

From: [Carlson, Denton](#)
To: [PD-Sworn](#)
Subject: Boogaloo Boys
Date: Saturday, June 27, 2020 6:50:20 AM
Attachments: [REDACTED]
[AT100001.htm](#)

Good morning, everyone,

During a conference call on Thursday afternoon, I received a briefing from the FBI on the emergence of the Boogaloo movement. Attached to this email is the FBI's most recent reference aid on this relatively new group. The information is law enforcement sensitive, but the majority of what is contained came from open source material. Please take a moment a read through this document. There is some useful information on the belief system and identifying symbols associated with the Boogaloo ideology.

Be safe out there!
-Denton

Due to the Public Health Order from Contra Costa Health Services, all City facilities are now closed. Some services are still available over the phone and online. Please visit www.bit.ly/CityServices for the latest information regarding City services. Let's all do what we can to flatten the curve!

Captain Denton Carlson
San Ramon Police Department
Support Services & Emergency Management
2401 Crow Canyon Road
San Ramon, CA 94583
(925) 973-2784

From: Shoptics.com
To: [Vasquez, Jennifer](#)
Subject: Delivery Status Update For Your Order # [REDACTED]
Date: Saturday, January 29, 2022 6:18:39 PM



Delivery Status Update

Thank you again for shopping with us.
There has been a delay in the shipment of the item below.
Rest assured, the carrier is working hard to deliver your order.
We apologize for the inconvenience and appreciate your
patience.

Order Number: [REDACTED]

Order Date: 01/06/22

Item Delayed



3 x Thin Blue Line Teddy Bear - Heart, Thin Blue
Line - TBL-TED-BEAR

Code: TBL-ZZ-TBL-TEDDY-BEAR-TBL-TED-
BEAR

[View Your Order](#)

Questions About Your Order?

If you have any questions, our Customer Care representatives are here to help.



800-504-5817

Intl. Calls 847-513-6207

9AM - 7PM CST Mon - Fri

9AM - 5PM CST Sat

9AM - 5PM CST Sun (Chat & Email Only)



sales@shoptics.com

Shoptics.com
3150 Commercial Ave
Northbrook, IL 60062

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From: [Kelli Bryson](#)
To: [Denton Carlson](#)
Subject: FW: flags, iron, tripods, etc.
Date: Friday, September 2, 2022 10:36:00 AM
Attachments: [image001.png](#)

Oops, sorry Chief. I meant to put you on this email too.

Thank you,
Kelli Bryson

Communications Coordinator
San Ramon Police Department
2401 Crow Canyon Rd.
San Ramon, CA 94583
Desk: 925-973-2716
Main: 925-973-2700
Fax: 925-838-2925



From: Kelli Bryson

Sent: Friday, September 2, 2022 10:36 AM

To: Rachel Echelmeier ; Tami Williams ; Valerie Powell ; Theresa Sanchez ; Leysy Pelayo ; Becky Chestnut ; John Cranford ; Mark Gunning ; Mark Holland ; Todd Feinberg ; Bill Brandt

Subject: flags, iron, tripods, etc.

Good Morning –

An FYI in case I'm not here ... the Thin Blue Line flags for retirements as well as silver sharpies for signing are stored in the vacant desk behind mine (bottom drawer). There's also a brand new iron and an ironing pad on top of the desk for getting the wrinkles out of the flags, PD table cloths and anything else you need.

Also, there's also a plastic rolling cart under the extra desk with gimbal stabilizers (for filming with a phone or camera), various size tripods for cameras or phones, a clip-on microphone and an extra web camera if anyone needs them.

Thank you,
Kelli Bryson

Communications Coordinator
San Ramon Police Department
2401 Crow Canyon Rd.
San Ramon, CA 94583
Desk: 925-973-2716
Main: 925-973-2700
Fax: 925-838-2925



From: [Amazon Marketplace](#)
To: [Jessica Simonds](#)
Subject: Jessica Simonds, will you rate your transaction at Amazon.com?
Date: Thursday, March 2, 2023 9:19:29 PM



Hi Jessica Simonds,

Rate your experience with the seller, Isobag:



Isobag (Fulfilled by Amazon)

Order details



Isolator Fitness Meal Prep Insulated Lunch Bag - Isobag 3Meal Thin Blue Line - 4Fully Compartment Meal Management System - Includes 6 Reusable BPA-free Containers, 2Ice Packs & Padded Shoulder Strap (New)

[View Order Details](#)

Did the item you ordered meet your expectations?

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We hope you found this message to be useful. However, if you'd rather not receive future e-mails of this sort from Amazon.com, please visit the opt-out link below.

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From: [Hugh Cotton](mailto:hugh.cotton@gmail.com)
To: h_cotton@gmail.com
Date: Friday, July 8, 2022, 4:46:14 AM
Attachments: [BIS_Let.pdf](#)

https://doc-00-ac-docs.googleusercontent.com/docs/secure/0c1md1nt2bgkbuhi2a7pemile6be9k8/5h66ohtfb6rj3qbi3o05940748cju69h/1657280700000/07883211881073533668/13713650309903353023/16irxv1KYbwc7EAvWxM98SX7TqFbLpJ2X?e=download&kax=ACxEAsaA-sOfeyaY-ujauR9aMmb-ZBil84LVPoN9J29Ya2n1uq0eYqhjcamejFHOHcZJgKsyY5590X-1g2G2BWJpo314JNbhwc7oUzW-hLYC1AmEZdsfforkPx6YdTwWP5tDzFhnePKeTX75G7cp3PADwtR2fzPnkjIioirFCwNpch3DwG-wNzsPubWbQ_v00HgeHGOMB-tb_F510c1dhez27rMblTnoTKpyJnN_MXS7J4VO2WAJfO0sMeZysOyko0zY5e6cL9iD-SnBjguVUYm6T9R9FgCgEslIHdfEnEM9IrejKADV-CGmNE2BZ_nBC6svZsrVAs-pxIVB_srgfw9gb2dbw3k4sOdfuv-znRR_pkgDxoAN8CduYdggdEfG3fpXLjdrvcplvx1O2saveDaz0uaal179IUT9tSP1wqgoSf0mxM5JCe9Xl-iVGzj1MJWsfU2iBuyiP62FVGrkKZ414Y71V5ZqP287ix0F53cmAwKR-UJZI042fthKREbXYBezDalTIeGm1xQyOCH4WnHrYoxspviUgCeQE7L4CbYuADX6kpsBsXxmqlend7140H7MrA3FcBoAz9hCl3cZXZNru901kps8JZtxVjX-_xAYYWRGD9aeqNp4yLtkFYzONiU1X14wruF9-6ZD9XFkqW4Sojt05vRiJ9H6lrzD3CGPx0u_4aq5AapffGNIZthgh79z56t7SKO1&uuiid=3e2c03fd-c4e3-427c-85d8-ecd99831ce59&authuser=0&nonce=4ccsv81evtmu0&user=13713650309903353023&hash=1860beev777v05fbp6nhk35v0uqva81d

Sent from my iPhone

Reasonable Suspicion Factors Checklist

Driving Behavior

Advice: Running random license plates is a very ineffective approach to criminal interdiction. A simple concept is to stop worrying about a license plate initially and look at what vehicles are doing as they approach your location. Radar units are important to see slight anomalies in driving speed and for developing a motor vehicle violation for a stop. Radar units do not help with spotting criminal motor vehicles as a whole because 99% of people committing a crime on the roadways are trying to avoid being pulled over and do not want to attract law enforcement attention. This is not a tactic where hiding your police car is the proper approach. Your presence will evoke the RAS responses.

