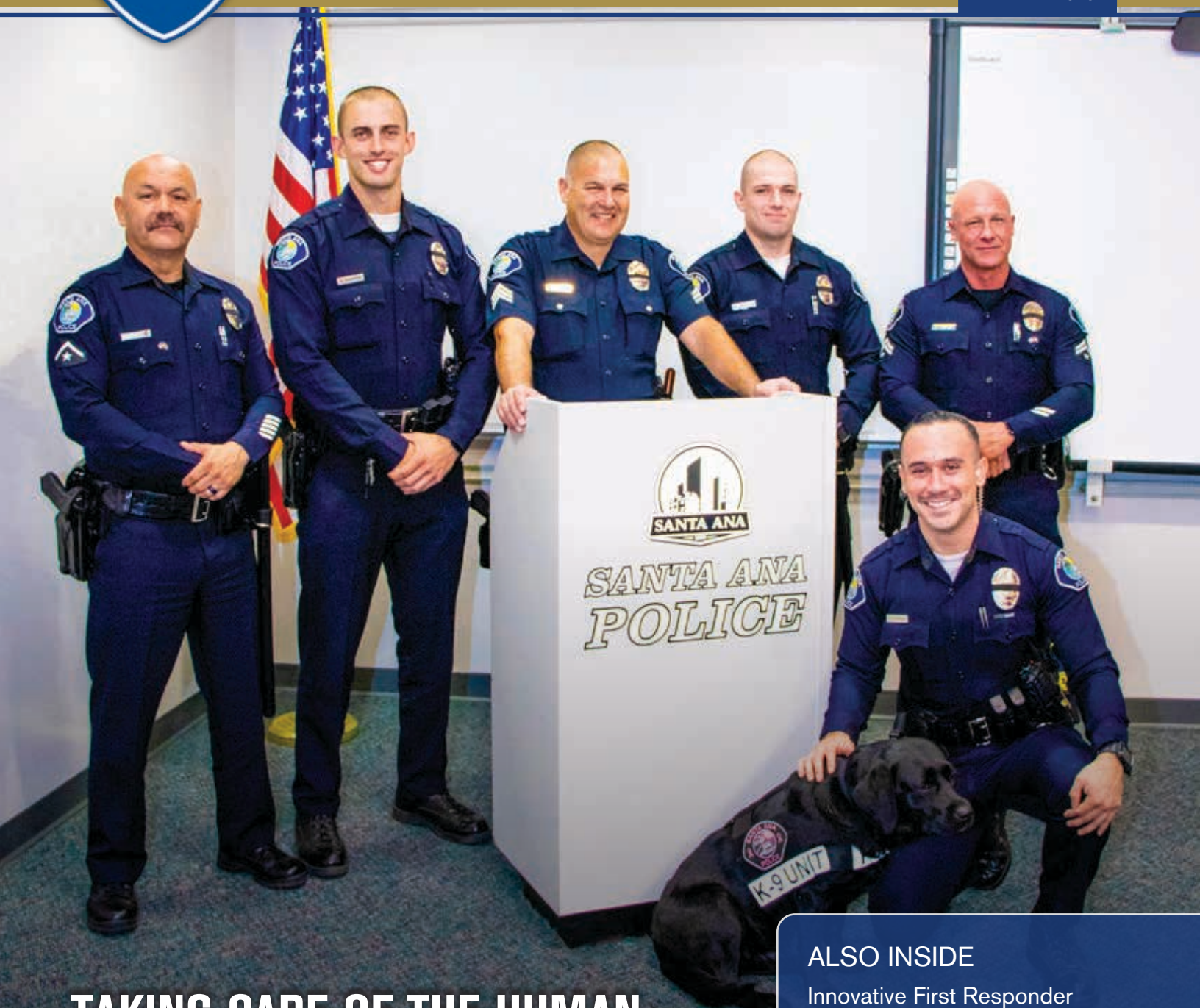
CALIFORNIA POLICE CHIEF

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

WINTER 2019



TAKING CARE OF THE HUMAN BEHIND THE BADGE

ALSO INSIDE

CORDICO® SHIELD

TRUSTED
WELLNESS
SOLUTIONS

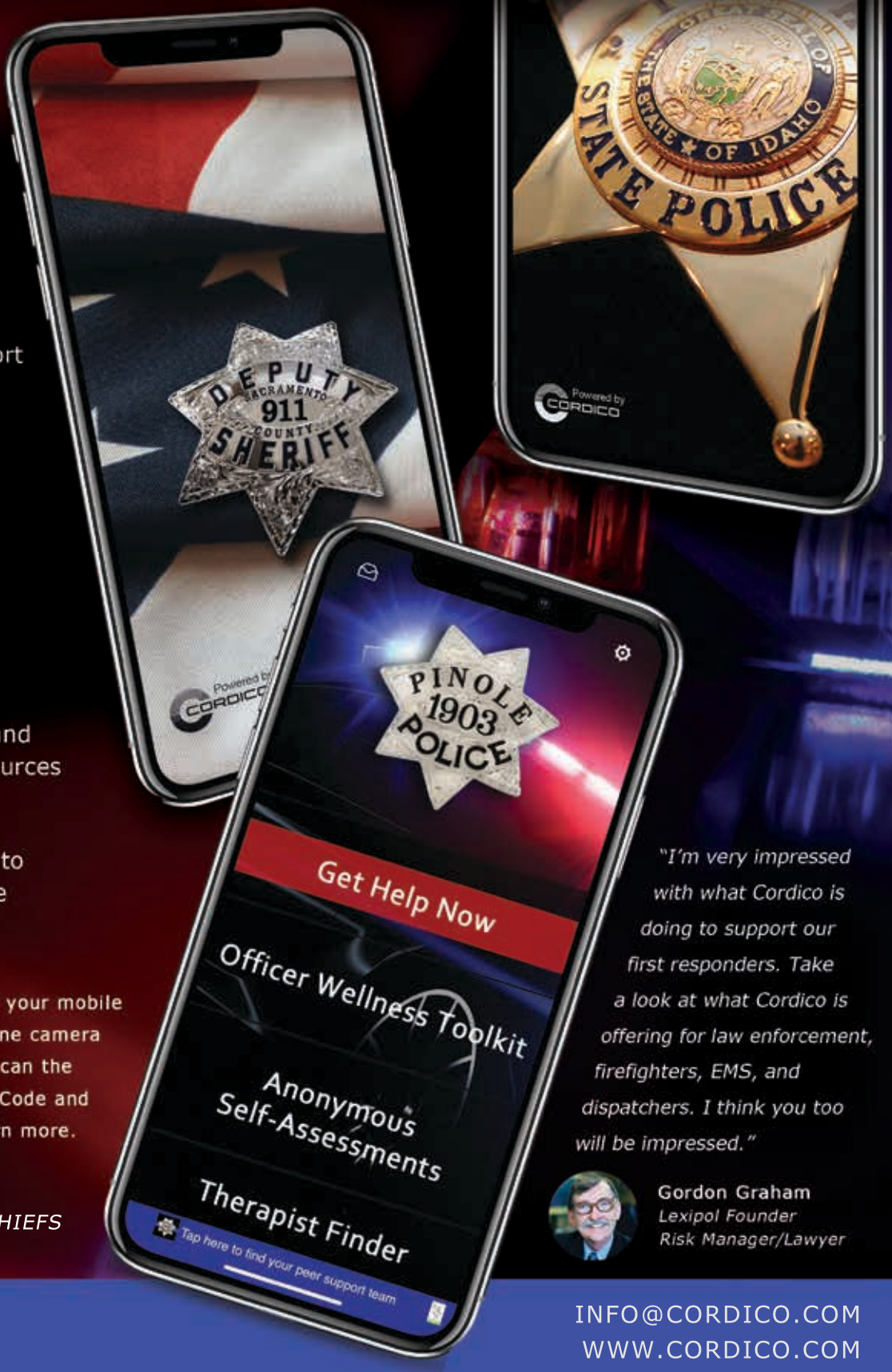
24/7 SUPPORT
CONFIDENTIAL Support for Your People

EASE OF USE
In-Hand, On-Demand, Push-of-Button

CUSTOMIZED
Strengthens YOUR Wellness Culture

BEST QUALITY
Most Comprehensive and Trusted Wellness Resources

INNOVATIVE
Continuously Updated to Keep You Cutting-Edge



Use your mobile phone camera to scan the QR Code and learn more.

www.cordico.com/CALCHIEFS

"I'm very impressed with what Cordico is doing to support our first responders. Take a look at what Cordico is offering for law enforcement, firefighters, EMS, and dispatchers. I think you too will be impressed."

Gordon Graham
Lexipol Founder
Risk Manager/Lawyer

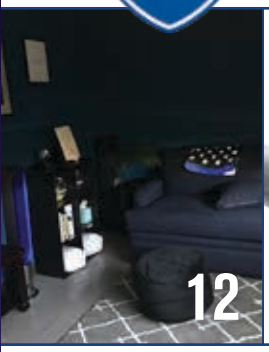
1-844-CORDICO
1-844-267-3426

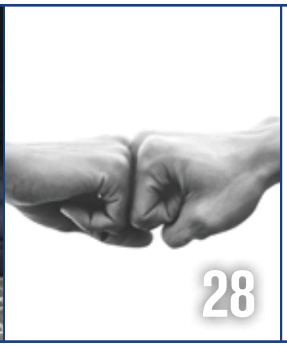
INFO@CORDICO.COM
WWW.CORDICO.COM

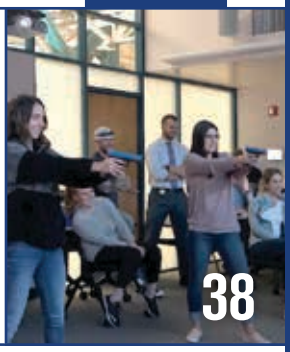
CALIFORNIA POLICE CHIEF

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

WINTER 2019







contents

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.

EDITOR

Sara Edmonds
Marketing Manager
California Police Chiefs Association
sedmonds@californiapolicechiefs.org
916-325-9006

LAYOUT & DESIGN

Commerce Printing Services
Kellie Melby
www.commerceprinting.com

As your President, I hope you enjoy this edition of the California Police Chiefs Association (CPCA) magazine. We dedicated this edition on officer wellness and resiliency as one of our important initiatives this year is to reduce public safety professional suicides. The information contained in the articles featured in this issue will benefit all of our agencies.

In addition to our initiatives, we experienced a challenging legislative year at the State Capitol. As we closed the 2019 Legislative season in October, we finished the year with our state debating about 3,000 different bills at the State Capitol. Our lobbyist Johnathan Feldman, and our Law and Legislative Committee led by Chief Corey Sianez, closely analyzed and took positions of either oppose, support or to remain neutral on more than 300 bills related to public safety. We actively participated in the lobbying and debate process with many of these bills, and while it may seem many bills negatively affected the safety of our communities or created challenges for our profession, we actually had a majority of victories.

We owe thanks for these victories to the dedication and hard work of our lobbyist Johnathon Feldman, staff, our Legal Advisor Jim Touchstone, our Law and Legislative Committee, and to the many chiefs who diligently made calls or personal visits to their legislators. I want to thank each of you who personally engaged with your local Assembly member or State Senator, or who wrote Resolutions from your City, to help us protect California. Your efforts absolutely make a huge impact and your dedication to our profession is better as a result.

None of the bills we faced this year was more significant than the historic battle over the Use-Of-Force issues, AB 392 and SB 230. Together, these two bills likely represent the biggest legislative challenge we have faced in California over the past three decades, if not longer, and we achieved two major victories through tenacious hard work and intense focus that ultimately secured amendments agreeable to our association.

Our coalition with the Peace Officers Research Association of California (PORAC), the California Association of Highway Patrolmen (CAHP) and others, was firm in our position to protect our communities and ensure our officers could perform their difficult duties in as safe a manner possible. As one of the main stakeholders in the arguments on AB392, and as the architects of SB230, our association deserves to be very proud of our accomplishments; we can stand tall knowing we safeguarded against bad policy that represented an upheaval to the safety to our profession, and we designed policy that protects California's communities and peace officers.

Our association also deserves to be proud of legacies championed by your Executive Committee. As 1st VP Eric Nunez prepares for his ascension to president in April of 2020, he will be designing a new model for strategic planning and implementation to drive our association into the future. Our 2nd VP Rob Handy and Executive Director Leslie McGill, continue CPCA's success with the Executive Leadership Institute at Drucker, which is entering its fourth year and has proven to be wildly successful for the advancement of executive leaders in our profession. Meanwhile, our 3rd VP Jennifer Tejeda has been advancing CPCA's initiative to reduce suicides of public safety professionals through her leadership on our "Human Behind the Badge" workgroup to implement officer wellness and resiliency. Her efforts are sparking discussions throughout our State and nation on the critical need to remove the stigma of police professionals getting the emotional assistance they need to manage emotional trauma.

Our Director-At-Large Adam McGill, our 16 Region Representatives, along with our other At-Large Directors, continue their commitment to ensure CPCA represents each and every one of the 332 California police chiefs in our membership. Our association enjoys a high degree of respect at the State Capitol, and we have many great efforts happening that are advancing our profession in amazing ways. In short, your association is on the move, and I could not be more proud to be your president!

Sincerely,

Ronald Lawrence

Ronald Lawrence
California Police Chiefs Association President

Membership Update

Since the last membership update, we have had the pleasure of welcoming 33 new chiefs and 55 new associate members. The names and agencies are listed below. Please help us welcome them all! ■

CONGRATULATIONS NEW CHIEFS!

