an avid participant in the Recess with a Cop program. As a mother, Officer Curran knows the importance of making children feel safe. She is an excellent role model for the students and they often tell her that they want to be like her when they grow up, which makes Officer Curran feel very proud. Officer Curran has also noticed that the Recess with a Cop program has created a lasting impression with many of the students, who now greet her with hugs and pictures they've drawn for her. As Officer Curran put it, "Events like Recess with a Cop give me great pleasure because the kids make me feel special." It's a win-win for the students and the officers.

As a regular participant in Recess with a Cop, Pittsburg Police Officer Javon Sanders is equally passionate about

the program. "The importance of representation across different professions during early adolescence is essential to child development," said Officer Sanders. He continued, "These positive encounters with Law Enforcement help foster permanent impressions that last well into adulthood. Programs like Recess with a Cop shows the students we are human too; we laugh, we play, and we have empathy. It humanizes the individual wearing the badge and builds trust with the youth."

We couldn't agree more with Officer Sanders, which is why the Pittsburg Police Department is committed to the Recess with a Cop program. It is all about building a positive relationship between the police and students in fifteen quick minutes all while having fun. Now when Chief Addington pulls up in front of a Pittsburg elementary school, whether alone or alongside a few beat cops, the kids no longer wonder, "Are they here to take me away?" Instead that's been replaced with, "What games can we play today?"

## And really, who doesn't want to act like a kid sometimes? ■



# Policing *from the* Heart

## COMMUNITY UNITING



By Nick Borges, Deputy Chief, Seaside Police Department

Seaside California is located on the Central Coast of the Monterey Peninsula. The peninsula is known for its beautiful beach fronts, world renowned golf courses and home to the legendary actor, producer and director; Clint Eastwood. The Monterey Peninsula is not all glamour and swank. At the center of the peninsula is a small town with a population of about 34,000 called Seaside.

The City of Seaside was incorporated in 1954 and through the years has seized a reputation as a diverse community with a history of gang violence and drug dealing. At one time, Seaside was such a feared town, local law enforcement referred to it as “Mini-Compton.” There is no other area in Seaside more infamous for contributing to Seaside’s former reputation during the late 1960’s and well into the 1990’s than the Del Monte Manor. The Del Monte Manor is the largest low-income housing development on the peninsula.

For decades, the Del Monte Manor was referred to as “The Projects.” In the early 2000’s, veteran Seaside police officers would share stories about the violence and tension between residents of the Del Monte Manor and police. One police sergeant would say, “We could not go into that complex without at least three cops.” They would throw bottles at us and sometimes even shoot at us.”

These types of stories added merit to the newer generation of police officers when a 1969 cold case homicide was

reopened. 19 year-old Chris Lopes was stabbed in one of the driveways shortly after the housing development first opened in 1969. Archived police reports detail a delayed police response resulting from hostility toward the police from a large crowd. One report described the delay to be about 20 minutes before officers were able to tend to Lopes who ultimately succumbed to his wounds.

The Del Monte Manor has been featured in numerous local rap videos for years as a legendary landmark to Seaside’s dangerous history and reputation.

### Fast forward to 2016

A police officer that patrols the area of the Del Monte Manor each day stops alongside the roadway and observes young children playing on a rundown and dated playground surrounded by sand. The officer has his window down and hears a mother shout out to her young son, “Don’t play in there too long, I don’t want to get fleas in the house again.”

This very well could have been the end of a sad observation. Fortunately, it was only the beginning of something that would prove to be remarkable.

The officer got out of his patrol car and began asking questions. “How long has this park been here? Why isn’t there a nicer playground for the kids to play in?” The information gathered was shocking. The playground equipment was donated by the City of Seaside well over 35 years prior. At that time, the equipment was being replaced for newer equipment



and although the City's gesture was commendable, the second-hand equipment was inadequate from the start.

Generations of kids grew up playing on the same sub-par playground equipment for decades. The big metal slide has seen its share of crying kids falling off all borders of the uneven slide. Perhaps the most powerful discovery was the discovery of a formed playground committee that had just been established by Del Monte Manor residents. The timing would prove to not be coincidental, but rather; fate.

### **Policing beyond the badge**

This was a true moment of truth. The police officer wanted to get involved. He wanted the entire Seaside Police Department to get behind the residents and help them acquire a new playground. The residents were hesitant. The sense of police distrust and tension was dense. It was not uncommon to have the police at the Del Monte Manor for anything short of a service call pertaining to a tense or negative connotation.

The residents knew a new playground was not in the budget for the property anytime soon. A helping hand was exactly what they were looking for to proceed. From that moment on, the group of residents and police officers would be known as the "Del Monte Manor Coalition."

The entire Seaside Police Department partnered with the Seaside Fire Department and organized a fundraising event at the Del Monte Manor. Although the event only raised about \$1,000, the barriers broken were priceless.