- Traveling at or near speed limit then sudden braking upon noticing police presence. This is normal with someone who is speeding but isn't normal when someone is not.
- Drifting out of lane due to focusing on rearview mirror. The hands follow the eyes. When someone is focused on the cop in their rearview you will see their tires hitting the lane markings and shoulder of the roadway.
- Unnecessary lane change or shift to outside of lane (moving away from police vehicle)
- Dropping back or opening the gap. (They're behind you and slow down to create space between the police car and you.)
- Suddenly exiting off the highway. (looking for the 1st opportunity to escape from you)
- Tailgating 18 wheelers and other larger vehicles. (Focusing on patrol car in rear not paying attention to front of the vehicle)
- Hiding behind larger vehicles / between larger vehicles. (Blending in, staying out of officer's view)
- Covering face or attempting to hide behind B pillar.
- Unprovoked reaching. (Hiding something or retrieving a weapon)



- Trying to disregard your presence.
- Turning their head/body away from your presence.... Obviously avoiding eye contact.
- Looking away from the police car as they pass by (Everyone else looks straight ahead or looks at the police car)
- Unnatural driving posture (hands at 10 & 2, rigid, staring straight ahead).
- Attempting to wave officer through an intersection when they have the right of way because they don't want you following them.
- Pretending to be asleep. (Obviously Passengers)
- Sipping a drink as they pass by. (Nervous reaction, calming gesture)
- The "oh shit" look on one of the occupants' faces. (Common when humans are engaged in behavior that is not allowed. Think about a moment when you were caught doing something you weren't allowed or supposed to be doing. Think back to your childhood.)
- Blatant head or body snapping. (Surprised to see cop, caught off guard)
- Slight head movement (less exaggerated than the above)
- Readjusting position in car. (Uncomfortable nervous behavior)
- Side-eyeing the patrol car. (trying to see if you are watching them)
- Head Tilting.
- Wiping hand over face.
- Passengers on their cell phone, usually texting, disregarding your presence. (This is especially important on a motor vehicle stop where the passenger may be a wanted person.)
- Turning music up and signing along to music. (Distracting themselves from the police presence)
- Removing Hat.
- Staring at you for an extended period of time as they pass your location.



- Occupants clearly conversing, but not looking at each other. (Staring straight ahead in the car like mannequins and talking).
- Whispering in the car without looking at you. Similar to the one right above this.
- Occupants were relaxed and now seem very uneasy.
- Quick turn into gas station, parking lot, driveway or onto side street, etc.
- Dirty exterior of rental. (had vehicle for a long period)
- air fresheners in rental.
- Trying to park before getting pulled over.

Physical Factors and Body Language

- Trembling hands.
- Smoking – 3 Reasons Why – 1. They're trying to mask an odor. 2. Trying to calm themselves down. 3. It's their last cigarette before they go to jail.
- Unexplainable sweating. (it's 54 degrees out and someone is soaked in sweat)
- Lack of eye contact.
- Shallow or rapid breathing. (Extreme fight or flight kicking in.)
- Pulsating carotid artery. (Sometimes hard to see)
- Rapid blink rate. (Not always but often) Yawning
- Throat clearing.
- Voice cracking or trembling.
- "Felony Stretch."
- Self-grooming. (Repeated touching of face, hair, mouth, etc.)
- Rubbing arms, legs, or hands.
- Taking items with them when they exit vehicle (phone, wallet, keys, etc.) These are the items they will need post arrest back at HQ. They are making sure they have them.



- Hands up or behind back. (Subconsciously surrendering to arrest).
- Loss of control of bodily functions. (pooping or peeing on themselves)
- Fainting or dizziness.
- Micro-expressions (watch YouTube videos on Micro-Expression, Join One Face Training by Sean Grogan on Facebook).
- Stroking cheek. (Rubbing hand along cheek).
- Unordinary Movements will stick out if you're paying attention.

Interview Factors

- When conducting a roadside interview, remember the 5 key points: Origin, Destination, Purpose, Time, and Relationships. Furthermore, for every one broad question, several more specific questions should be asked.
- Inconsistent stories between occupants.
- Itinerary does not make sense. (Drove 4 hours each way to visit with a friend for an hour)
- No definitive destination. (just seeing the sights, no hotel reservation, etc.)
- Repeating the question.
- Answering a question with a question.
- Saying "huh" or "what" as if they didn't hear you. (buying time to think)
- Questioning reason for the stop over and over again.
- Asking about the reason for the stop several times.
- When asked about contraband or consent beginning to re-evaluate the motor vehicle violations for the stop and downplaying them.
- When asked for consent to search the driver becomes very aggressive/agitated after a polite conversation for several minutes.
- "Why are you asking me that?"
- Distancing from responsibility ("I just got this car.")



- Cracking knuckles.
- Rubbing Hands together.
- Overly Talkative.
- Licking Lips to Lubricate Lies.
- Calling family/friends/associates to let them know they are pulled over and where.
- Deflecting from the stop, asking you for directions to where they are trying to go. I had a guy that would ask if I knew where "x" was after every question acting like he didn't hear me or acting like that was much more important than the fact that he was pulled over.
- Shutting car off when getting out of car.
- Locking vehicle after they get out of the car.
- Referring to employment or work during questioning.
- I really have to go to the bathroom. He/She has to go to the bathroom.
- She has her period / I just got my period.
- He/She is sick.
- Guarding behavior when out of vehicle, for example spreading arms out like an airplane and resting them on the vehicle with back to it.
- Blading body to keep vehicle and cop in peripheral vision.
- Meeting you with their head out of their driver's side window as you approach the vehicle.
- Felony Flasher (When car is pulled over turn signal remains on).
- Indicating turn way too soon. (Driver sees exit ramp in 1000 ft and throws signal on).
- Waiting until the very end to turn signal on. At stop sign, sees cop, uses signal taking a 50/50 chance.
- Police scanner or scanner apps.