4/24/2019	Chad Ellis Nevada City PD
5/1/2019	Jason Wu Belvedere PD
5/3/2019	John Burks Brea PD
6/10/2019	Cathy Madalone Pacific Grove PD
6/25/2019	Michael Connolly Broadmoor PD
6/21/2019	Robert Dunn Fullerton PD
7/1/2019	Aaron Roth Suisun City PD
7/1/2019	Joe Vlach Orland PD
7/2/2019	Richard Bell West Covina PD
7/2/2019	Chris Mynderup Jackson PD
7/15/2019	Tony Psaila Belmont PD
7/23/2019	Joseph Deal Oroville PD
7/25/2019	Wes Simmons Chino PD
8/1/2019	Rainer Navarro Santa Rosa PD
8/2/2019	Curt Fleming Clovis PD
8/2/2019	John Golden Kerman PD
8/5/2019	Jason Ferguson Cloverdale PD
9/1/2019	Timothy Albright Elk Grove PD
9/3/2019	Toney Chaplin Hayward PD
9/13/2019	Michael Moulton El Cajon PD
9/16/2019	Mike Bertelsen Azusa PD
10/2/2019	Shawny Williams Vallejo PD
10/4/2019	Bill Schueller Redding PD
10/14/2019	Derrek Kaff Woodland PD
10/14/2019	Mark Lauderback Westminster PD
10/14/2019	Michael Kendall Lemoore PD
10/15/2019	Jim Henson Desert Hot Springs PD
10/17/2019	Andrew Hall Fresno PD
10/21/2019	Richard Griffin Crescent City PD
11/14/2019	Tracy Avelar Foster City PD
11/24/2019	Matthew McCaffrey Novato PD
11/27/2019	Michael Saffell Gardena PD
12/01/2019	Philip Gonshak Seal Beach PD

CONGRATULATIONS NEW ASSOCIATES!

Chris Hofford
Captain, Baldwin Park PD

Keith Walnoha
Lieutenant, Blythe PD

Adam Hawley
Captain, Brea PD

Timothy Herbert
Captain, Brentwood PD

Mario Garcia
Commander, Brisbane PD

Andrew Bjelland
Captain, Chino PD

Sean Young
Lieutenant, Coalinga PD

Sergio Banales
Captain, Corona PD

Ric Walczak
Captain, Covina PD

Manuel Cid
Captain, Culver City PD

Paul Doroshov
Deputy Chief, Davis PD

Jeff Liu
Commander, East Palo Alto PD

Rob Ransweiler
Captain, El Cajon PD

Jim Burton
Captain, Fontana PD

Tracy Avelar
Captain, Foster City PD

Martin Ticas
Captain, Foster City PD

William Allison
Captain, Garden Grove PD

Amir El-Farra
Captain, Garden Grove PD

Ed Leiva
Captain, Garden Grove PD

Gary Tomatani
Captain, Hawthorne PD

James Royer
Captain, Hawthorne PD

Bryan Matthews
Captain, Hayward PD

Joseph Vasquez
Commander, Hercules PD

Wilbert Barcoma
Lieutenant, Kerman PD

Keith Boyd
Captain, King City PD

Adam Foster
Captain, La Habra PD

Dale Stoebe
Lieutenant, Lakeport PD

Eric Hugelman
Lieutenant, Mammoth Lakes PD

Manuel Cardoza
Lieutenant, Marysville PD

Adam Barber
Lieutenant, Marysville PD

Richard Struckman
Commander, Menlo Park PD

Raj Maharaj
Captain, Milpitas PD

Thomas Moffett
Lieutenant, Modesto PD

Scott Wiese
Lieutenant, Monterey Park PD

Saul Jaeger
Captain, Mountain View PD

Jonathan Arguello
Captain, Newark PD

Joseph Cartwright
Lieutenant, Newport Beach PD

Jason Clawson
Commander, Pasadena PD

Dennis Cooper
Lieutenant, Pomona PD

Brian Barner
Captain, Redding PD

Jon Poletski
Captain, Redding PD

John Gunderson
Captain, Redwood City PD

Anthony Vega
Captain, Rialto PD

Mark Adams
Captain, Rialto PD

Bart Paduveris
Captain, Rocklin PD

Trent Jewell
Captain, Rocklin PD

Marc Glynn
Captain, Roseville PD

David Green
Assistant Police Chief, San Bernardino PD

Brian Amoroso
Captain, San Luis Obispo PD

Robert Rodriguez
Commander, Santa Ana PD

John Cregan
Captain, Santa Rosa PD

Eric Litchfield
Captain, Santa Rosa PD

Huyn (Jim) Choi
Deputy Chief, Sunnyvale
Department of Public Safety

James Boone
Captain, Sunnyvale
Department of Public Safety

Randall Billingsley
Captain, Truckee PD

Jim Runyen
Lieutenant, Yuba City PD

In Remembrance

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

James Clark
Arroyo Grande Police Department

Paul Crook
Coronado Police Department

Peter Hewitt
Hemet Police Department

Michael Knapp
Ferndale Police Department

Ed Kreins
Beverly Hills Police Department

Greg Savelli
Hermosa Beach Police Department

William Winters
Chula Vista Police Department

LINE OF DUTY INJURIES

A Recovery-Based Approach to Care and Treatment

By: James Touchstone, General Counsel for California Police Chiefs Association

Police executives face a myriad of challenges leading a law enforcement department in today's environment. These challenges originate both external and internal to the organization. One critical issue facing managers and the profession is that of officer injuries that inevitably occur in a demanding policing atmosphere. These injuries can result from a variety of sources, such as physical struggles with suspects, traffic collisions and the general dangers attendant to working as a law enforcement officer. Officer injuries undermine effective and efficient staffing protocols, cause an increase in overtime costs associated with backfilling injured officers' positions, and can lead to morale issues for injured officers if the treatment and recovery period is prolonged as those officers are embroiled in the "system."

The California Police Chiefs Association identified many of these issues of concern for law enforcement executives by recently conducting a member survey. The results of the survey were somewhat startling: 76% of responding agencies identified difficulty in maintaining staffing; 82% of responding agencies noted that they were experiencing increased overtime expenses as a result of officer injuries; 62% of responding agencies stated that they were dissatisfied or moderately dissatisfied with the treatment of their personnel by the workers' compensation system; 47% of responding agencies reported that the care of injured officers impacted their employee's views of their organizations, with 37% reporting an associated diminishment of overall employee morale; and critically, only 7% of responding agencies stated that they considered the care their officers were receiving was consistently timely and appropriate.

The California Police Chiefs Association took action as a result of these survey results. The Association currently is in the process of finalizing an interactive organizational development executive program for law enforcement leaders to assist them in managing their employees' recoveries within the confines of the system in order to ameliorate many of these concerns. The goals of this program are to foster better outcomes for our injured personnel, organizations and communities. Our purpose is to improve care, reduce lost duty time, decrease the true costs associated with prolonged treatment regimens, deal with issues of accountability, and decrease litigation associated with the process of recovery.

In order to achieve these goals, the program will focus on providing law enforcement executives with a basis to exert their authority and some control over the workers' compensation process concerning treatment of their personnel. The association will be providing information concerning the executive/organizational development program in the coming months. Together, we can advance better treatment outcomes and overall wellness for our law enforcement personnel who serve our communities, a critical goal of the California Police Chiefs Association and law enforcement executives throughout California.

Information contained in this article is for general use and does not constitute legal advice. This article is not intended to create, and receipt and review of it does not constitute, an attorney-client-relationship with the author. ■

Public Records and the Law

California's police departments are having a rough year. Beginning in January, you have been inundated with requests for personnel records — even while Senate Bill 1421's boundaries were still being disputed in court. Then, Assembly Bill 748 changed how and when you will have to disclose body and dashboard camera footage.

Best Best & Krieger LLP's ARC: Advanced Records Center is here to help.

For decades, BB&K has consistently provided public agencies — including law enforcement agencies — with impeccable California Public Records Act processing services and legal advice. Now, ARC combines legal acumen and experience with cutting-edge technology to provide comprehensive and cost-effective support for records-related matters. More importantly, we have developed the unique skills and experience needed to handle SB 1421 and AB 748 records requests.

"Best Best & Krieger has been (as usual) an incredibly dependable advocate and resource for our agency. The CPRA services and e-discovery team they have assembled to assist us in traversing this new area of public records release and demand has been incredibly responsive…They provided counsel to our agency with recommendations on how to proceed, and as the unfolding drama of pending lawsuits were resolved, it was obvious their guidance was spot on."
~ Captain Jeff Bell,
Shafter Police Department

Advice | Crisis Management | Document Review | E-Discovery | Electronic Records | Policy Drafting
CPRA Training | Public Records Processing | Remote Data Collections | Subpoenas | Video Redaction

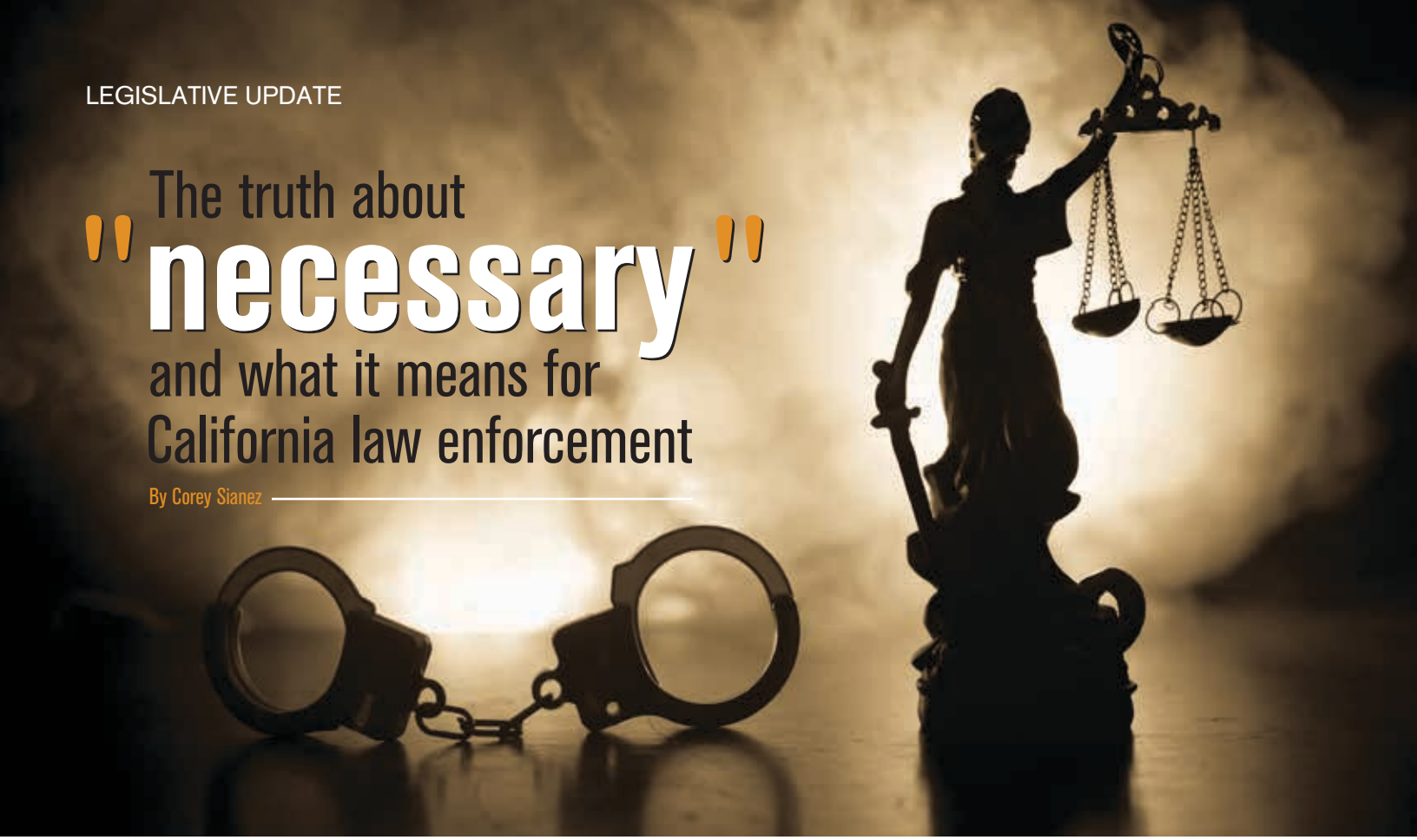
BB&K
ARC: ADVANCED RECORDS CENTER

ARC@bbklaw.com

Irvine | Indian Wells | Los Angeles | Manhattan Beach
Ontario | Riverside | Sacramento | San Diego | Walnut Creek

The truth about "necessary" and what it means for California law enforcement

By Corey Sianez



A lot of attention has been paid to the distinction between the terms "necessary" and "reasonable" in the context of California's new use of force standard. The media and criminal justice reform advocates used the comparison between the two to frame the debate around Assembly Bill 392, the legislation which ultimately updated California's obsolete use of force standard last year. However, both "necessary" and "reasonable" have long been used in use of force case laws and statutes across the country.

Necessary has been part of California law enforcements' use of force decisions since our state's statute was written in 1872. Our original statute allowed for use of deadly force "when ***necessarily*** committed in overcoming actual resistance" or "when ***necessarily*** committed in retaking felons who have been rescued or escaped." Although this is a variant of the term, even this original statute contained the meaning denoted by the common definition of necessary, which the courts have used since.

To be clear, this is not to say our standard from 1872 was perfect – far from that, since it didn't consider the imminent or immediate threat – but nevertheless the term necessary was used. It was not until almost a hundred years after our statute was first established that the US Supreme Court added to the conditions that qualify what is "necessary."

In the seminal case the established the foundation for our modern use of force statutes, *Graham v. Connor*, the US Supreme Court outlined parameters for deadly force, which included "the amount of force that is ***necessary*** in a particular situation." This phrase followed the development of use of force statutes in states across the country.

The term ***necessary*** can be found in state statutes regarding use of force across the nation. New York, Florida, Washington, Texas, Illinois, Oregon, and dozens of other states used the term "necessary" in their statutes outlining the limits for the use of deadly force. However, in each statute, just like in California's new standard developed in AB 392, the term is tied to an officer's ***objectively reasonable*** belief that deadly force was required against an imminent or immediate threat.