Since the event in 2017, Seaside officers attended weekly meetings, assisted in grant writing, collected donations and made all the right connections to keep the project thriving. Earlier this year, the Del Monte Manor raised over \$60,000 to fund the entire playground renovation. The City of Seaside Public Works Department lent a hand and contracted services to have all the old equipment removed at no cost.

The old equipment was completely removed leaving behind an open sand field. The officers grew impatient



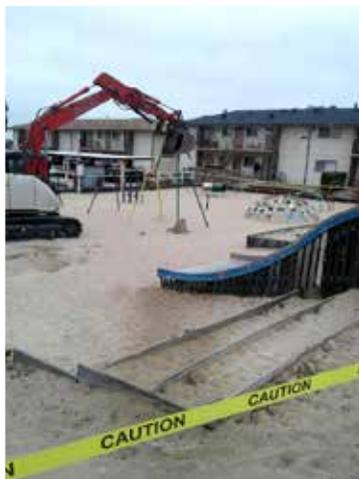
with the project and purchased a basketball hoop and donated it to the property for the kids to pass time until the new playground was complete.

Today, the playground is fully installed and awaits final landscaping touches to complete the project. The playground signifies much more than just an area where kids will play and make memories; it is a symbol to the community that anything is possible when we unite. The relationship developed between the residents and the Seaside Police Department is perhaps one of the most significant side

effects that no one could have anticipated two years earlier.

Police Officers spend hours patrolling neighborhoods all across the United States. They see neighborhoods and people every day that need a helping hand beyond the traditional policing services. When a community unites, great things can happen.

A famous quote by Margaret Mead says it all; *“Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it is the only thing that ever has.”* ■



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# PARTNERING FOR SUCCESS

**There's no I in TEAM.** So, what does it mean to truly partner for success? As your resource of choice, the California Police Chiefs Association has laid out a roadmap to ensure true partnerships and success.

## **Partnering for Team Success: A Course for Seconds in Command**

This one-day course is designed to provide the attendees with an awareness and understanding of current issues relating to the job of "Second in Command." We will identify issues or problems and practice leadership by developing an appropriate response. We will focus on cultivating your relationship with the Chief. By understanding your role and the role of the chief, your team and the entire department will succeed.

*"It's helpful to get candid insight from Chiefs on what they expect and what would assist them in leading the organization."*

## **Partnering for Your Department's Success: A Course for Law Enforcement Executive Assistants**

This three-day course offers a great learning experience not only for current Chief's Executive Assistants, but also for those who regularly fill in during their absence and those who aspire to become an Executive Assistant in the future. This course teaches the expectations of the chief of police and how to best assist them, how to handle difficult and crisis situations, and tools to increase your value and improve your job performance. This course will be presented in a blended, group dynamic, lecture format. Attendees will have the opportunity to ask questions from field experts and to interact and build relationships with their peers. Attendees will get a deep-dive into various topics.

*"Thank you so much. This is the third time in 7 years I have taken this, and I always learn so much. I look forward to using the booklet and tips when I get back."*

## **Partnering for the Success of Your City: A Course for Police Chiefs and City Managers**

This two-day course is designed for police chief and city manager teams to assist them with identifying personal communication, roles and expectations, learning to manage crisis communications, developing community relations and public trust, and developing a plan to preserve the relationship between both roles.

*"Course content led to new understanding, but most importantly, fostered conversation with our team to better work together in the future."*



Your Resource of Choice

Are you ready to register? You can register today by visiting our site:  
[www.californiapolicechiefs.org](http://www.californiapolicechiefs.org)

# SUMMITS

**The California Police Chiefs Association has compiled the following summits to fit the needs of your schedule.** Each summit was designed to bring relevant and timely information to you in a shorter time frame. Our summits range from 6-8 hours and are guaranteed to leave you informed and not pressed for time.

## Technology Summit

■ **January 17, 2019 – Riverside, CA**

With technology becoming a valuable resource to police departments, the CPCA Technology Summit aims to inform attendees about the new-and-improved devices available to help fight crime and better serve your community. In addition, we will help you understand the rapid expansion of technology and learn about its place in your police department, understanding how its use can help you better service your communities.

*“Good session. Learned about several programs and products that I was not aware of.”*

## What's Your Story?

■ **February 7, 2019 – Sacramento, CA**

During this one-day summit, attendees will learn how to use media as a platform to connect with the community you serve in a positive way. Understand the simple ways that media provides a sense of inclusiveness to the community regarding matters that affect them, building trust. And learn how to navigate digital and mainstream media using it as a voice to communicate your narrative, the way YOU want it narrated.

*“Excellent training. I have already implemented things I learned.”*

## Legislative Summit

■ **May 15, 2019 – Sacramento, CA**

Cal Chiefs Legislative Summit is designed specifically for current, active CA Municipal Police Chiefs and their seconds in command. It is a great opportunity to come to Sacramento and directly participate in the legislative process and impact the bills and budget items CPCA is concerned with.