- Tail car; vehicle adjacent that runs interference.
- Look for receipts that may show the chronological order of their activities. This will help confirm or deny parts of their story.
- Fast food containers that may show they are traveling continuously with few stops. They are typically in a hurry to get where they are going and unload.
- Windows that are not operational. This speaks to masking of odors or a vehicle that's laden with packages; in other words, they don't want you looking casually inside.
- People traveling that will always leave someone with the car during fuel or bathroom stops. Most traffickers do not like to leave their car unguarded.
- Watch out for people that are too nicely dressed. Most people that travel long distances travel in comfortable clothing and not their Sunday best.
- Biting lips.
- Ask the driver to hold documents out the window for 5 seconds and see how much hands are shaking. You will see on stops where driver is not engaged in criminal activity there will be no shaking.
- Touching nose and/or ears.
- Wearing hat low to cover face.
- Wearing sunglasses to hide eyes and eyebrows.
- Rubs Hair, runs fingers through, plays with hair.
- Self-Hugging.
- Playing with something in their hands, wringing hands.
- Constant self-grooming, like scratching.
- Extremely fidgety.
- Creating awkward distance.
- Creating awkward closeness.
- Folds arms across chest.
- Cannot sit still.



- Nausea.
- Vomiting.
- Fainting.
- Feeling ill.
- Answers a question with a question.
- Doesn't know the answers to simple questions.
- Cannot recall the last 48 hours in great detail. You should be able to, think about it.
- Asks to repeat the question.
- Claims they don't understand the question.
- "Why are you picking on me."
- "I need to see a supervisor"
- A long "Nooooooooooooo."
- No followed by laughter.
- No followed by closing the eye and or looking away.

Key Phrases- Hearing these phrases is common on criminal motor vehicle stops and should raise red flags.

- "Honestly..."
- "I promise"
- "Truthfully..."
- "I don't think so"
- "Actually..."
- "To tell you the truth...."
- "I swear to God..."



- “I swear on family members.... (Dead or Alive)
- “As God as my witness....”
- “Not that I know of....”
- “Explanations of employment”
- “Paying compliments”
- “Hearing about family members in Law Enforcement”
- “Excessive Rambling / Over explanation of nonsense”
- Excessive Gulping”
- “I’m just trying to get home officer.”
- Answering “Not that I know of” or “There shouldn’t be” in response to questioning about anything illegal in the vehicle.
- “Is all of this necessary?”
- “Can I call my lawyer?”

Vehicle Factors

- Recently registered vehicle. (last 30-90 days)
- Registered to a source city or suburb.
- Registered to a third-party who is not in the vehicle.
- Vehicle rented to a third-party.
- One-way rental
- One-way rental with an airplane ride in and a drive back.
- Disclaimers. (Thin Blue Line stickers, military emblems, etc.)
- Rental vehicles for no purpose.
- Child seats not strapped down. (Decoy)



- Mini vans with no child seats.
- Strategically tinted windows. (double tinted, etc.)
- Window tint on a rental car.
- Personalization on a rental car (bumper stickers, magnets, air fresheners, etc.).
- Overwhelming amount of or odor of air fresheners.
- Air fresheners strategically placed or in odd locations. (trunk, etc.)
- Tools, battery packs, or magnets in vehicle that appear to be out of place. (Hides and hidden compartments)
- Cheap tools in the car. (Harbor Freight Junk)
- Single key ignition. (A work vehicle)
- Glued carpeting or inconsistent carpeting/upholstery types or colors.
- Strange odors. (chemicals, gasoline, bondo.)
- Presence of masking agents. (laundry detergent, dryer sheets, coffee, etc.)
- Lived-In look. (food wrappers, water bottles, pillow, etc.)
- Garbage bag in car. (Nobody is stopping and throwing garbage out when interested in getting contraband unloaded)
- Rest area junk food. (Run into the convenience store and grab a quick bite while the car is fueled.)
- Caffeinated drinks. (Used to stay awake for long trips. Transportation of contraband is often associated with driving straight through in excess of 30 hours)
- Long trips for short stays. (Drove 22 hours to stay for one night.)
- An abundance of food, gas, toll receipts. (can be used to establish timeline later)
- Tooling marks on bolts, screws, plastic, etc.
- Misaligned trim panels or untucked carpet.
- No EZ Pass.



- No license plate bracket.
- Minimal amount of screws or new/heavily tooled screws securing license plate.
- Non-factory modification to undercarriage. (Exhaust misaligned or not in exhaust tunnel, flat sheet metal, spray-on mud, bondo, overspray, etc.)
- Multiple cell phones or sim cards in vehicle.
- Broken cell phones that don't work anymore. (Do not want to throw away vital info where someone may find it.)
- Single phone number on paper or taped to back of phone. (The number to call when the delivery arrives to the destination)
- Luggage in back seat. (what's in the trunk?)
- Backpack in car. (The one change of clothes and toiletries is taken in and out of the vehicle so the trunk isn't opened revealing the contraband)
- Long distance or duration trip with no luggage.
- Disclaimers on the interior. (Bibles sitting on the seat, etc.)
- Presence of Patron Saints, rooster symbol, etc.
- High mileage on a newer vehicle. (Ask about it)
- Attorney business cards.
- Duct Tape. – Used to wrap narcotics
- Boxes of Zip Lock bags in car.

Someone providing false personal information:

- What is your name?
- Have them spell it



- Did they spell it wrong?
- Does it seem like they don't know how to spell it?
- When questioning a subject about their pedigree information any stutter, misspell or redo is an automatic (RED FLAG)!
- Think about how you would answer someone if asked your pedigree information.
- Middle name spell it.
- Are you a JR, SR, the Third the Fourth?
- What is your date of birth?
- Ask for their age first and come back to the date of birth in a few more questions.
- Does it match the age they gave you before?
- When did you last forget how old you are?
- Did they change it at all?
- It wasn't you who screwed up, it was them. (You wrote down a name they gave you, return a second time, and now it's different then the first time they gave it to you. They are spelling it differently; you aren't writing it incorrectly.
- **Do they know their social security number? No.... the biggest indicator of hindering their identity.**
- **Even if it is not part of your routine to ask someone for their social security number when compelling identification you should still be asking for this to gage the response. It's common for police officers in the Mid-North and Northwest regions of the country to not ask this question. However, it is extremely normal everywhere else in the United States.**



Pedestrian Pre-Stop Indicators

Know your state's pedestrian traffic laws. Contact can be initiated and identification can be compelled just like a regular traffic stop. Also familiarize yourself with what a consensual contact and mere inquiry. Law Enforcement Officers are allowed to walk up to people and shake their hands. They can begin a casual conversation looking for indicators of criminal activity.

1. Looking back after you pass them.
2. Picking up phone and putting it to their ear or texting once they see you.
3. Crossing street or changing direction of travel.
4. Patting their pockets.
5. If you slow down near them and they don't acknowledge your presence. ex: stone faced, won't look.
6. Speed walking with the combination of one of the above behaviors.
7. Hands move towards their pocket/waistband/hoodie pocket.
8. Abruptly walking up on porch/back yard of random residence.
9. Pedestrian stopping next to parked car to avoid being seen.

- *NOTE: This checklist is in NO WAY meant to be a replacement for formal training, nor is it a comprehensive checklist of every possible factor consistent with criminal activity. Additionally, without formal training you would not be able to properly explain how any of these factors could potentially correlate to criminal activity. None of these factors, by themselves, indicate anything other than the presence of that single factor. In other words, nervousness by itself just means that you have a nervous person. In order to establish a nexus with criminal activity, several factors must be observed, and that nexus must be explained through prior training and experience. Also, we are not responsible for your misinterpretation of this list.