Clearly, necessary force is not a new concept, so why was the debate in California framed as the "new necessary standard"? The reason stems from the original definition of "necessary" used in AB 392.

As introduced, AB 392 used familiar terms – "objectively reasonable," "necessary," "totality of the circumstance" – but grossly defined what they meant. Most problematic was the first definition of "necessary." AB 392 originally defined necessary meaning:

> *"given the totality of the circumstances, an objectively reasonable peace officer in the same situation would conclude that there was* ***no reasonable alternative*** *to the use of deadly force that would prevent death or serious bodily injury to the peace officer or to another person. The totality of the circumstances means all facts known to the peace officer at the time and includes the tactical conduct and decisions of the officer leading up to the use of deadly force."*

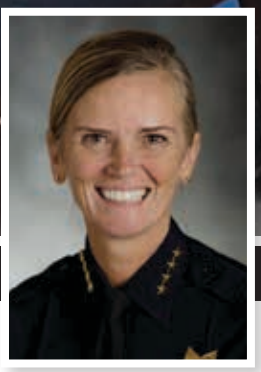
In this definition, an officer could be held criminal liable if the prosecution could prove there was any "reasonable alternative to the use of deadly force." This effectively created a statute that would allow anyone to second guess an officer's split-second deadly force decision with the benefit of 20/20 hindsight, since there are endless hypothetical alternatives to any given situation. It was this definition that all of law enforcement saw as a complete sea change and existential threat to public safety.

In the fight against AB 392, the primary focus of the law enforcement coalition – led by CPCA, PORAC, and CAHP – was to remove this definition, not to remove the term "necessary." In the final moments during the negotiations, we were able to secure numerous major concessions, which included the complete removal of the definition. Ultimately, the statute simply codified what the standard has always been under established case law – an officer can only use deadly force if they have objective reasonable belief it is necessary to protect life against and imminent or immediate threat.

While some may continue to push the narrative that AB 392 created a new higher standard for officers' use of deadly force in California, the reality is that words are what matter in law and these words are nothing new. ■

TAKING CARE OF THE HUMAN BEHIND THE BADGE

Bringing Suicide Out of The Shadows



By Jennifer Tejada, Chief, Emeryville Police Department

Suicide is a topic that is near and dear to my heart. My younger brother Paul died by suicide at the age of thirty. I know how suicide deeply impacts loves ones. I know the heartache of questioning why. I also know the futility of seeking answers when there are none. I also know that as a law enforcement officer I have a higher probability of death by suicide than I have of being killed in the line of duty. I also know too well that many of the warning signs of suicide are now part of my experience.

We make many sacrifices; giving up time with family, working long shifts, working holidays, comforting victims, comforting loved ones of those who have been killed or badly injured, comforting families of those who died by suicide. Every day we see the things that cannot be unseen. I had no idea that one day it would all catch up to me. I didn't know then what I know now; that eventually you pay the price.

All those stressful and traumatic experiences exist in a profession that doesn't teach skills in resiliency, doesn't encourage emotional expression, and doesn't encourage seeking help. This results in a profession with some of the worst health profiles. We have established norms that link emotional and psychological expression to weakness and failure (Bakker and Heuven 2006; Schaible and Six 2016). And according to www.BlueH.E.L.P..org an organization that tracks police suicide, we have one of the highest, if not the highest, suicide rate of any profession.

The nature of policing places law enforcement personnel in situations where trauma is unavoidable, chronic stress and post-traumatic stress are guaranteed, and suicide, depression, risky behavior, obesity, anxiety and addiction are dangerous potential health outcomes. In addition to these incident-based stressors, it is no secret that organizational stressors also negatively impact personnel wellness and a sense of wellbeing. This constant exposure exacts a heavy toll on individuals and organizations in our profession (De la Fuente Solana et al. 2013; Kop et al. 1999).

The consistent emotional demands of a police officer's shift, coupled with our culture of denial of emotional regulation, has measurable negative ramifications. According to the research literature, "police officer burnout has behavioral consequences…such as aggression" (Rajaratnam et al. 2011; Sack 2009), impaired ethical decision-making (Kligyte et al. 2013), disrupted problem solving (Arslan 2010), administrative and tactical errors, absenteeism, and falling asleep while driving (Rajaratnam et al. 2011)

Historically we have responded to this occupational stress and trauma though the construct of Critical Incident Stress De-briefing, Peer Support, and Employee Assistance Programs (EAP). In essence, we have been acknowledging that our personnel experience stress and trauma, but we wait to intervene until post incident. As a result, our profession is in crisis.

So far this year (January to October 2019) we have lost 188 law enforcement personnel to suicide; double the number who have died in the line of duty. We must recognize we are in a crisis of suffering and loss, and we must acknowledge the humanity of policing, and why the skill to be resilient is so crucial to surviving a career infused with trauma and stress.

In 2012 when I was at my lowest point, I stumbled into the field of mindfulness. Mindfulness started as a secular practice in 1979 and over the years as it has grown and evolved. In policing, some are now seeing the benefits, leading to efforts like Lt. Richard Goerling's Mindful Badge training (www.mindfulbadge.com). Mindfulness for first responders focuses on building resilience and optimal performance. In 2013 when I began practicing mindfulness in the evenings, I immediately experienced improved sleeping patterns. A study published in the Journal of Traumatic Stress found that breathing-based meditation decreases posttraumatic stress disorder symptoms in U.S. military veterans (Seppala et al 2014). I also discovered Compassion Cultivation (CCT), a program offered by the Compassion Institute at Stanford University designed to improve resilience and feelings of connectedness to others – ultimately providing an overall sense of well-being. https://www.compassioninstitute.com.

As I more regularly practiced mindfulness and compassion cultivation, the "fog" began to lift in small ways. I was more present with my family. My interest in hobbies returned over time. I learned about the neuro-plasticity of the brain and that new neural networks are generated via mindfulness practice. I learned to lean into emotional experiences and to accept where I was in my journey. Most of all, I learned I was not alone.

In 2013, working with Lt. Goerling, I began introducing this concept of mind, body, performance, and wellness into our police training curriculum. Since 2015 our focus at the Emeryville Police Department is on health, empathy, awareness, compassion, and understanding the relationship between stress and trauma. The core goals are building resilience and optimizing performance. There are several elements to our "Mindful Policing Initiative" including yoga, a department meditation room, bio-feedback technology, health screenings, Mindfulness Based Resiliency Training (MBRT) and Compassion Cultivation Training (CCT). If we can teach our law enforcement officers to be in the moment and be more acutely aware, we can be more effective collectively. That moment in time between stimulus and response, is a moment when a mindful officer who is aware of his or her body's reaction to stress and trauma, can take those crucial breaths to strengthen attention, gain emotional regulation, and respond versus react.

We need to continuously work towards removing the stigma associated with mental health and suicide. We can achieve this goal by employing the following practices:

- Actively manage and build resiliency in your organization

- Promote openness and support for mental health and suicide awareness
- Constant messaging that our occupational trauma and stress are not unusual
- Assurance that there is no stigma associated with seeking help
- Have a plan on how to accept those who sought help back into the organization
- Have clarity on when, how, and if you should remove a person's gun and/or badge
- Have therapists who are readily available and most importantly, can provide trauma informed care
- Ensure there are mentors within your organization who know how to respond to those in need
- Ensure that confidentiality is part of your process
- Ensure that you have psychologists embedded in your organization, or frequently visiting, to normalize the conversation about mental health
- Define the difference between the impact of a Recommendation and a Directive for a fitness for duty examination
- Ensure family is included in wellness initiatives and education around mental health resources
- Ensure Peer Support/Mentors are trained to ask the difficult questions

Police officers deserve a level of awareness, coherence in thought, and clarity that enhances performance and wellbeing. Paying attention to your mind and body is a critical resilience and performance skill. It is now undeniable that mindfulness meditation combined with compassion cultivation is one path towards becoming more resilient and increasing performance efficacy. These practices will serve law enforcement officers and our communities well when responding to a stimulus in an environment with life or death hanging in the balance.

None of us are immune to internal and external occupational stress and trauma. We live in the shadow of the next incident that will have negative repercussions on our agency, our characters, and our careers. We need to continuously nudge this culture in the direction of removing the stigma associated with mental health and suicide. I have learned over that past six years that sharing my story and being vulnerable gave others courage to step forward. I learned we are all human, and in our humanity, as we extend service and unconditional love and support to others, we can and must also do it for ourselves.

We need to take care of the Human Behind the Badge. ■

REFERENCES

De la Fuente Solana, E. I., Aguayo Extremera, R., Vargas Pecino, C., & Cañadas de la Fuente, G. R. (2013). Prevalence and risk factors of burnout syndrome among Spanish police officers. *Psicothema*, 25(4), 488–493.

Haute, M.V. & Violanti, J. M. (2015). Suicide Among Public Safety Officials is Rising Dramatically.

Rajaratnam, S. W., Brager, L. K., Lockley, S. W., Shea, S. A., Wang, W., Landrigan, C. P., & Czeisler, C. A. (2011). Sleep disorders, health and safety in police officers. *Journal of the American Medical Association, 306(23)*, 2567–2578. doi:10.1001/jama.2011.1851.

Seppala, E.M., Nitschke, J.B., Tudorascu, D.L., Hayes, A., Goldstein, M.R., Nguyen, D.T.H., Perlman, D., & Davidson, R.J. (2014). Breathing-based meditation decreases posttraumatic stress disorder symptoms in U.S. military veterans: A randomized controlled longitudinal study. *Journal of Traumatic Stress, 27*, 397-405.

www.BlueH.E.L.P..org An organization that tracks police suicide

FURTHER INFORMATION

Suicide Prevention Hotline: 1-800-273-8255

Safe Call Now: 1-206-459-3020

www.mindfulbadge.com/resources Research articles on mindfulness relevant to policing. Training information for immersions and peer coach training (UCSD).

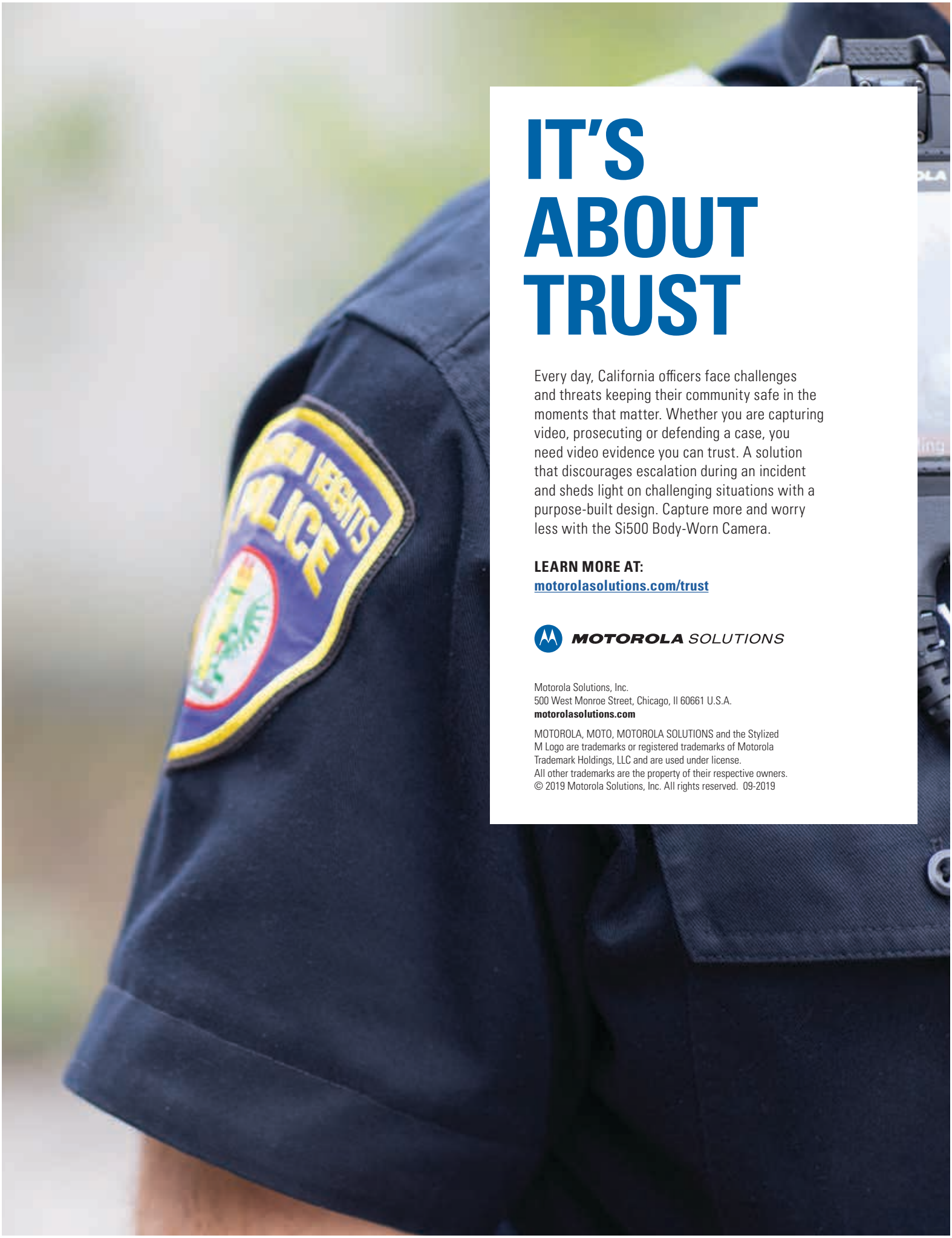
Mindful Magazine

www.mindful.org Online and print magazine with helpful information and resources on mindfulness practice.