*“CPCA, you did your part, we need to do ours and today was exactly what we needed!”*

## Having a Communication Strategy That Works in Your Community Summit

■ **November 8, 2018 – Chico, CA**

■ **January 8, 2019 – Morgan Hill, CA**

■ **March 20, 2019 – Burbank, CA**

■ **April 24, 2019 – Fresno**

■ **July 2019 – Riverside, CA**

■ **September 18, 2019 – San Luis Obispo, CA**



Your Resource of Choice

During this one-day summit designed for chiefs and their seconds in command you will learn the art of communicating, how to communicate, how to get your message out, tips and tricks to a good media interview, tips for holding a successful community meeting, and crisis communications.

Are you ready to register? You can register today by visiting our site:  
**[www.californiapolicechiefs.org](http://www.californiapolicechiefs.org)**

## TRAINING COURSES

### Becoming a Police Chief: Developing a Mindset for Success and Service

- September 10–September 13, 2018–  
Buena Park, CA
- January 7–January 10, 2019–Monterey, CA
- April 8–April 11, 2019–Sacramento, CA

This four-day course for command level personnel will prepare you to assume the position of Chief of Police, and what to do and what not to do when you first take the job. You will learn about the expectations of the chief of police from the: city manager, elected officials, news media, and police chiefs' points of view. Also covered in this course are shaping public policy, labor relations and personnel issues, legal issues, leading in a political environment, organizational development and change, public engagement, crisis communication, leadership and planning your career as a police executive.

*"This course improved my overall ability to better support my chief and gave me great insight into what it's like being a chief and if I want to pursue the job in the future."*

### Succeeding as a Police Chief: Beyond the Basics

- December 10–December 12, 2018–Sacramento, CA
- March 18–March 20, 2019–Pasadena, CA

This three-day course for chiefs and seconds in command will take a deep dive into the beginning stages as Chief, learning how to initiate positive engagement, identifying priorities, and understanding the common challenges that present themselves within the first year. Participants will explore the first six months on the job, identify department priorities, and listen to common first year challenges. Participants will also learn how to build effective command staff teams and the best practices in strategic visioning and planning. Highlights of the course will include managing the professional and personal challenges of being a Chief and contemporary issues in 21st Century policing.

*"I wish I had taken this course earlier in my career as I definitely see the benefits of learning from the instructors and fellow chiefs' knowledge and experience!!"*

### Strategic and Succession Planning for Chiefs and Seconds in Command

- October 17, 2018–Buena Park, CA

During this one-day course for Chiefs of Police and Seconds-in-Command, students will take a detailed look at the strategic and succession planning process, and learn what it takes to establish an effective, advantageous plan that will enable organizational success. You'll learn how to create a successful strategic plan that aligns with the future needs of your organization, focusing on the important criteria that determines long term success. Minimize leadership gaps by taking a detailed look at the succession planning process, and identifying the knowledge, skills, and abilities necessary to perform successfully as Chief.

*"I was enlightened on the importance of training and preparing future leaders in my department before promotion, and how to help them to be successful once they've promoted."*

Are you ready to take the next step into Executive leadership? You can register for any of the above classes here:

[www.californiapolicechiefs.org](http://www.californiapolicechiefs.org)



### Helping Police in California reach their recruitment and testing goals

In partnership with CPCA, NTN offers Law Enforcement Agencies within California a progressive applicant testing model to address current recruitment and selection challenges within policing today. NTN's program is comprised of two key elements that assist departments in achieving their hiring objectives: high quality simulation exams and an optimized test administration model to maximize candidate opportunity to test.

NTN's test and administration program will assist CPCA members in the following areas:

- Increase candidate diversity and quality
- Increase candidate quantity through local and national dedicated recruitment support
- Remove unnecessary barriers for candidates to apply and test
- Increase candidate satisfaction with the testing process
- Streamline agency testing process with local and national testing at 120+ testing sites
- Screen candidates with a fully validated and state of the art law enforcement exam

Advanced solutions to police hiring are critical to meet the needs of the changing candidate pool. NTN has designed a system that reflects these changes and will ensure your department has the best opportunity to fill all your positions with quality candidates. For more information, questions, exam demonstrations, testing/proctoring information, membership costs, or NTN sign up information please contact:

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CAMTC does not regulate massage establishments. That authority is the exclusive jurisdiction of local government. We have, however, provided critical support to code enforcement officers in their efforts to curtail illicit massage establishments in their communities.

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To learn more, or to schedule a free 2-hour training in your local area, please contact:

Rick McElroy, CAMTC's Director of Professional Standards Division (PSD), anytime at:

[rmcelroy@camtc.org](mailto:rmcelroy@camtc.org)

<http://www.camtc.org/cpa-strategic-partners>





## Cal Chiefs Highlights Strategic Partner and Corporate Circle Members

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

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

### CAL CHIEFS WELCOMES THE FOLLOWING STRATEGIC PARTNERS:



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