NOTE**** When someone offers a tool to help law enforcement personnel, that person or company exposes themselves to criticisms by insecure persons. This was meant to help our police officers in their ever-continuing effort to stop crime. So instead of criticizing our work try and figure out what you can do to help make society a better place. We put our heart and soul into everything we do because we care. We know that formal training and tools like this one are imperative to curtailing crime, reducing victims, and possibly stopping a police officer from being hurt or killed. It's never your problem until it involves someone you love being a victim of a crime that could have been easily stopped by proper police training. Then you will appreciate what this list means for Law Enforcement everywhere. Good Luck, God Speed, and thank you to everyone's continued support.



From: [REDACTED]
To: [Fajeau, Seaton](#)
Subject: Many thanks to San Ramon PD & Detective Wickman
Date: Wednesday, June 16, 2021 5:57:11 PM

Sergeant Fajeau,

I own a martial arts school in San Ramon next to [REDACTED] on [REDACTED].

I wanted to take a moment to thank you, your department and especially Detective Wickman.

We had a burglary that occurred at our San Ramon location [REDACTED] on Tuesday 12/22/20.

I contacted the SRPD on that date to let them know of the incident. I was then contacted by Detective Wickman and he collected all needed information about the incident. He followed up a few more times to get a few more details so he could conduct his investigation.

He followed up in March with information that a suspect had been found and he was able to text me some pictures that I was able to identify as items taken from our location. The suspect had been arrested but the investigation continued.

On Monday 6/14 Detective Wickman again contacted me with information that a storage unit related to the suspect had been located in San Jose. Detective Wickman sent via text a number of photos & I was able to identify a number of items that belonged to us taken during the burglary. I was referred to a detective (Detective Wellman) with the San Jose PD and set up a meeting to recover those items. I met with the detective today and am happy to say we were able to recover nearly 1/2 of the items taken during the burglary. Very impressed with how Detective Wickman conducted the investigation and how he updated me as things progressed. In this day and age I firmly believe that Law Enforcement Officers do not get enough recognition for the things they do.

I wanted to take a moment of your time to say a word of thanks and appreciation.

I will be flying an American Flag on the 4th of July with a Thin Blue Line.

Thanks again,

Best Regards

[REDACTED]
[REDACTED] - San Ramon

From: [Tong, Hollis](#)
To: [Chestnut, Becky](#); [Jones, Nathan](#); [Jansen, Kelly](#)
Subject: Nunn's retirement flag
Date: Thursday, July 9, 2020 10:29:59 AM

Becky/Nate/Kelly, if you would like to sign Nunn's retirement thin blue line flag, it is in Captain Goldberg's office.

Hollis

Lieutenant Hollis Tong
Professional Standards

San Ramon Police Department
2401 Crow Canyon Rd.
San Ramon, CA 94583
(925) 973-2752 (desk)
(925) 838-3011 (fax)



Due to the Public Health Order from Contra Costa Health Services, all City facilities are now closed. Some services are still available over the phone and online. Please visit www.bit.ly/CityServices for the latest information regarding City services. Let's all do what we can to flatten the curve!

From: support.83835.4af72b7259e5ebdf@helpscout.net on behalf of [Thin Blue Line USA](#)
To: [Sanchez, Theresa](#)
Subject: RE: A shipment from order [REDACTED] has been delivered
Date: Wednesday, April 27, 2022 5:36:40 AM

Hi Theresa,

Thank you for the support! We are grateful to have you as part of our Thin Blue Line family.

Best,

Amanda Le
Thin Blue Line USA

Office: (248) 415-5537
www.thinbluelineusa.com



On Tue, Apr 26, 2022 at 10:28 PM UTC, Theresa Sanchez wrote:

I received the bracelets today. Thank you so much!!!

From: Thin Blue Line USA [mailto:info@thinbluelineusa.com]
Sent: Tuesday, April 26, 2022 1:28 PM
To: Sanchez, Theresa
Subject: A shipment from order [REDACTED] has been delivered



Your Thin Blue Line USA Shipment Has Been
Delivered!

The below items from your order have now been delivered.

To see a complete status of your order, click the button below:

[View Order Status](#)

Didn't receive your package? Contact us at info@thinbluelineusa.com or call us at (248) 415-5537 from 8am-5pm EST.

Order No. [REDACTED]

26 April, 2022

Shipped To

San Ramon Police Department
Theresa Sanchez CRCP Unit
2401 Crow Canyon Road
San Ramon, CA 94583
United States

Shipping Method

FedEx
Free shipping
[REDACTED]

Shipped Items
101/152

Items Delivered

[Promo sticker](#)

×
100



[Thin Blue Line American Flag Bracelet](#)

100 Pack / Adult Standard - 8 Inch

×
1

[SHOP NOW](#)

[MEN'S](#)

[WOMEN'S](#)

[FLAGS](#)



www.thinbluelineusa.com

Thin Blue Line USA
PO BOX 930539
Wixom, MI 48393

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From: [Goldberg, Cary](#)
To: [Jansen, Kelly](#)
Subject: RE: equipment
Date: Wednesday, June 1, 2022 11:52:26 AM
Attachments: [image001.png](#)

Hi Kelly,

Thanks for the info. I've given the remaining flags I have to Paul. He said he wanted to take over for the time being. I even brought him my iron and ironing board! Here is the info for the flags. I was pretty particular about the quality of them and this brand has been very good.

Thin Blue Line USA Flag 3x5 ft | Heavy Duty Police Flag | Back The Blue | Blue Lives Matter Flag | Quadruple Stitched Fly End | Durable High-Performance 210D Nylon for High Winds | Brass Grommets

by Front Line Products

Learn more:

https://www.amazon.com/dp/B08F12MNB3/ref=cm_sw_em_r_mt_dp_KB77TEP07BNY7D28T797?_encoding=UTF8&psc=1

Thanks again!

Cary

From: Jansen, Kelly
Sent: Wednesday, June 1, 2022 11:48 AM
To: Goldberg, Cary
Subject: equipment

Cary-

The equipment list is attached.

Your flashlight should be #22.

See Theresa for a retired ID card.

As far as actual uniform items, the only things I want are your vest and rain gear.

Everything else is yours to keep or destroy.

I hope you bought yourself a blue line flag! Are you passing along the info on where to get those to someone else so we can carry on the tradition?

Kelly Jansen | Training Coordinator | San Ramon Police Department


2401 Crow Canyon Road | San Ramon, CA 94583

T: 925.973.2785 | **F:** 925.838.3011



From: [Schneider, Mike](#)
To: [Goldberg, Cary](#)
Subject: Re: FLAG SIGNING
Date: Thursday, April 21, 2022 9:57:07 PM
Attachments: [image014.png](#)
[image015.png](#)
[image016.png](#)
[image017.png](#)
[image018.png](#)
[image019.png](#)
[image014.png](#)
[image015.png](#)
[image016.png](#)
[image017.png](#)
[image018.png](#)
[image019.png](#)

Thanks



Michael Schneider

On Apr 21, 2022, at 21:37, Goldberg, Cary wrote:

Ha. I'll take care of it. Hope you're feeling ok.