Greater Good Science Center

https://greatergood.berkeley.edu Research and education center for evidence-based skills around self-efficacy and community building.

https://www.compassioninstitute.com "Courageous Heart: The Human Behind the Badge"



IT'S ABOUT TRUST

Every day, California officers face challenges and threats keeping their community safe in the moments that matter. Whether you are capturing video, prosecuting or defending a case, you need video evidence you can trust. A solution that discourages escalation during an incident and sheds light on challenging situations with a purpose-built design. Capture more and worry less with the Si500 Body-Worn Camera.

LEARN MORE AT:
motorolasolutions.com/trust

MOTOROLA SOLUTIONS

Motorola Solutions, Inc.
500 West Monroe Street, Chicago, Il 60661 U.S.A.
motorolasolutions.com

SAN DIEGO POLICE WELLNESS UNIT OVERVIEW

DAY ZERO TO RETIREMENT AND BEYOND

By Assistant Chief Sandy Albreksten

The SDPD Wellness Unit was established as a result of high-profile officer misconduct. Numerous employees were making poor decisions leading to arrests, policy violations, extremely poor behavior on duty, and alcohol abuse issues. Although the San Diego Police Department has long offered peer support, access to police psychologists, and police chaplains, these services were being underutilized.

A strategy was created to organize all of the SDPD wellness-related resources under one umbrella. Thus, the San Diego Police Department established the Wellness Unit in 2011. This newly formed unit was designated an office area with easy access for all employees and four full-time officers and sergeants were assigned to the unit. The Wellness Unit was established with the goal of coordinating the delivery of the various decentralized services to assist employees in managing their emotional and physical well-being. The mission of the San Diego Police Department Wellness Unit is "reducing or removing interferences to employee wellness, whether personally or professionally induced, by providing help, resources, training and intervention."

For the Wellness Unit to be successful, it was critical that it receive support from the top down, starting with the Chief of Police down through the command staff. The officers needed leadership by example, and support for this program to grow and thrive.

The San Diego Police Department Wellness Unit's responsibilities include identifying resources for employees, assisting employees in crisis, providing training, educational seminars, and workshops. The unit also manages all department "help services," including the Peer Support Program, Police Chaplain Program, Alcohol/Substance Abuse Program, and psychological services. These programs and services are available to all sworn and civilian employees, as well as their family members.

While senior officers receive yearly in-service training on wellness and resource availability, the Wellness Unit recognized in order to carry out a culture of wellness, emphasis needed to be placed on reaching the newest generation of officers. To achieve this goal, the Wellness Unit is included as part of the pre-orientation process for our new officers. Prior to beginning the academy, Wellness Unit members give a formal presentation to our new officers, that provides an overview of the unit itself and the array of services and support that it provides. In addition, during the academy, the Wellness Unit conducts Emotional Survival training based on the work of Dr. Kevin Gilmartin. Immediately after graduation from the academy, our officers, along with their families, participate in the Psychological Preparedness Training for New Officers presented during a Family Wellness Day. During field training, our officers meet as a group with the Wellness Unit and a police psychologist to discuss the stressors of field training and how to manage their own identified stress triggers. Our new officers meet with the Wellness Unit one last time after completing field training for two days of training on effective interactions.

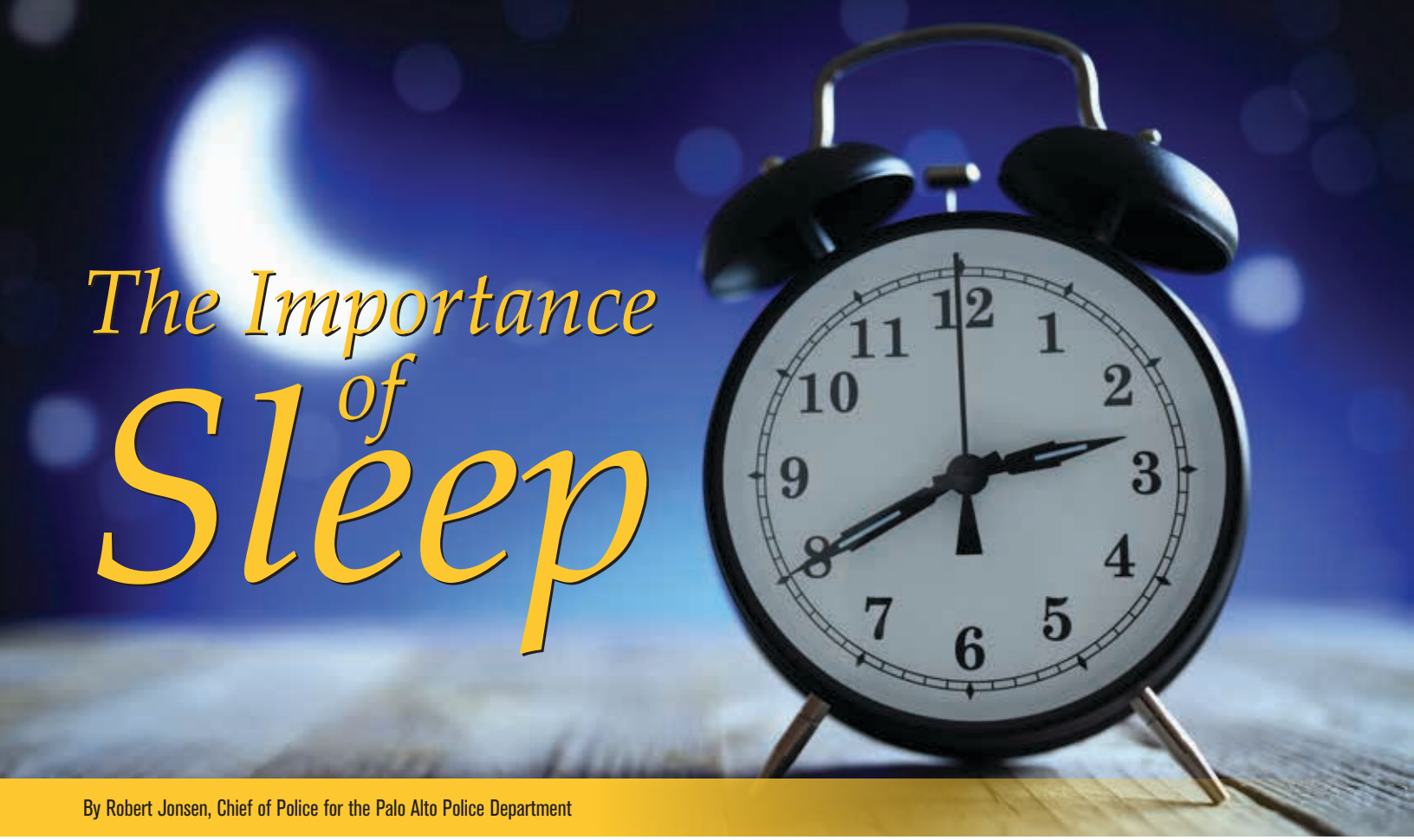
Mindfulness based training has recently been introduced to employees of the police department, both civilian and sworn. During these sessions, employees are led by a trained clinician through techniques and best practices of self-meditation. The goal is to teach employees how to self-guide through meditation during stressful and tense situations. Research has proven that mindfulness enhances the health and well-being of individuals, as well as organizational culture. It also improves an officer's ability to step into peak performance at a moment's notice.

The San Diego Police Department

Wellness Unit is committed to providing all employees resources to achieve and maintain emotional and physical well-being. This is an ongoing endeavor, and the unit continues to develop new and effective ways to provide meaningful help and support. The San Diego Police Department Wellness Unit strives to keep each of their employees mentally healthy from Day Zero to retirement and beyond.

For details, please review the PERF report at **https://www.policeforum.org/assets/SanDiegoOSW.pdf and see below:** ■

RESOURCES	INDIVIDUAL	FAMILY	DEPARTMENT WIDE	FUTURE IDEAS
Family Wellness Day	X	X		
ASAP Counselor	X	X	X	
FOCUS Psychological Services	X	X	X	
Peer Support	X			
Canine Therapy				X
Physical Wellness				X
Stress Management for trainees	X			
Emotional Survival Training	X	X		
Civilian Resiliency Training	X		X	



The Importance of Sleep

By Robert Jonsen, Chief of Police for the Palo Alto Police Department

As law enforcement professionals, our commitment to serve leads to a near constant disruption of our sleep patterns. Whether due to working long hours, covering night shifts, attending to court appearances, or personal and family commitments, our schedules are both demanding and inconsistent. Most of us do this for decades without significant consideration to the toll this takes on our bodies, nervous system, and general well-being. But after reading, "Why We Sleep" by Matthew Walker, Ph.D., the importance of sleep is clear, and the need to optimize our sleep becomes irrefutable.

Dr. Walker explains that inadequate sleep negatively affects our ability to think clearly, impairs our physical performance, and increases the likelihood of becoming overweight or obese. Nearly two-thirds of adults do not get the recommended eight hours of sleep per night. In law enforcement this problem is exacerbated because our profession certainly does not regularly allow an undisrupted optimal night of sleep. In fact, most people I know in our profession consider it a win if they sleep for just six hours. We have a long-standing mentality to "Get up and go, and sleep when you're dead," but it is imperative that we start thinking about sleep differently.

Dr. Walker's research and message are clear, "less sleep leads to a shorter life." Moreover, one could also argue that less sleep leads to a less enjoyable life by a variety of measures. He states, "Routinely sleeping less than six or seven hours a night demolishes your immune system, more than doubling your risk for cancer." Insufficient sleep is also linked to an increased risk of Alzheimer's disease, and clearly increases the risk of heart attack and stroke. And that is only the beginning!

It is now known that sleep deprivation has a series of negative impacts on performance. Sleep deprivation reduces alertness, diminishes your ability to learn, decreases emotional regulation, and increases impulsivity, all without us even realizing that we are impaired in any way. There are still those of us who think we do just fine with six hours of sleep, but for more than 95% of us the research proves this is not the case. In fact, with less than eight hours of sleep our physical performance, often crucial in our line of work, is reduced to about 70% of our optimal output. And potentially even more serious, we are at increased risk of injury. Research has shown that over the course of a single season, athletes who averaged less than six hours of sleep were injured 60% more often than athletes who regularly slept eight to nine hours per night.

The value of sleep in both physical and mental recovery cannot be over-emphasized. Neuroscientists have established that the brain uses 25% of our energy and processes approximately 90,000 thoughts per day - this is one busy system! And our brains do best with consistent

and regular sleep. One specific correlation between sleep and brain health is found in the story of a protein called amyloid beta, which may play a role in the development of Alzheimer's disease. Studies have found that insufficient sleep is associated with an increase in amyloid beta in the brain. In his powerful TED talk, *One More Reason to Get a Good Night's Sleep*, Neuroscientist Jeff Iliffe (Oregon Health & Science University) describes how the glymphatic system functions in clearing out waste products from the brain, including excess amyloid beta proteins. Dr. Iliffe explains, "The brain is surrounded by cerebral spinal fluid (CSF). Waste is dumped into CSF, which is then transported to the blood. To help this, CSF is pumped along the outside of blood vessels – to clean and penetrate deeper into the brain wherever blood vessels are. However, this action only happens while we sleep. As we sleep the brain cells contract, to open up spaces between them and let the CSF flow more easily."

For the non-neuroscientists among us, think of it this way - evolution designed us to have eight hours of sleep so that the glymphatic system can complete a cleansing cycle for the brain. Six hours of sleep decreases this cleansing by 25%. Of great concern, there is a correlation between decreased sleep in our country over the past 100 years and a rise in dementia. This correlation alone should encourage us to recognize, prioritize, and value sleep.

In our profession, with frequent mandatory shift work, we have to pay even more attention to our sleep routines. Shift work is well documented to worsen health outcomes, so we have to be proactive in developing a strategy to support ourselves when we are serving our communities.

"Why We Sleep" and related research has demonstrated that a few simple strategies can help you optimize your sleep.

- ***Try to go to bed at the same time every night.***
- ***An hour before bed, dim or turn off most of the lights in your house***
- ***Avoid TV, computers and even phones (these all emit blue light that suppresses our normal melatonin production) for at least one hour before bed, preferably two hours.***
- ***Set your bedroom temperature between 63 to 66 °***
- ***Know that alcohol and sleeping medications interfere with our normal restorative sleep patterns, so try to limit alcohol intake before bed and find ways to fall asleep without the use of prescriptions.*** ■

Resiliency, Investment, Support and Encouragement (R.I.S.E.)

By Lieutenant Ethan Andrews, Monterey Police Department

The Monterey Police Department recognizes that a career in law enforcement can be one of the most rewarding and simultaneously demanding professions a person can choose. It is well documented that the ramifications of police work, such as cumulative and acute stress, lack of sleep, and physical or psychological trauma, can result in a number of negative repercussions on our officers' professional and personal lives. These repercussions can include a reduction in performance, substance abuse problems, relationship issues, disciplinary issues, and mental health injuries and illnesses.

These significant stressors are compounded by the current expectation that law enforcement should resolve complex societal problems such as gun violence, homelessness, and drug use. In today's environment of heightened police scrutiny, decriminalization of certain crimes, and a seemingly never-ending desire by some in the media and popular culture to portray officers in a negative light, today's law enforcement officer is being asked to do more while navigating a complex and changing environment.

Yet with all these challenges, the Monterey Police Department believes serving as a police officer remains a noble and worthwhile profession. In order to prepare officers to not simply survive their careers, but rather to thrive in them, the department created an officer safety and peer support team called R.I.S.E., or Resiliency, Investment, Support, and Encouragement. The mission of R.I.S.E. is all in the name including teaching officers resiliency through investing in wellness, supporting officers in times of need, and encouraging them throughout their careers.