C

Sent from my iPhone

On Apr 21, 2022, at 9:23 PM, Schneider, Mike wrote:

After I typed that, I thought it really didn't matter whom it was for. I almost sent another email, but I just saw Bani's email and knew it was for Nate. You guys ain't going yet, couple of months more.

Michael Schneider

On Apr 21, 2022, at 19:15, Goldberg, Cary wrote:

What if it was for me?

Sent from my iPhone

On Apr 21, 2022, at 6:23 PM, Schneider,
Mike wrote:

If it's for Nate, can you put my name on it
please?

“Michael Schneider #28”

Thank you

Michael Schneider

On Apr 21, 2022, at 15:09,
Goldberg, Cary wrote:

All,
It's that time again. (For those of
you who are new to SRPD, we
provide the outgoing Officer with
a Thin Blue Line Flag as a parting
gift, signed by all staff from SRPD).
I'm placing the flag in the training
room for you all to sign.

<!--[if !supportLists]-->1. <!--
[endif]-->Please, simply
sign or print your name
and include your badge
number.

<!--[if !supportLists]-->2. <!--
[endif]-->Only use the
silver paint Sharpie
provided.

<!--[if !supportLists]-->3. <!--
[endif]-->Only sign on any
one of the black stripes

<!--[if !supportLists]-->**4.** <!--
[endif]-->**DO NOT SIGN
ON THE BLUE LINE OR
ANYWHERE WITHIN THE**

UNION (Field of stars).

I will collect the flag and have it pressed for presentation on 04/27/2022.

Feel free to contact me with any questions.

Thanks,

Cary

Captain

Cary

Goldberg

San

Ramon

Police

Department

Operations Bureau

**2401 Crow Canyon Road San Ramon,
CA 94583**

Phone: (925) 973-2763 Fax: (925) 973-2925



From: [Vasquez, Jennifer](#)
To: [Jaffin, Bill](#)
Subject: RE: Happy Birthday, Jenni!
Date: Tuesday, June 15, 2021 9:24:00 AM

Hi Bill,

Thank you so much, it was fun. We had a picnic and savored the day.

I love that the flags are proudly displayed and your granddaughters will get to have them too!

Warms my heart!

Regards,

Jenni

From: Jaffin, Bill
Sent: Monday, June 14, 2021 9:48 AM
To: Vasquez, Jennifer
Subject: Happy Birthday, Jenni!

I hope your day is absolutely amazing!

Thank you for all you do!

Thank you, again, for the three Thin Blue Line American Flags. One sits proudly in an open apothecary jar on my desk. The other two I put in the goody bags I made for my two granddaughters (ages 5 and almost 7) who live here in San Ramon and who came for a sleepover at our home this weekend. My wife cut two little bunches of flowers from in front of the house and put them in small vases for the girls to take home. They always ask for one flower each time they visit. When the glass vases become empty, they will make attractive flag holders to proudly display on the desks in their rooms. Your thoughtfulness had a long reach!

Bill Jaffin
Volunteer
San Ramon Police Department
[REDACTED] Cell
Sent from my iPhone

From: [Tong, Hollis](#)
To: [Burke, Paul](#)
Subject: RE: Incident - CRIMINAL [REDACTED] DRAFT 2020-07-15 Paul Burke
Date: Wednesday, July 15, 2020 5:36:58 PM

Good to know. Maybe suggest to him that he includes stuff like that. If I'm asking it as I read it, I'm sure others are as well. Thanks, Paul.

Hollis

Lieutenant Hollis Tong
Professional Standards

San Ramon Police Department
2401 Crow Canyon Rd.
San Ramon, CA 94583
(925) 973-2752 (desk)
(925) 838-3011 (fax)



Due to the Public Health Order from Contra Costa Health Services, all City facilities are now closed. Some services are still available over the phone and online. Please visit www.bit.ly/CityServices for the latest information regarding City services. Let's all do what we can to flatten the curve!

From: Burke, Paul
Sent: Wednesday, July 15, 2020 5:35 PM
To: Tong, Hollis
Subject: RE: Incident - CRIMINAL SR [REDACTED] DRAFT 2020-07-15 Paul Burke
Per Jeff was just a random act.. There was an additional house painted and two cars. Both just random

From: Tong, Hollis
Sent: Wednesday, July 15, 2020 5:30 PM
To: Burke, Paul <pburke@sanramon.ca.gov>
Subject: RE: Incident - CRIMINAL SR [REDACTED] DRAFT 2020-07-15 Paul Burke
Paul, I don't see anything in the report regarding a motive. Was the victim flying a police thin blue line flag or have family in LE? It seems like a question that should have been asked to determine if she was deliberately targeted or if it was just random.

Hollis

Lieutenant Hollis Tong
Professional Standards

San Ramon Police Department
2401 Crow Canyon Rd.
San Ramon, CA 94583
(925) 973-2752 (desk)
(925) 838-3011 (fax)



Due to the Public Health Order from Contra Costa Health Services, all City facilities are now closed. Some services are still available over the phone and online. Please visit www.bit.ly/CityServices for the latest information regarding City services. Let's all do what we can to flatten the curve!

From: RMS WEB Case Notify [<mailto:notify@srv911.org>]

Sent: Wednesday, July 15, 2020 5:20 PM

To: Santiago, Todd <tsantiago@sanramon.ca.gov>; Barnes, Jason <jbarnes@sanramon.ca.gov>; Brinkley, Steve <sbrinkley@sanramon.ca.gov>; Carlson, Denton <dcarlson@sanramon.ca.gov>; Stevens, Craig <cstevens@sanramon.ca.gov>; Tong, Hollis <htong@sanramon.ca.gov>; Goldberg, Cary <cgoldberg@sanramon.ca.gov>; Williams, Tami <twilliams@sanramon.ca.gov>

Subject: Incident - CRIMINAL SR [REDACTED] DRAFT 2020-07-15 Paul Burke

594 of residence with anti police graffiti

[Incident - CRIMINAL SR \[REDACTED\] DRAFT 2020-07-15 Paul Burke](#)

From: [Sanchez, Theresa](#)
To: ["Thin Blue Line USA"](#)
Subject: RE: New customer message on April 12, 2022 at 10:33 am
Date: Wednesday, April 13, 2022 6:27:33 AM

Thank you so much!!!! Will do.

From: support.83835.4af72b7259e5ebdf@helpscout.net
[mailto:support.83835.4af72b7259e5ebdf@helpscout.net] **On Behalf Of** Thin Blue Line USA
Sent: Wednesday, April 13, 2022 5:23 AM
To: Sanchez, Theresa
Subject: Re: New customer message on April 12, 2022 at 10:33 am
Hi Theresa,

We have increased the donation quantity to accommodate the number of attendees.

You are welcome to tag us in any photos from the event @thinbluelineusa. Please also share the logo attached on your socials!

Thank you for your support!

Best,

Amanda Le
Thin Blue Line USA

Office: (248) 415-5537
www.thinbluelineusa.com



On Tue, Apr 12, 2022 at 7:36 PM UTC, Theresa Sanchez
<tsanchez@sanramon.ca.gov> wrote:

Thanks so much for you donation of 100 bracelets. We would love to put them in our swag bags for the attendees. We usually have approx. 150 in attendance.
On Tue, Apr 12, 2022 at 7:08 PM UTC, Thin Blue Line USA
<info@thinbluelineusa.com> wrote:

Hi Theresa,

The donation order has been processed! Along with our donation, we kindly request:

1. Tag @thinbluelineusa on Facebook and Instagram.

2. Add our logo to your donor page with a hyperlink to www.ThinBlueLineUSA.com

3. Share any extra donation items with your local police department.

Thank you for the support!

Best,

Amanda Le

Thin Blue Line USA

Office: (248) 415-5537

www.thinbluelineusa.com



On Tue, Apr 12, 2022 at 6:30 PM UTC, Theresa Sanchez <tsanchez@sanramon.ca.gov> wrote:

Thank You. Since it's at soon as possible please use,

San Ramon Police Department

2401 Crow Canyon Rd.

San Ramon, Ca. 94583

Attn: Theresa Sanchez, CRCP Unit

Thanks again!!

Theresa

On Tue, Apr 12, 2022 at 5:58 PM UTC, Thin Blue Line USA

<info@thinbluelineusa.com> wrote:

Hi Theresa,

We would like to process the donation order as soon as possible. Please provide your preferred shipping address.

Thank you!

Amanda Le

Thin Blue Line USA

Office: (248) 415-5537
www.thinbluelineusa.com



On Tue, Apr 12, 2022 at 4:12 PM UTC, Theresa Sanchez
<tsanchez@sanramon.ca.gov> wrote:

Amanda,

Thank you so much. It actually depends on when you send the donations. If it's in September then yes they can be sent to the Tahoe address below. If it's before, they can be sent to:

San Ramon Police Department

2401 Crow Canyon Rd.

San Ramon, CA 94583

Attention: Theresa Sanchez, CRCP Unit

Please let me know when the items are sent so I can make sure they are received.

Thanks again,

Theresa Sanchez

On Tue, Apr 12, 2022 at 3:49 PM UTC, Thin Blue Line USA
<info@thinbluelineusa.com> wrote:

Hi Theresa,

Thank you for the information! We would be happy to send donation items.

Would you like us to ship to ship the items to the conference?



Best,

Amanda Le
Thin Blue Line USA

Office: (248) 415-5537
www.thinbluelineusa.com



On Tue, Apr 12, 2022 at 3:05 PM UTC, Theresa Sanchez
<tsanchez@sanramon.ca.gov> wrote:

Hi Amanda,

Thank you in advance for your consideration. We are also looking for sponsorship which includes the CCPOA advertising your website. I have also included the attachment for sponsorship.

<https://ccpoa.us/vendor-request-form/>

Thank You,

Theresa Sanchez

CCPOA Conference Chair

San Ramon Police

925-973-2740

On Tue, Apr 12, 2022 at 2:47 PM UTC, Thin Blue Line USA
<info@thinbluelineusa.com> wrote:

Hi Theresa,

Thank you for the invitation! Please provide more information on the conference.

I will share the opportunity with management for consideration.

Best,

Amanda Le
Thin Blue Line USA

Office: (248) 415-5537
www.thinbluelineusa.com



On Tue, Apr 12, 2022 at 2:33 PM UTC, Theresa Sanchez
<tsanchez@sanramon.ca.gov> wrote:

You received a new message from your online store's contact form.

Country Code:

US

Contact Form Name:

Theresa Sanchez

Email:

tsanchez@sanramon.ca.gov

Phone Number:

9259732740

Body:

The California Crime Prevention Officers' Association is hosting its annual training conference in South Lake Tahoe 2022. We are looking for vendors for our conference. Please let me know either way if you attend this type of thing.

Thanks

From: [Theresa Sanchez](#)
To: [Thin Blue Line USA](#)
Subject: RE: New customer message on February 23, 2023 at 12:00 pm
Date: Thursday, February 23, 2023 11:12:00 AM

Thank you Amanda!

From: support.83835.4af72b7259e5ebdf@helpscout.net **On Behalf Of** Thin Blue Line USA
Sent: Thursday, February 23, 2023 10:12 AM
To: Theresa Sanchez
Subject: Re: New customer message on February 23, 2023 at 12:00 pm
Hi Theresa,

Thank you for reaching out to us. We are happy to introduce our Head of Partnerships, Kelleigh Erickson! She will be happy to consider your request.

Thank you!

Amanda Le
Thin Blue Line USA

Office: (248) 415-5537
www.thinbluelineusa.com



On Thu, Feb 23, 2023 at 5:00 PM UTC, Theresa Sanchez
<tsanchez@sanramon.ca.gov> wrote:

You received a new message from your online store's contact form.

Country Code:

US

Contact Form Name:

Theresa Sanchez

Email:

tsanchez@sanramon.ca.gov

Phone Number:

925-973-2740

Body:

Hi,

Last year you were generous donating thin blue line bracelets to the California Crime

Prevention Officers' Association Conference last year. We would like to know if you would be interested in being a vendor at our conference this year the week of Sept.17th, in Palm Springs. We would also like to know if you would want to donate 120 California state pins you currently have on sale for \$1.99. Please let me know as soon as you can. If you are interested in being a vendor I will send you the link.

From: [Paul Burke](#)
To: [Mike Schneider](#)
Subject: Re: Retirement Flags
Date: Tuesday, June 7, 2022 7:32:28 AM

You signed 7 for the gold stars. Two of them upstairs you already signed. However, there are two addl ones for Malone and Ryan.

Sent from my iPhone

On Jun 7, 2022, at 7:29 AM, Mike Schneider wrote:

Geez! Didn't we sign like six of them the other day?

I'll be in town tomorrow, so I'll swing by to sign.

Michael Schneider

On Jun 7, 2022, at 07:10, Paul Burke wrote:

All-

In anticipation of next week's retirement of Capt. Goldberg, Sgt. Ransom, Officer Malone and Detective Ryan, four thin blue line flags have been placed in the upstairs training room. Under each flag is a flattened cardboard box. When you sign your name please ensure the cardboard box is under the portion your signing to avoid any bleed over onto the tables.

Also a reminder to **NOT** sign in the union or the blue line.

Thank you,

Paul

Sergeant Paul Burke #25
San Ramon Police Department
2401 Crow Canyon Rd.
San Ramon, Ca 94583
(925) 973-2745 VM
pburke@sanramon.ca.gov

From: [Pistello, Michael](#)
To: [Goldberg, Cary](#)
Subject: Re: Retirement Flags
Date: Tuesday, September 8, 2020 2:51:41 PM
Attachments: [image008.png](#)
[image009.png](#)
[image010.png](#)
[image011.png](#)
[image012.png](#)
[image013.png](#)

No worries. Hoping to be there Thursday.