R.I.S.E. is a structured team of Monterey officers and supervisors who volunteer on the team as an auxiliary duty to their normal assignment. Team members receive training focused on Peer Support Counseling and Critical Incident Stress Management. Each team member signs a confidentiality agreement prohibiting them from discussing personal or sensitive information disclosed to them absent criminal activity, a threat of harm, or harassment. Each team member's cell phone number is listed on a contact card and provided to every member of the department to encourage outreach.

"R.I.S.E. above challenges."

R.I.S.E. focuses its efforts on physical, mental, and spiritual health through education and outreach. For example, R.I.S.E. performs education on topics such as physical fitness, nutrition, mental trauma, and other health areas by posting materials, posters and articles to a large display board inside the department. The Monterey Police Department has also incorporated a block on wellness into its FTO orientation where R.I.S.E. meets with new officers. The team explains how R.I.S.E. works, discusses healthy stress mitigation practices, and encourages officers to reach out if they should need assistance.

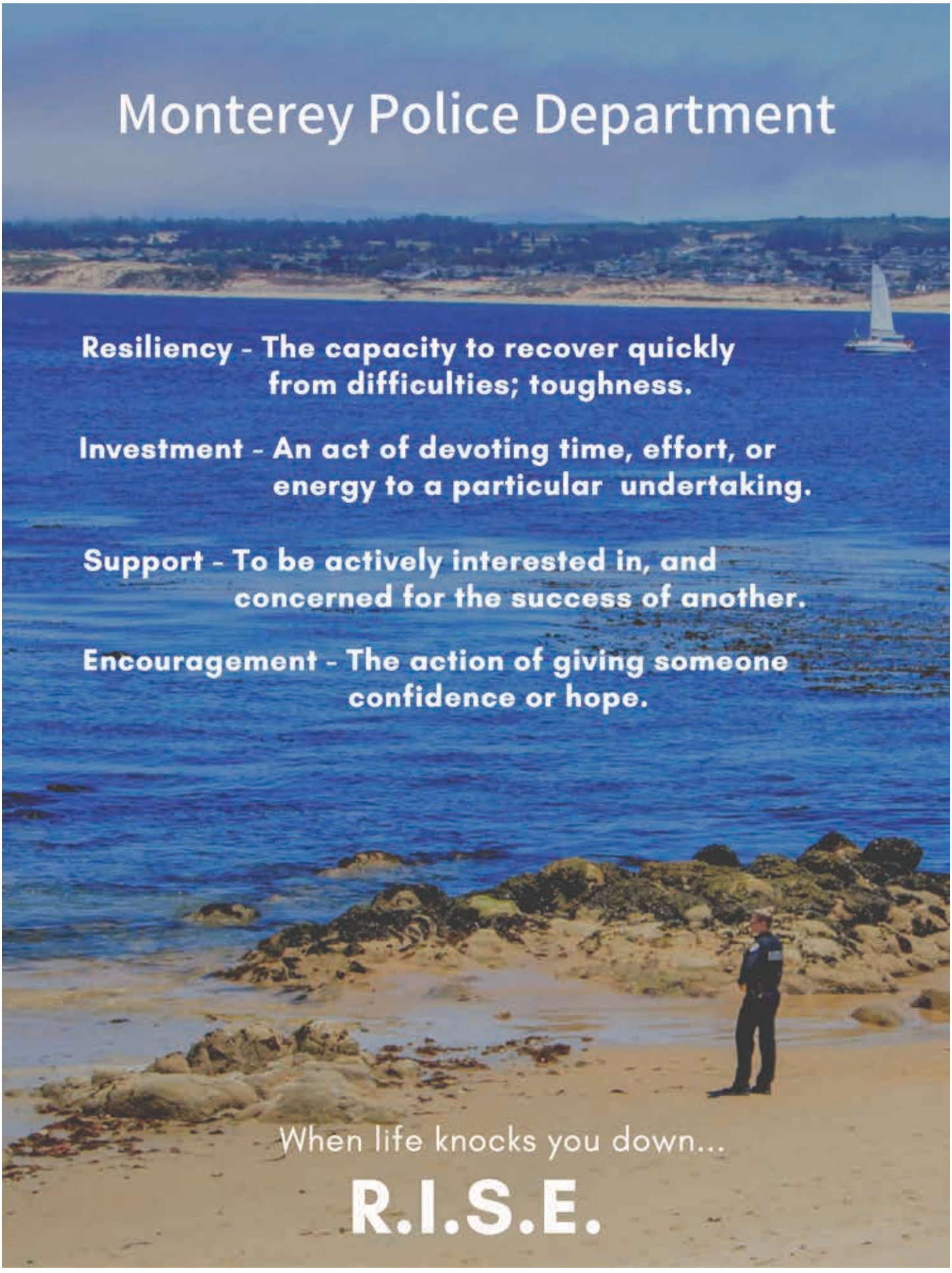
"When life knocks you down, R.I.S.E."

The team also performs proactive outreach to officers who may be experiencing an increased stress load. For example, each R.I.S.E. team member volunteers to check in with probationary officers, officers who miss work due to injury, or officers who appear to be struggling. These contacts are often informal, with team members checking in with officers, opening a dialogue, and offering broad-based support. Responses to this outreach have been positive, with officers reporting decreased feelings of isolation during stressful periods and increased feelings of value to the department.

"Together we R.I.S.E."

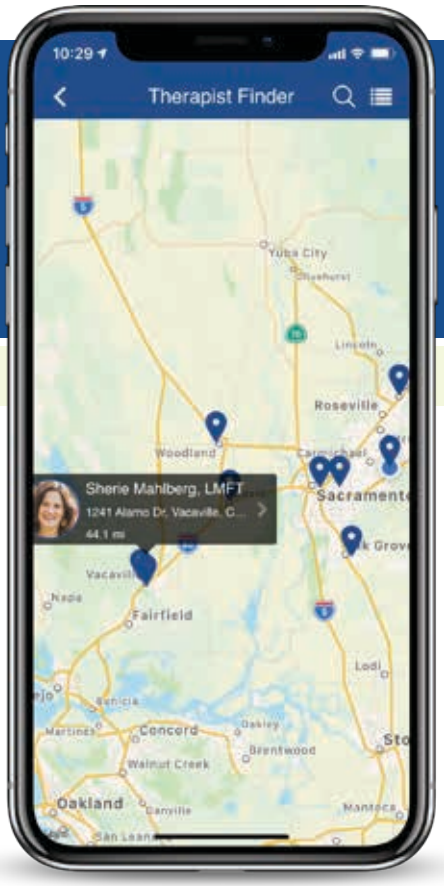
Another R.I.S.E. function is coordinating "camaraderie events" designed to bring officers together off duty in a relaxed setting. Previous events have included beach barbeques, hiking trips, and other social activities that are designed to build interpersonal relationships. Hosting these events off duty allows officers to interact and create deeper, more personal bonds that might not be possible while on duty. All of these activities are designed to ensure the department is taking care of its most valuable resource, people, while breaking the stigma surrounding asking for help.

"R.I.S.E., so that officers may." ■


Monterey Police Department
Resiliency - The capacity to recover quickly from difficulties; toughness.
Investment - An act of devoting time, effort, or energy to a particular undertaking.
Support - To be actively interested in, and concerned for the success of another.
Encouragement - The action of giving someone confidence or hope.
When life knocks you down...
R.I.S.E.

How to Vet Therapists for Your POLICE DEPARTMENT

Dr. David Black, Chief Psychologist of Cordico



As a police chief, you may believe that you have the pieces in place to support officer wellness, yet police departments of all sizes throughout California have found that they lack sufficient access to culturally competent law enforcement therapists. This lack of quality care is unfair, untenable, and can contribute to disastrous outcomes. Last year, a survey of 8,000 officers revealed that police nationwide overwhelmingly report that stressful and traumatic experiences on the job have impacted their mental health, with 90% indicating law enforcement culture creates a barrier to seeking emotional help.

Nationwide research also reveals that the majority of officers who utilize their employee assistance programs (EAPs) find them to be unhelpful, and stories abound of officers contacting EAPs for help only to be provided with a list of unqualified therapists. Providing confidential access to culturally competent law enforcement therapists is a vital and common-sense strategy that addresses these shortcomings while strengthening officer wellness, resilience, morale, and long-term retention.

CULTURAL COMPETENCE

Vetting therapists to ensure they are culturally competent to work with law enforcement is critical. The good news is that cultural competence can often be improved over time when therapists participate in ride-alongs, pursue additional education, and seek appropriate supervision. When vetting a therapist's cultural competence to work with police, it is important to consider:

- Experience with law enforcement
- Attitudes towards law enforcement
- Familiarity with law enforcement culture
- Motivation to work with law enforcement
- Therapeutic skill working specifically with law enforcement
- Ability and willingness to support law enforcement in times of crisis

THERAPIST QUALITY

Research demonstrates that high-quality, experienced therapists generate significantly better results, with quicker resolution of problems and reduction of symptoms. In contrast, therapists with the poorest outcomes actually make their clients *worse* on average—not just occasionally, but in the majority of their cases. Therapist quality encompasses many basic issues (such as licensure status) in addition to:

- Empathy
- Judgment
- Practice history
- Professionalism
- Emotional stability
- Clinical assessment skills
- Use of empirically validated treatments
- Domains of professional competence and specialization
- Ability to quickly form trust-based therapeutic relationships

AVAILABILITY AND RESPONSIVENESS

The most culturally competent and high-quality therapists are of little value if unavailable when needed by law enforcement. Important factors to consider include:

- Timeliness returning phone calls for new referrals
- Openness to accepting new law enforcement referrals
- Timeliness returning phone calls for current and past clients
- Updating of voicemail when practice is full or therapist is unavailable
- Responsiveness to urgent requests

CONFIDENTIALITY AND DISCRETION

Concerns about privacy and confidentiality constitute major barriers to law enforcement seeking help during their times of need. Fortunately, state and federal laws provide extensive protection for healthcare client confidentiality. When vetting therapists for confidentiality, consider:

- Knowledge of laws governing client confidentiality
- Practices to ensure discretion and confidentiality
- Office layout and waiting room configuration
- Social media history and practices

HIGH-TECH THERAPIST SOLUTIONS

Technology now allows officers to interact with therapists via HIPAA-encrypted video, which is an important consideration for officers in remote locations and also for departments that lack sufficient access to local police therapists. Many police departments are utilizing department-customized law enforcement wellness apps[1] that provide access to culturally competent, vetted law enforcement therapists, peer support, police chaplains, and a multitude of additional police wellness support resources. It is already the case that technology is playing a critical role in helping many police departments to ensure their officers have access to vetted therapists, and the use of technology to strengthen therapist access and officer wellness continues to grow.

CONCLUSION

Ensuring your police department has access to high-quality, culturally competent therapists should be a top priority. By leveraging the guidelines outlined in this article, coupled with assistance from trusted resources, we can make great strides towards making sure that those who serve and protect their communities have the emotional and personal support necessary to thrive throughout their careers. ■

REFERENCES

Kraus, D.R., Castonguay, L.G., Boswell, J.F., Nordberg, S.S., and Hayes, J.A. (2011). Therapist effectiveness: Implications for accountability and patient care. *Psychotherapy Research, 21*, 267-276.

Okiishi, J., Lambert, M. J., Nielsen, S. L., and Ogles, B. M. (2003). Waiting for supershrink: An empirical analysis of therapist effects. *Clinical Psychology and Psychotherapy, 10*, 361-373.

Stein, D. M., and Lambert, M. J. (1995). Graduate training in psychotherapy: Are therapy outcomes enhanced? *Journal of Consulting and Clinical Psychology, 63*, 182-196.

Ushery, D., Manney, D., and Stulberger, E. (2018) Nearly 1 in 5 Cops Has Considered Suicide Amid Stigma Around Mental Health Issues. *NBC New York*, retrieved from https://www.nbcnewyork.com/news/local/I-Team-Nearly-1-in-5-Cops-Has-Considered-Suicide-Amid-Stigma-Around-Mental-Health-Issues-500928011.html

[1] Cordico Shield. Retrieved from www.cordico.com/shield

SUICIDE AWARENESS AND OFFICER WELLNESS;

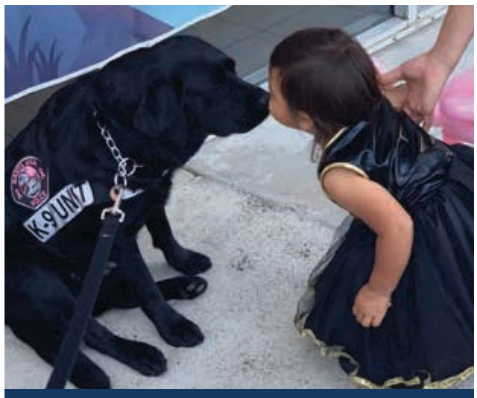
Innovative First Responder Therapy

By Commander Michael Claborn, Santa Ana Police Department

Since 2018, the risk of a police officer dying by suicide has surpassed that of dying in the line of duty. As illustrated by the below chart, the number of suicides this year is almost double the number of line of duty deaths. It is apparent now more than even that it is time to prioritize health, wellness and suicide awareness.

	2017	2018	2019 (to date)
Suicide	169	167	163
Line of Duty Death	174	164	94

Santa Ana City Council Meeting



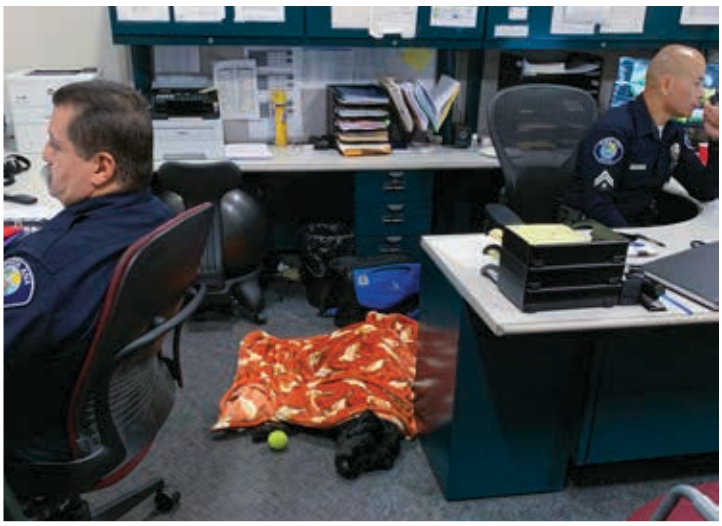
National Coffee with a Cop

As an industry, we have tried to think of new and innovative ways to combat the ever-increasing number of suicides by police officers. Employee wellness programs have been implemented by agencies and departments across the country. These programs have diverse goals such as increased morale, improved recruitment and retention of employees, reduced absenteeism, and building camaraderie among coworkers.