Sergeant Mike Pistello #65
San Ramon Police Department
2401 Crow Canyon Rd.
San Ramon, Ca. 94583
(925) 973-2700 - Main
(925) 895-9074 - Cell

Due to the Public Health Order from Contra Costa Health Services, all City facilities are now closed. Some services are still available over the phone and online. Please visit www.bit.ly/CityServices for the latest information regarding City services. Let's all do what we can to flatten the curve!

On Sep 8, 2020, at 10:01 AM, Goldberg, Cary <cgoldberg@sanramon.ca.gov> wrote:

Hey Mike,
I don't know that I ever responded to this? I did not sign your name on the flags as I knew the celebration was being postponed due to several reasons. I saw that you were able to sign them both.

Thanks,
Cary

Captain Cary Goldberg
San Ramon Police Department
Operations Bureau
2401 Crow Canyon Road San Ramon, CA 94583
Phone: (925) 973-2763 Fax: (925) 973-2925

Due to the Public Health Order from Contra Costa Health Services, all City facilities are now closed. Some services are still available over the phone and online. Please visit www.bit.ly/CityServices for the latest information regarding City services. Let's all do what we can to flatten the curve!

From: Pistello, Michael
Sent: Wednesday, August 19, 2020 12:22 PM
To: Goldberg, Cary <cgoldberg@sanramon.ca.gov>
Subject: Re: Retirement Flags

Capt.,
I'm on VTO until 8/28. Feel free to throw my name on both flags if you don't mind.
Thanks!

Sergeant Mike Pistello #65
San Ramon Police Department
2401 Crow Canyon Rd.
San Ramon, Ca. 94583
(925) 973-2700 - Main
(925) 895-9074 - Cell

Due to the Public Health Order from Contra Costa Health Services, all City facilities are now closed. Some services are still available over the phone and online. Please visit www.bit.ly/CityServices for the latest information regarding City services. Let's all do what we can to flatten the curve!

On Aug 19, 2020, at 9:18 AM, Goldberg, Cary <cgoldberg@sanramon.ca.gov> wrote:

All,

I've placed two Thin Blue Line flags in the training room. Both have been pressed and are ready for signatures. Please feel free to sign your name anywhere on the black stripes with the silver Sharpies. Please DO NOT sign on the blue stripe or within the union. The flags will be presented to Marty and Michelle next Thursday, for their retirement.

Thanks,

Cary

Captain Cary Goldberg
San Ramon Police Department
Operations Bureau
2401 Crow Canyon Road San Ramon, CA 94583
Phone: (925) 973-2763 Fax: (925) 973-2925

Due to the Public Health Order from Contra Costa Health Services, all City facilities are now closed. Some services are still available over the phone and online. Please visit www.bit.ly/CityServices for the latest information regarding City services. Let's all do what we can to flatten the curve!

From: [Paul Burke](#)
To: [Craig Bennigson](#)
Subject: Re: Retirement Flags
Date: Tuesday, June 14, 2022 5:36:54 PM

Yes they are still in training room on table til tomorrow after lineup

Sent from my iPhone

On Jun 14, 2022, at 5:14 PM, Craig Bennigson wrote:

Hey Paul. I didn't get a chance to sign those yet. Can I still sign them tomorrow?

Sent from my iPhone

On Jun 7, 2022, at 7:10 AM, Paul Burke wrote:

All-

In anticipation of next week's retirement of Capt. Goldberg, Sgt. Ransom, Officer Malone and Detective Ryan, four thin blue line flags have been placed in the upstairs training room. Under each flag is a flattened cardboard box. When you sign your name please ensure the cardboard box is under the portion your signing to avoid any bleed over onto the tables.

Also a reminder to **NOT** sign in the union or the blue line.

Thank you,

Paul

Sergeant Paul Burke #25
San Ramon Police Department
2401 Crow Canyon Rd.
San Ramon, Ca 94583
(925) 973-2745 VM
pburke@sanramon.ca.gov

From: [Hollis Tong](#)
To: [Kelli Bryson](#)
Subject: Re: Retirement flags
Date: Sunday, August 28, 2022 6:09:15 PM
Attachments: [image001.png](#)

Hi Kelli. I signed Al's flag (left). The one on the right, hopefully Al will remember to sign for me. :)

Hollis

Lieutenant Hollis Tong #37
Professional Standards & Training Division

San Ramon Police Department

[2401 Crow Canyon Rd.](#)

[San Ramon, CA 94583](#)

[\(925\) 973-2752](#) (direct)

[\(925\) 838-3011](#) (fax)



On Aug 26, 2022, at 9:29 AM, Kelli Bryson wrote:

Good Morning –

There are two Thin Blue Line flags in the Training Room to be signed for the retirements of Officer Al Molién and Lieutenant Hollis Tong. Please, use the silver sharpies to sign the black lines on the flags. **Don't sign on the blue line.** There's butcher paper under the flags to keep the new tables clean, so please be sure the paper is under the area you plan to sign.

Thank you,

Kelli Bryson

Communications Coordinator

San Ramon Police Department

2401 Crow Canyon Rd.

San Ramon, CA 94583

Desk: 925-973-2716

Main: 925-973-2700

Fax: 925-838-2925

From: [Mike Schneider](#)
To: [Paul Burke](#)
Subject: Re: Thin Blue Line Retirement Flags
Date: Thursday, July 21, 2022 6:02:26 PM

Okie dokie

Michael Schneider

On Jul 21, 2022, at 16:43, Paul Burke wrote:

Mike you may of already signed these

Sent from my iPhone

On Jul 21, 2022, at 3:47 PM, Mike Schneider wrote:

I can't make it by to sign them. Can your write "Michael Schneider #28" on them for me please?

Michael Schneider

On Jul 21, 2022, at 15:06, Paul Burke wrote:

All-

In anticipation of next week's retirement of Chief Stevens and Lieutenant Barnes, two thin blue line flags have been placed in the new lineup room. Under each flag is a flattened cardboard box. When you sign your name please ensure the cardboard box is under the portion your signing to avoid any bleed over onto the tables. I left two Sharpie pens with the flags and some scratch paper to test the sharpies.

Also a reminder to NOT sign in the union or the blue line!!!!

Thank you,
Paul

***Sergeant Paul Burke #25
San Ramon Police Department
2401 Crow Canyon Rd.***

San Ramon, Ca 94583
(925) 973-2745 VM
pburke@sanramon.ca.gov

From: [Kelli Bryson](#)
To: [PD](#)
Subject: Retirement flag
Date: Wednesday, February 15, 2023 7:29:19 AM
Attachments: [image001.png](#)

Good Morning –

There is a Thin Blue Line flag in the Lineup Room to be signed for Captain Brinkley's retirement next week. Please, use the silver sharpies provided to sign on the black stripes. **Don't sign on the blue line.** There's butcher paper under the flag to keep the table clean, so please be sure the paper is under the area you plan to sign.