The Santa Ana Police Department, under the direction of Chief David Valentin, began research on the use of a therapeutic canine. At the time the research began, there were no full-time therapeutic canines in Orange County. We eventually found a model utilized by the Riverside County Sheriff's Department (Captain Coby Webb), which implemented a black Labrador Retriever (Arthur) at their Coroner's Office. Arthur lives at the 24 hour-a-day facility and does not have an assigned handler. Since his implementation, employees have reported an increase in morale, reduction of sick time usage, and even a postponed retirement. Arthur was such a success, they recently added a second therapeutic canine (Dally) at their Dispatch Communications Center.

The Santa Ana Police Department has since acquired a black Labrador Retriever by the name of Shadow. She lives within the confines of our four-story police administration building, which includes her own designated office for sleeping and eating. During the day, she typically spends time in the Detective Bureau or Communications Division. However, she has been known to make appearances in roll call briefings, the Watch Commander's office, City Council meetings and the Chief's Office.

Shadow's primary function is employee wellness,



Carne Asada with a Cop

and this initiative has been met with an overwhelming show of support. However, we have found two additional opportunities for Shadow to not only interact with our employees, but the community as well. Those two areas are juvenile victim interviews and Community Engagement events.

Shadow has assisted on multiple interviews of juvenile victims of sex crimes. The feedback received was that she is a tremendous help in lowering the victim's anxiety level and getting them to open up. The Orange County Social Worker assigned to the Santa Ana Police Department feels that Shadow is such an asset that she requested Shadow be made available on all juvenile sexual assault victim interviews conducted in the City of Santa Ana.

Shadow has made numerous community engagement appearances at events such as Coffee with a Cop, the Community Police Academy, student walk-a-thon and an Orange County Gang Reduction & Intervention Partnership fundraiser. She has stolen the show at all of her appearances and always has a long line of people waiting to interact with her.

Focusing on employee wellness using innovative first responder therapy is a goal that every agency should embrace. The implementation of a Therapeutic Canine Program at the Santa Ana Police Department has shown our employees that they are our top priority and we will stop at nothing to exhaust every avenue to reduce their stress, increase their morale, and improve their overall quality of life. Fully embracing this concept is the cornerstone of the Santa Ana Police Department's servant leadership model and the Chief's motto of ONE TEAM, ONE MISSION. ■

BUILDING & MAINTAINING A PEER SUPPORT TEAM

By Corporal Kenneth Hardesty, Peer Support Team Coordinator, Davis Police Department
Dr. David Black, Chief Psychologist, Cordico

Agency endorsed Peer Support and Critical Incident Stress Management Teams are often overlooked until tragedy necessitates their existence and utilization. As a law enforcement leader, ask yourself if your agency is being as proactive as necessary in health, wellness, and response to tragedy? One such tragedy befell the Davis Police Department in the early portion of this year. A very young rising star, barely embarking upon her career, was assassinated while assisting motorists with a minor collision. When this occurred, our Peer Support Team was relatively new, having been formed and written into policy less than two years prior. Despite the infancy of our team, we were able to function as a cohesive unit, assisting, counseling, and guiding the agency, and its members, on the road to recovery. This was facilitated both by administrative support for our mission, and the drive and integrity of the department members who volunteered for the arduous task of becoming a Department Peer.

It is a well-known fact that first responders are exposed to high levels of stress, trauma, and risk for depression, anxiety, divorce, alcoholism, and negative health outcomes. I was recently told by a credible professional that a career as a first responder may reduce life expectancy by as much as seven to ten years. Peer Support can help remedy this problem.

In 2017, I had the honor of assisting with the implementation and personnel selection for a Peer Support Team to serve our agency. This undertaking established a new collateral unit and thus filled a void in our agency. Having spent the bulk of the last twenty years in a large, metropolitan agency, I was appreciative of the level of autonomy granted by the administration. Embarking upon this responsibility, I quickly learned a few key components necessary to establish an effective Peer Support Program.

Personnel Selection

The most crucial component to a successful team is personnel selection. Individuals considered for such an assignment should be volunteers who are willing to sacrifice their personal time when the need arises. Personnel must be trustworthy and fully committed to maintaining confidentiality, absent a policy or law violation. A team that lacks credibility simply will not be utilized by agency personnel. We found great success selecting participants from a cross section of the agency and providing quality training recognized by California POST.

Clarification of Roles and Guidelines

It is very important that members of peer support teams be provided with clear roles and guidelines. The IACP Police Psychological Services Section[1] maintains Peer Support Guidelines that serve as a roadmap for defining the roles of effective peer support teams and team members. Key issues to be aware of include privacy, confidentiality, the recent passage of AB-1117[2], the standard of care, critical incidents, program logistics, role conflicts, training, and best practices for serving as a liaison with mental health professionals.

Team Maintenance

Caring for those who care for others is paramount. Compassion fatigue, the lessening of compassion in response to secondary trauma, is real and has the capacity to debilitate personnel asked to participate in group or one-on-one debriefings. As the Team Coordinator following our last critical incident, I assisted with the critical incident debriefings process. Each debriefing was chaired by a licensed clinician, as well as one or two agency peers. Along with the traditional format and groupings, the last debriefing we conducted was for team members only. This session was chaired by the same clinician who attended the other meetings. The purpose was obvious: assemble as many team members as possible, and speak amongst a friendly audience, hoping to avert compassion fatigue. As a team, we have begun to weather the storm, and ten months later, our entire unit remains intact.

The senseless murder of one of our own this year was tragic and heartbreaking. Each of us has been told that absent our Peer Support Program, the agency would have been broken, possibly beyond repair. Thanks to firm support from our administration, allied agencies, family members, and each other, our department is beginning to heal, and return to a sense of normalcy.

Utilize your most valuable asset: your people. Agency personnel already have an innate desire to help. Leverage that compassion and energy for the benefit of all who represent your department. ■

REFERENCES

1 International Association of Chiefs of Police. Peer Support Guidelines. Retrieved from https://www.theiacp.org/sites/default/files/2018-09/Psych-PeerSupportGuidelines.pdf

2 California Legislative Information. Assembly Bill No. 1117. Retrieved from https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=201920200AB1117

LAW ENFORCEMENT RESOURCES:

Finding Mental Health Services

By James Espinoza, District Attorney Investigator, Ventura County District Attorney's Office

I was told many times by a wise retired police sergeant that every one of us is one major life altering event away from needing mental health services. This statement transcends occupation. Mental health services are not something we want; they are something we need. Whether that life altering event is a personal trauma, a traumatic call for service, a brush with death, or an accumulation of multiple traumatic events, support services provided with confidentiality and understanding seem challenging to find. This is primarily because many of us believe there's a stigma surrounding mental health issues, which sometimes leads to prejudice and discrimination.[1]



I'm just a cop, an Investigator. Not a manager. Not an administrator. Just a cop. I get it. Employee Assistance Programs (EAP) can be limited and there is a concern whether it will remain confidential, as confidentiality is essential to protecting line-level employees from real or preceived career consequences for seeking this support. If I need help, how do I get it? Will I lose my job? What will my friends, family, coworkers and chain of command think if they find out? I get it.

In April 2018, I received that life altering call that changed my life forever. I was at work when I received a call from my 19-year-old nephew, the son of my only brother. He told me they found my older brother, a retired Army Lieutenant Colonel and West Point Graduate, dead of an apparent suicide. My world changed in an instant. My older brother was my biggest hero. I spent decades chasing his success, which exacerbated the heartbreak that day.

I found myself instantly thrust into the role of family leader and had to manage my own grief, along with the grief of my immediate family. Since we had lost my Dad five years prior to cancer, the loss of my brother compounded the stress, grief and turmoil for my entire family. The family of five I grew up with was now a family of three; Mom, sister and me. I have my wife and kids; my sister had her husband and my brother was survived by his wife and four kids. My immediate concern was the welfare of this group, individually and collectively.

Within two weeks, as a family, we buried my brother in New York and I quickly realized that we needed help. I was grieving along with my family but did not have the tools to support everyone through this challenge. I had to stay healthy to be there for everyone.

As a former SWAT crisis negotiator, crisis intervention team trainer, with a half-decade of detective/investigator experience and more than 10 years patrol experience, I felt like a fraud. I had watched men die by suicide and helped prevent countless others from ending their lives. I knew the signs (I thought). How did I miss the warning signs with my own brother? As I looked back, I could see the warning signs were there. In my opinion, he hid it from me. There was little I could do from 3,000 miles away. I now had to focus on the future of our family.

Like I said, I am just a cop. Regardless of rank, one major life altering event can change you forever. Add in the stresses of the job, the major trauma you have witnessed, the horrors you have seen, and it may be a perfect recipe for something very hard to admit…I needed help for myself and my family to manage our grief.

According to Blue HELP, there have been 578 law enforcement officer known suicides from January 1, 2016 through June 31, 2019.[2] In my career, I have known at least two officers who either attempted suicide or died by suicide. Many of you know of officers who died by their own hand. I suspect that many of you have wondered how you missed it, too.

In the aftermath, I realized in order to help my family through this, I needed to help myself first. "Exposure to trauma is an occupational hazard for first responders and medical professionals, and as such, it is necessary to practice self-care and know the signs that trauma is taking a toll."[3] I recognized that this may be time to seek professional help. My cup was full. I quickly learned, when the cup is full, a professional counselor can help you empty it enough so you can be there to help others.

My first step in this process was to look up online support services for survivors of veteran loss. I also reached out to a trusted friend who was aware of resources available. I found many non-profit organizations. Since I am also a military veteran, I was able to speak the language and navigate this complex system. As a result, I quickly found resources for all of my immediate family who wanted to talk to a professional counselor.

Regardless of whether you are a military veteran, first responder, or both, any of these agencies will likely connect you with viable resources. Your responsibility is to

make the call. You have worked hard to save people you don't know. Your partners would do anything to save your family. Make the call.

As part of this process, it was critical for me to identify and eliminate the non-profits that were non-responsive or had a delayed response for services. If you find yourself in this situation, be patient; there are many services willing to help. You have to find the right fit.

Next, I asked the service providers I called if they were trained in veteran issues, first responder issues and/or traumatic therapy, commonly referred to as "trauma informed care." The ability to treat the unique needs of combat veterans and first responders who have experienced and seen trauma firsthand is a necessary skillset in order to achieve successful treatment. According to Psychology today, "Over time, exposure to such stress can take a toll on first responders' mental and physical health. In some cases, post-traumatic stress disorder (PTSD) results, therefore it is necessary to seek trauma informed care.[4]

Finally, I committed to the meetings offered by the service provider. This is the most difficult and scary step. Was I crazy? Were we all going to be ok? Is this the end of my career? Simply put, I found that my response to a very traumatic loss and my family members' response to grief was quite normal and we continue to work toward a healthy response to our deep grief caused by tremendous loss.

If you find yourself having thoughts of suicide, struggling with the grief of a traumatic event, reacting or overreacting to otherwise "normal" situations, it is ok to recognize that you are not ok. It is ok to seek the help of others, seek a peer counselor, seek professional services. Be patient with yourself. Be patient with others. Recognize that what you are feeling is normal and know that with the proper treatment you can be ok, and you will be ok. ■

REFERENCES

1 Sack, D. (2017). Trauma and First Responders When the Helpers Need Help. *Psychology Today*. Retrieved from https://www.psychologytoday.com/us/blog/where-science-meets-the-steps/201701/trauma-and-first-responders-when-the-helpers-need-help

2 Blue Help. Law Enforcement Suicide Statistics. Retrieved from https://bluehelp.org/service/statistics/

3 Reagan, L. (2015). When Helping Hurts: Trauma Effects on First Responders. Retrieved from https://www.goodtherapy.org/blog/when-helping-hurts-traumas-effects-on-first-responders-0212154

4 Sack, D. (2017). Trauma and First Responders When the Helpers Need Help. *Psychology Today*. Retrieved from https://www.psychologytoday.com/us/blog/where-science-meets-the-steps/201701/trauma-and-first-responders-when-the-helpers-need-help

LIST OF SERVICE PROVIDING NON-PROFITS (NOT AN ENDORSEMENT)

- Blue Help – www.Bluehelp.org
- The National Suicide Prevention Lifeline - https://www.suicidepreventionlifeline.org/
- Mighty Oaks - https://www.mightyoaksprograms.org/
- The Sparta Project - https://www.thespartaproject.org/
- Valor For Blue - https://www.valorforblue.org/
- Stop Soldier Suicide - https://www.stopsoldiersuicide.org/
- Veterans and First Responders Healthcare - https://www.vfrhealthcare.com/
- Battle in Distress - http://www.battleindistress.org/
- 22 Until None - https://www.22untilnone.org/

BIO

James is a 15-year law enforcement veteran. He has worked at the Santa Barbara County Sheriff's Department, Ventura Police Department and Ventura County District Attorney's Office. The views above do not represent the views of the agencies above. He has also worked as a Gang Detective, Major Crimes Detective and is currently a District Attorney Investigator in Ventura County.

THE NEXT GENERATION INFORMATION NETWORK FOR LAW ENFORCEMENT

Advanced Search Engine

Access critical information within a single platform

Analytics and Visualizations

Glean actionable insights, in real-time

Powerful Network

Most comprehensive set of meaningful data

Enhanced User Interface

A seamless & intuitive experience

• Better Information • Better Decisions • Better Outcomes

Learn more - www.forensiclogic.com

SLOW DOWN

Why a Code 2 Response Saves Lives

By Kevin J Jablonski, PhD, MPH, Chief Police Psychologist, Los Angeles Police Department, and Michel Moore, Chief, Los Angeles Police Department

The demands of your job relentlessly tell you to work harder, work longer, do more, know more, and work faster. It's easy to believe that if only there *were* more hours in a day, you would be more productive. Since there aren't, the key to accomplishing more may be to just. slow. down.

Fast-paced lifestyles with lengthy work schedules, competing demands, and substantial responsibilities, challenge even the brightest and most energetic of chief executives. Left unaddressed, such demands can lead to poorer decision-making; decision-making driven by emotion and subjectivity rather than systematic, evidence-based processes more likely to yield positive results.

Learning how to slow down has extraordinary health benefits. Science has shown that individuals who practice relaxation techniques, get enough rest and sleep, and enjoy meaningful time away from work demands live longer, healthier lives. These healthy behaviors contribute to higher energy levels, better decision-making, greater psychological resiliency, improved social intelligence, and less risk of obesity, dementia and even hair loss.

Here's a bit of unconventional advice that you may, at first, dismiss as silly. However, numerous empirical studies suggest that given time, these rather simple behaviors can and will improve your health.

BREATHE

The science suggests that the old saying "stop and breathe" has tangible health benefits. Breathing is a natural process that typically requires little to no conscious attention. And yet, people are often surprised to learn that their breathing is dysregulated. Extensive research shows the connection between 'proper' breathing and relaxed physical and mental states, less reactive responses to perceived challenges and conflict, increased oxygenation and enhanced mental acuity. Here's one approach you can try:

Sit comfortably in a chair and let your head, neck and shoulders relax; breathe slowly and deeply through your nose; let your belly rise while your chest remains stationary; inhale slowly (3-5 seconds), hold your breath for a second or so, then slowly exhale through your nose. Your exhale should take longer to complete than your inhale/breath holding (6-8 seconds). Start by practicing this process for one minute, working your way up to five or more minutes over time. Do this exercise three or more times throughout the day and whenever you feel tense.

REST

This may seem like a foreign concept for chief executives, but rest is as critical as exercise to being healthy. Rest is the intentional slowing down or halting of physical activity. Rest gives the human body (and mind) an opportunity to repair tissue, reduce inflammation, and improve immune function. Without periods of rest, you are at increased risk of weight gain, heart disease, muscle injury and depression. Try this:

Start by making time each day for a little downtime. If

necessary, put a 5-10 minute 'self-care' block of time in your schedule where you don't have a meeting, call to make, or project to accomplish. During this time, read for pleasure (not for work), plan something enjoyable to do with your spouse/kids, listen to music or an audio book. If you meditate or pray, do so during this time. You might even close your eyes and simply sit silently, letting the world exist for a brief time without your conscious involvement. This can be a great time to incorporate your breathing exercise into your day.

STOP

This may be the most challenging recommendation of all. Make time in your life to temporarily put aside work responsibilities and focus on your outside responsibilities. All too often, law enforcement officers of every rank, tenure and assignment arrive at retirement with regret for not having balanced their work-home responsibilities well. Furthermore, a lack of work-home balance is correlated with lower morale, higher rates of burnout and work dissatisfaction, poorer decision-making, substance abuse and depression. Do this:

Schedule time (literally calendar it) each week to engage in a personally satisfying, non-work-related activity. Take time to eat lunch away from your office, to work out in the morning or early evening, to run errands or grocery shop with your spouse. Take the steps necessary to ensure that you are getting sufficient, *uninterrupted* sleep regularly. As antithetical as this suggestion may sound, delegate someone within your command to attend one meeting or one event on behalf of you and your agency. Finally, take time off from work. Time off, like a family vacation or weekend getaway, means that, barring the most significant of tragedies, you're out-of-pocket. Don't monitor your phone or the news - you have a competent command to handle matters should they arise.

IN THE END...

These suggestions may sound challenging. Most aspects of your job are challenging, but that does not prevent you from tackling them head on. Do the same for your health and for the good of your family, knowing that, in the end, **slowing down** can be the key to being a better chief executive. ■

The Trauma Response and Peer Support Team:

Preventing PTSD and Enhancing Wellness in Peace Officers

By Lawrence N. Blum, Ph.D., Clinical Psychologist, and Heather Williams, Ph.D., Premier First Responder Psychological Services

In the wake of an officer-involved shooting, child murder, or other critical incidents, the discomfort exhibited by officers is often palpable. In addition to the weight of the after-effects of the incident itself, they are concerned that if they let on that they had experienced, for example, sensory distortions and distressed emotions during or after the incident, a psychologist could declare them unfit for duty. The danger of developing debilitating symptoms of PTSD is increased by their anxiety that, "If I tell this 'shrink' what I'm feeling, there goes my career as a cop."

These reactions to life-changing experiences are totally logical and "normal," but this is difficult for mental health professionals to communicate. It requires that fellow officers and dispatchers who have gone through these same events, "made it back," and were credible in the organization be utilized to change these counter-productive conditions.

The targets of trauma response efforts are the intrusive recollections and re-living of the event that continues well after the officer clears the call. It is not uncommon to experience serious, sometimes extremely disruptive emotional states tied to the moment of impact in the incident, continuing anxiety and uneasiness, withdrawal from normal relationships and activities that bring happiness, numbing, and alterations in how work is performed.

Trauma and Peer Support Team members who are trained in the use of a psychological first aid technique can lessen the levels of internal agitation experienced, normalize officer and dispatcher reactions to the incident, and provide post-incident strategies for recovery and wellness.

There was initial resistance to the use of peers in providing support to involved personnel in the immediate aftermath of traumatic events. Homicide investigators felt that trauma or peer support interactions would contaminate their investigation (by potentially coaching officers on what to report), and association boards feared the loss of confidentiality.

In the early period of peer support, teams demonstrated their sensitivity to investigative needs as well as their commitment to protecting officer confidence. In addition, the frequency, severity, and duration of posttraumatic stress symptoms in involved personnel were strikingly reduced. The work continues, by whatever label that is applied, to helping those who serve the wellbeing of others.

Trauma response efforts continue to be a critical component in holistic efforts in law enforcement resiliency and wellness. Early intervention in the aftermath of acute duress is critical. Early intervention serves as an acknowledgment that it is inappropriate to wait until those who serve are scarred forever by the ugly moments of their work.

Encounters with traumatizing events are inescapable in law enforcement. But personnel do not have to be sentenced to a less happy, less productive, and diminished life. It is past the time when officers should not feel it safer and more expedient to just take the pain. Their own brothers and sisters stand with them.

Although past decades have shown resistance to wellness programs, there has been a cultural shift in law enforcement departments. Whether you call it trauma support or peer support the idea is the same; to support personnel through stressful personal and professional times in their life and help normalize reactions in the aftermath of a critical incident.

Changing the culture includes giving law enforcement personnel permission to be human, to experience normal reactions following a tragedy, and understanding that "It's ok, to NOT be ok." Law enforcement is a helping profession, however officers often struggle to ask for help themselves. The message should be the opposite; Asking for resources to get help is a form of resilience and strength. ■

NEXT LEVEL LEADERSHIP

An Online Master's Degree Specifically for Law Enforcement

- **NATIONALLY RANKED PROGRAM**
- **TOP 100 UNIVERSITY**
- **100% ONLINE**
- **UNDER $21K**

From seasoned command staff to high-potential early career officers, the University of San Diego's online M.S. in Law Enforcement & Public Safety Leadership (LEPSL) delivers a transformative experience that will unlock your full potential.

As a student in the top-ranked MS-LEPSL program, you'll be prepared to effect immediate change within your agency, and throughout your career. Over the course of 20 months you'll take on today's toughest issues alongside law enforcement professionals from agencies across the country, providing valuable connections, refreshing your perspective, and preparing you to lead at the next level.

Are you ready to transform into your best version?

DISCOVER WHAT THE MS-LEPSL PROGRAM CAN DO FOR YOU.

CriminalJustice.SanDiego.edu
(877) 896-3820

Discounted tuition for CPCA members!

CORPORATE CALIFORNIA POLICE CHIEFS CIRCLE

BEST ONLINE PROGRAMS U.S.News CRIMINAL JUSTICE 2019

University of San Diego



SPOUSES ACADEMY:
Cutting-Edge Peer Support

By Sergeant James Terry, Pittsburg Police Department

Law enforcement has come a long way in tactical and officer development training; over the last two decades most agencies have recognized the need to prepare our officers with a wide variety of skills needed to survive this career intact, both physically and emotionally.

Law enforcement involves a lifetime commitment to serving others. But, this determination to serve others, without the correct life balance, can result in neglect to your own well-being and to those you love. Agencies, and the leaders within them, have the responsibility to ensure our officers are taking care of themselves, and their families, and nurturing healthy relationships to thrive post retirement.

In 2014, the Pittsburg Police Department started a Peer Support Team which consisted of sworn and non-sworn personnel that were selected by their peers and supervisors. This core group of personnel, along with Clinical Psychologist Elizabeth Dansie (The Psychological Services Group), were provided with ample training and developed a protocol to respond to the wellness needs of the department. Over the last five years this team has been utilized frequently to respond to critical incidents and an array of other departmental needs. As a result, the department has greatly improved in the area of officer wellness.

Over time, it became apparent that our agency would benefit from expanding the scope of the program. There was a recognition that the information possessed by this small group of officers and non-sworn staff needed to be disseminated to all of the officers, rather than just those involved in critical incidents. We now have formal training for all our staff emphasizing how to balance work and home life. For example, the Peer Support Team, along with Elizabeth Dansie, was utilized via in-service training where all officers were exposed to critical incident trauma, suicide prevention, resiliency and other tenants of officer wellness. We have educated the officers and improved the culture of our agency and continue to emphasize personal and professional balance.

At this point, our agency had created a team of specially trained officers to respond to traumatic incidents. We extended this training to all of our officers and thus nurtured personal wellbeing skills agency wide. But what else could be done to create a culture of wellness? Our agency puts on a *Citizen's Academy* and a *Youth Academy* so why not a *Spouses Academy*?

A career in law enforcement has a momentous effect on our social lives. It causes us to neglect the very people we love the most: our children and our spouses. We learn about this in the police academy, we hear about it from our Peer Support Team members, but have we educated spouses of incoming or current officers on the potentially toxic effects of this career? Do our spouses know about "hypervigilance" and how it is paramount in keeping us alive at work, and that it is absolutely necessary for officer safety? After a long shift in a hypervigilant state, we return home and completely disengage and have trouble responding to normal conversations because our bodies are countering the hypervigilance we have been experiencing at work. Do our families truly understand that we may have dealt with some major catastrophe during our shift and in comparison, our family's minor problem may seem insignificant? The Spouses Academy is nurturing a culture the prioritizes the loved ones and families of our officers. Our goal is to ensure that the officers in our department, who do such selfless and noble work, don't lose their families and identities in the process.

It became apparent that the success of the Spouses Academy would largely be dependent on the skill and credibility of the instructors. Asking your officers, without

their presence, to provide unfettered access to their loved ones to discuss the pitfalls of a career in policing requires a great deal of trust. This type of trust comes from a sincere conviction that can only be earned through an unblemished record mutual respect and camaraderie developed over time. The cadre for the academy attended departmental trainings and patrol team briefings and personally explained the intent and content of the academy and responded to any questions or concerns that officers had. From a department of 83 sworn peace officers, the academy ultimately was able to enroll 33 wives, husbands, girlfriends, fiancés and boyfriends.

The academy itself was divided into seven weekly two-hour sessions. The substance of each session was mostly independent; thus, attendance at each session was recommended, but missing one session was not detrimental to the entire experience. Several members of the Police Officers Association even volunteered to watch attendees' small children during the trainings. The sessions covered the following topics:

1. An introduction and overview of the police department. This session includes career paths, shift schedules, salary and benefit information, CALPERS retirements, the role of the union, etc. A simple visual explanation of the different teams and putting faces to names was very beneficial for the attendees.

2. Department Clinician Elizabeth Dansie provided two hours of insight drawn from her thirty years of experience providing counseling to emergency services personnel and their family members. This is the first time many spouses had ever been exposed to the reality of the challenges encountered by peace officers.

3. Critical incidents and their aftermath. Four of our officers who were involved in officer involved shootings and/or a line of duty death spoke to the group about their short term and long-term effects from the incidents. These were not tactical debriefings, but rather focused on how these incidents shaped their lives and the effect it had on their relationships with friends and family.

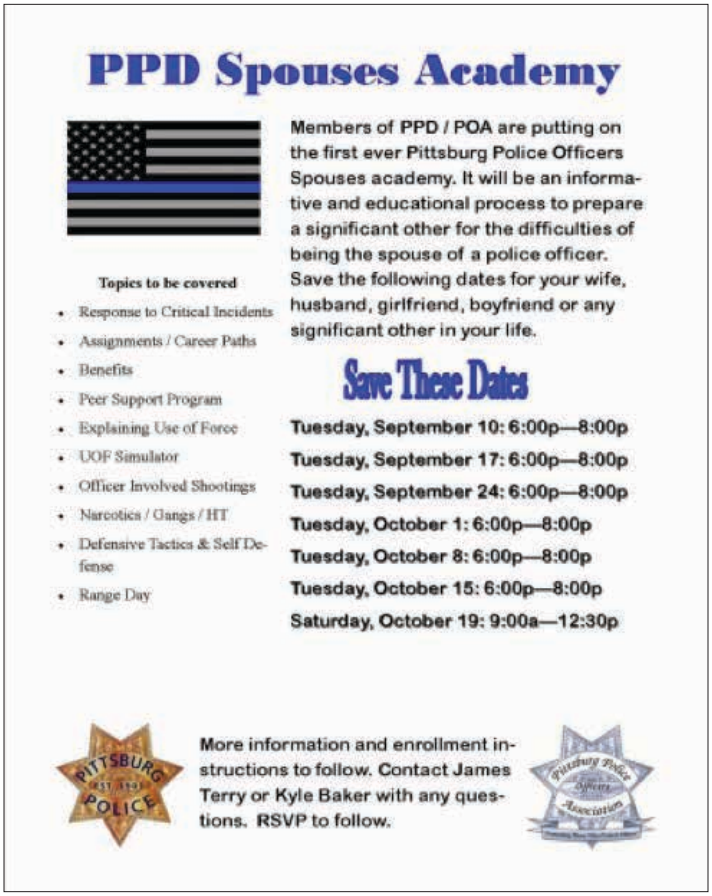
4. Use of force. An explanation of why and when force is used and the dynamics of decision making was discussed. The attendees had the opportunity to experience our use of force simulator, which gave a true sense of the dynamics of decision making on using lethal and non-lethal force.

5. Special Investigative Units. This session was more substantive, focusing on narcotics, human trafficking and gangs, with rich case studies and examples.

6. Self-defense and defensive tactics. This session facilitated a discussion of defensive tactics and the training that is done by the department, as well as a hands-on self-defense class for attendees. After six weeks, this was a fun way to end the academy and build camaraderie.

7. The final session of the academy was a range day, where attendees had the opportunity to shoot firearms and see the special tools and weapons that the S.W.A.T. team utilizes. The day wrapped up with a luncheon.

The ultimate goal of the Spouses Academy was to improve the culture of the department. An emphasis on officer wellness starts on day one and should continue through the duration of an officer's career and retirement. Improving the performance of our officers in both their professional performance and their personal lives sometimes requires an unconventional approach. The implementation of a Spouses Academy is an effective means to influence and directly deliver the family members of our officers the knowledge, skills and abilities to support our officers though a healthy career in law enforcement. ■



Women Leaders in Law Enforcement:

CHANGE TO LEAD, LEAD TO CHANGE

Over eight hundred women and men, of all rank and level, gathered in Santa Clara on September 4-6, 2019 for the Women Leaders in Law Enforcement Training Symposium (WLLE). For multiple years in a row, this event has sold out within 6-weeks of registration opening and 2019 was no exception.

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. In 2006, Cal Chiefs took that idea to the next level, and created a statewide training symposium for women leaders in law enforcement. Since then, the symposium continues to grow each year and we hope to welcome over 1200 attendees in 2020.

This year's symposium theme Change to Lead, Lead to Change was reemphasized by an array of speakers which included our WLLE founders Alana Forrest and Lacey Burt, District Attorney Anne Marie Schubert, Chief Sylvia Moir, Officer Ann Carrizales, Dr. Kimberly Miller and Chief Deanna Cantrell and many others. Thank you so much to all our amazing keynotes and speakers.

The Women Leaders in Law Enforcement Training Symposium would not be possible if not for our generous sponsors; All Traffic Solutions, American Military University, Atkinson Andelson, Loya Rudd and Romo, Axon, CAHP Credit Union, California Narcotics Officers Association, Cambridge Financial Partners, Charter Communications – SPECTRUM, FirstNet Built with AT&T, Forensic Logic COPLINK, Jones & Mayer, Liebert Cassidy Whitmore, Meggitt Training Systems, National Public Safety Council, National University, Rains Lucia Stern St. Phalle & Silver PC, Sun Ridge Systems, Tyler Technologies, University of San Diego, US Armor Corporation, & Verizon Wireless.

A huge thank you to Assistant Chief Dan Winters and the Santa Clara Police Department for hosting this year's WLLE. The 2020 Women Leaders in Law Enforcement Training Symposium will be held on September 9-11, 2020 at the Anaheim Hilton and we hope to see everyone there! ■

Deployables – connecting you to the critical information you need

You know that the ability to communicate is critical, especially during a crisis or a natural disaster.

FirstNet provides the backup you need to stay connected. So, you can coordinate your public safety response during large events and quickly restore access to the voice and data you need in an emergency.

With FirstNet you have access to 72 dedicated deployables – including Satellite Cells on Light Trucks and Satellite Cells on Wheels.

These are mobile cell sites that link to FirstNet via satellite. They don't rely on commercial power availability. And they provide first responders with connectivity capabilities much like a cell tower.

How FirstNet restores communication

The FirstNet deployable program has helped firefighters battle wildfires, rescuers in the aftermath of severe weather, and law enforcement manage large events. So, whether you're responding to a crisis in a rural area or a crowded metroplex flooded with users, FirstNet deployables offer the connectivity you need.

Agencies on FirstNet can use these resources at no additional charge. And FirstNet handles delivery and maintenance and provides expert staff.

Stay connected with FirstNet

With FirstNet, you can be prepared for anything. FirstNet provides the tools you need to help keep you connected to your team and other responding agencies.

So, while America depends on you to save lives, protect property, and maintain safety and order, you can depend on FirstNet.

Rapid Deployment Kits

In addition to deployables, Rapid Deployment Kits – designed for use during emergencies in rural and remote areas – are also available for agencies to purchase.

Agencies can use a drop kit while waiting for a FirstNet dedicated deployable to arrive. These kits include a satellite link, Cradlepoint mobile router and Sonim XP8 smartphones.

Contact your FirstNet Specialist today for more information on ordering a deployable. And see why thousands of agencies around the country have already chosen FirstNet for their communication needs.

Requesting a Deployable

HOW DO I REQUEST A DEPLOYABLE?

Call Customer Care at 800.574.7000, 24/7/365, or call your FirstNet solutions consultant.

HOW LONG DOES IT TAKE?

FirstNet has committed to a 14-hour average response time for emergency requests – from getting the request to having a deployable on scene and operational.

The FirstNet Response Operations Group at AT&T will evaluate and prioritize requests from public safety agencies on FirstNet, using the National Incident Management System. This system incorporates life safety, incident stabilization, property conservation and situational awareness into deployment decision-making. Please note it may not be possible to accommodate all requests.

HOW DO I REQUEST ONE FOR FUTURE USE?

Call Customer Care at 800.574.7000 or contact your solutions consultant. For planned events – such as a concert, festival or sporting event, for example – you must submit your request at least 30 days in advance of the event.

HOW MUCH DOES IT COST?

Public safety agencies on FirstNet can request deployables at no additional charge.

ARE WE LIMITED TO FIRSTNET DEPLOYABLES?

No. In addition to the 72 dedicated deployables, we may coordinate with AT&T for access to its fleet of hundreds of deployables of varying types.

CAN WE PURCHASE OUR OWN?

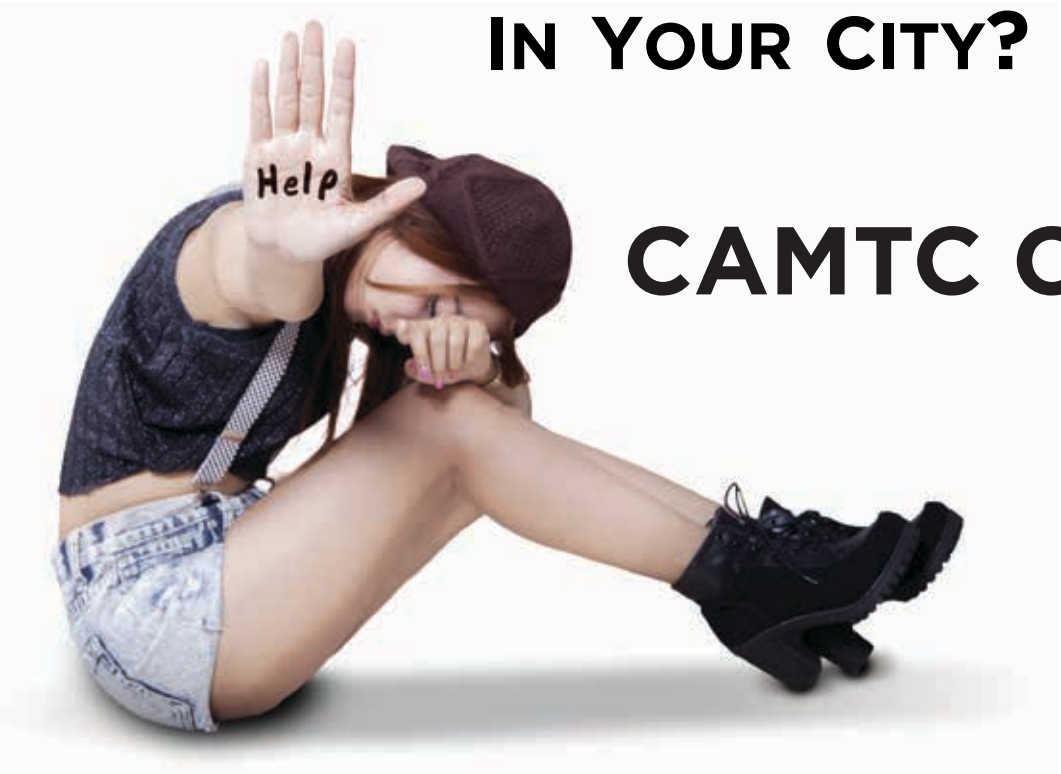
Agencies can purchase their own deployable units from our First Responders Mobility Zone program. Or they can retrofit existing command center units with FirstNet capabilities through an optional “deployables as a service” program. Please contact your FirstNet consultant for more information.

FirstNet is the nation’s first emergency response communications platform dedicated to public safety. Available for eligible entities & individual first responders. Learn more at FirstNet.com

STRATEGIC PARTNER CALIFORNIA POLICE CHIEFS

FIRSTNET®
Built with AT&T

Grappling With Sex Trafficking In Massage Establishments In Your City?



CAMTC Can Help!

Sex Trafficking In Massage Stops Here!

The California Massage Therapy Council (CAMTC) has been on the forefront of the sex & labor trafficking issue since CAMTC's inception a decade ago. Our multi-faceted efforts are clearly working, with 50,000+ well-vetted CAMTC Certified Massage Professionals doing their part to keep California safe.

CAMTC has added significant resources to our investigation staff so that when a complaint is filed, we're able to quickly take appropriate action in cooperation with local law enforcement agencies. This rapid response team is a result of the unique independent structure of CAMTC, which allows us to act much faster than traditional governmental licensing agencies.

Get proven results for your police department. Schedule a **FREE CAMTC Training** in your local city within California. By coordinating your department's enforcement protocols with CAMTC's rigorous denial and disciplinary programs, you can help make a real impact to stop sex trafficking in your community.

Contact Rick McElroy

- CAMTC Director of Law Enforcement Relations
- LAPD veteran with 28 years citywide vice enforcement.

Email rmcelroy@camtc.org

Learn more about CAMTC
https://www.camtc.org/cpca-strategic-partners

California Massage Therapy Council

Partners To Protect The Public

Strategic Partner — California Police Chiefs

Cal Chiefs Highlights Partners Working to Support Law Enforcement

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:

Rick McElroy, CAMTC Division Director
(805) 390-0397
rmcelroy@camtc.org

Candace James, Lead Channel Manager
(678) 230-7100
cj8362@att.com

Hugh O'Donnell
Area Sales Manager – Los Angeles
Mobile (760) 333-8179
hugh.odonnell@motorolasolutions.com

Scott Lees
Area Sales Manager – Southern California
Mobile (714) 553-9003
scott.lees@motorolasolutions.com

Karin Vallery
Director, Strategic Accounts
(415) 265-7787
kvallery@forensiclogic.com

Joel SteMarie
Director, Solutions Consulting
(509) 342-4124
jstemarie@forensiclogic.com

Sara Gardner
(310) 981-2050
sgardner@lcwlegal.com

Ben Rubke
Regional Manager,
Video and Evidence Management
(415) 314-9573
brubke@axon.com

Bob Dillon
Regional LE Body Worn Video Specialist
Direct / (415) 722-4767
rdillon@axon.com

CAL CHIEFS WELCOMES THE FOLLOWING CORPORATE CIRCLE MEMBERS

PREMIER

James Touchstone
(714) 446-1400
jrt@jones-mayer.com

Alfonso Estrada
(562) 653-3474
alestrada@aalrr.com

Jay Trinnaman
(562) 653-3497
JTrinnaman@aalrr.com

Erik Fritsvold, Ph.D.
Academic Coordinator,
Law Enforcement & Public Safety
Leadership M.S.
(619) 260-4026
erikf@sandiego.edu

Max Santiago, Dir. of Law Enforcement Relations
(858) 461-9968
max.santiago@ecoATM.com

Alex Liston
(609) 458-5544
Alex.liston@cellebrite.com

mark43

Southern California Rep:
Terri Greene
terri.greene@mark43.com

Northern California Rep:
Will Kane
will.kane@mark43.com

BE SAFE OUT THERE℠

Sherry Leveque
(313) 665-8278
Sherry.leveque@gm.com

BBK | BEST BEST & KRIEGER LLP
ATTORNEYS AT LAW

Ashley Fernandez
(951) 686-1450
Ashley.fernandez@bbklaw.com

lyft

Sarah Locke-Henderson
(310) 418-0340
slockehenderson@lyft.com

STANDARD

PLANIT SCHEDULE

Amy Harcourt
(866) 471-2001 ext.
amy@planitschedule.com

RIMS
Sun Ridge Systems, Inc.

Betsy McNutt
(800) 474-2565
betsy@sunridgesystems.com

LEARNINGHOUSE®
A Wiley Brand

Alexandra Seabrook
(502) 815-0645
aseabrook@learninghouse.com

California Police Chiefs Association
PO Box 255745
Sacramento, CA 95865-5745

PRSRT STD
US POSTAGE
PAID
CPS