Thank you,

Kelli Bryson

Communications Coordinator

San Ramon Police Department

2401 Crow Canyon Rd.

San Ramon, CA 94583

Desk: 925-973-2716

Main: 925-973-2700

Fax: 925-838-2925



From: [Domain postMaster address](#)
To: [Mark Gunning](#)
Subject: You have new held messages
Date: Friday, February 17, 2023 7:05:58 AM

mimecast

You have new held messages

You can release all of your held messages and permit or block future emails from the senders, or manage messages individually.

[Release all](#) [Permit all](#) [Block all](#)

You can also manage held messages in your [Personal Portal](#).

Spam Policy

info@bc.adorama.com

Limited Time Only: Up to \$500 Off Your Apple Products

2023-02-17 08:11

[Release](#) [Permit](#) [Block](#)

Spam Policy

info@ncjtc.org

Still time to register for March | NCJTC Sexual Assault Investigation Academy

2023-02-17 08:47

[Release](#) [Permit](#) [Block](#)

Spam Policy

retail@nleomf.org

New Thin Blue Line Items!

2023-02-17 09:31

[Release](#) [Permit](#) [Block](#)

[Release all](#) [Permit all](#) [Block all](#)

Powered by **mimecast**

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From: [Amazon.com](#)
To: [Jessica Simonds](#)
Subject: Your Amazon.com order # [REDACTED] has shipped
Date: Wednesday, February 22, 2023 10:55:52 PM



Shipping Confirmation

Order # [REDACTED]

Hello Jessica Simonds,
We wanted to let you know that we have shipped your items. If your operating hours have changed, please [update your delivery preferences](#). Your preferences help us improve your delivery experience.

Jessica Simonds
CONCORD, CA

Expected Delivery

Thursday, February 23

[Track your package](#)

[Your Orders](#)

1 package



Isolator Fitness Meal Prep Insulated Lunch Bag - Isobag 3Meal Thin Blue Line - 4Fully Compartment Meal Management System - Includes 6 Reusable BPA-free
Qty: 1 | Sold by Isobag

If you need further assistance with your order, please visit [Help & Customer Service](#).

We hope to see you again soon!

Amazon.com

Frequently bought together with items in your order



THIN BLUE LINE ISOJUG Combo Insulated...
\$59.99

Gatorade Whey Protein Bars, Chocolate...
\$18.00

Unless otherwise noted, items sold by Amazon are subject to sales tax in selected states in accordance with the applicable laws of that state. If your order contains one or more items from a seller other than Amazon, it may be subject to state and local sales tax, depending upon the seller's business policies and the location of their operations. For more information, go to [tax and seller information](#).

Items in this shipment may be subject to California's Electronic Waste Recycling Act. For any items not sold by Amazon.com or Amazon Digital Services, Inc. that are subject to that Act, the seller of that item is responsible for submitting the California Electronic Waste Recycling fees on your behalf.

This email was sent from a notification-only address that cannot accept incoming email. Do not reply to this message.

From: [Amazon.com](#)
To: [Jessica Simonds](#)
Subject: Your Amazon.com order of "Isolator Fitness Meal Prep...".
Date: Wednesday, February 22, 2023 12:50:11 PM

amazon business

[Your Account](#) | [Amazon.com](#)

Order Confirmation

Order # [REDACTED]

Hello Jessica Simonds,

Thank you for shopping with us. We'll send a confirmation once your item has shipped. Your order details are indicated below. The payment details of your transaction can be found on the [order invoice](#). If you would like to view the status of your order or make any changes to it, please visit [Your Orders](#) on Amazon.com.

This order is placed on behalf of San Ramon Police Department.

Your guaranteed delivery date is:
tomorrow, February 23

Your shipping speed:
✓prime **One-Day Shipping**

Your order will be sent to:
Jessica Simonds
CONCORD, CA
United States

Order Details

Order Details

Order # [REDACTED]

Placed on today, February 22



Isolator Fitness Meal Prep Insulated Lunch Bag
- Isobag 3Meal Thin Blue Line - 4Fully
Compartment Meal Management System -
Includes 6 Reusable BPA-free Containers, 2Ice
Packs & Padded Shoulder Strap
Sold by Isobag
Condition: New

\$109.99

Order Total:

\$134.00

To learn more about ordering, go to [Ordering from Amazon.com](#).
If you want more information or need more assistance, go to [Help](#).

Thank you for shopping with us.
Amazon.com

Frequently bought together with items in your order



THIN BLUE LINE ISOJUG
Combo Insulated...
\$59.99



Gatorade Whey Protein Bars,
Chocolate...
\$18.00

The payment for your invoice is processed by Amazon Payments, Inc. P.O. Box 81226 Seattle, Washington 98108-1226. If you need more information, please contact (866) 216-1075

By placing your order, you agree to Amazon.com's [Privacy Notice](#) and [Conditions of Use](#). Unless otherwise noted, items sold by Amazon.com are subject to sales tax in select states in accordance with the applicable laws of that state. If your order contains one or more items from a seller other than Amazon.com, it may be subject to state and local sales tax, depending upon the seller's business policies and the location of their operations. Learn more about [tax and seller information](#).

Items in this order may be subject to California's Electronic Waste Recycling Act. If any items in this order are subject to that Act, the seller of that item has elected to pay any fees due on your behalf.

This email was sent from a notification-only address that cannot accept incoming email. Please do not reply to this message.

From: [Kasey Duncan](#)
To: [Bani Kollo](#)
Subject: ZRT & the 8MM Double Tap
Date: Wednesday, March 1, 2023 7:22:15 AM
Attachments: [JottoLogo100x40_23916672-34ca-45c1-b537-9dcc88613ddd.png](#)
[jdtagline_dd51a0f2-ae47-4cf9-8d53-1b5172c83cd2.png](#)
[P&SN_Jan_Feb_23_Vehicle_Firearms_Security.pdf](#)

Bani-

Check out our "Feature" write up in the Jan/Feb 2023 issue of Police and Security News. The [last page](#) is the best! If you haven't jumped on the ZRT Gun Racks yet, maybe seeing this photo of a "double tap" by a 9mm will help pique your interest.

If security is important to your agency, the AR Secure Gun Rack is hard to beat. With our ZRT lock heads and rubber dipped housing to protect your breakdown pins, you can rest assured your weapons will stay safe.

Please reach out to me or your upfitter with any questions.

Stay safe out there,



Kasey Duncan
Northwest Region Sales Manager | Jotto Desk
Office: (479) 246-6472 | Cell: (479) 372-7157



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P&SN

Police
and
Security
News

JANUARY/FEBRUARY 2023
VOLUME 39 ISSUE 1

Serving Law Enforcement & Homeland Security

**BALLISTIC SHIELDS:
Basics and Tactics**

**PATROL VEHICLE
FIREARMS SECURITY**

**Better Education =
GREATER
ADVANCEMENT**

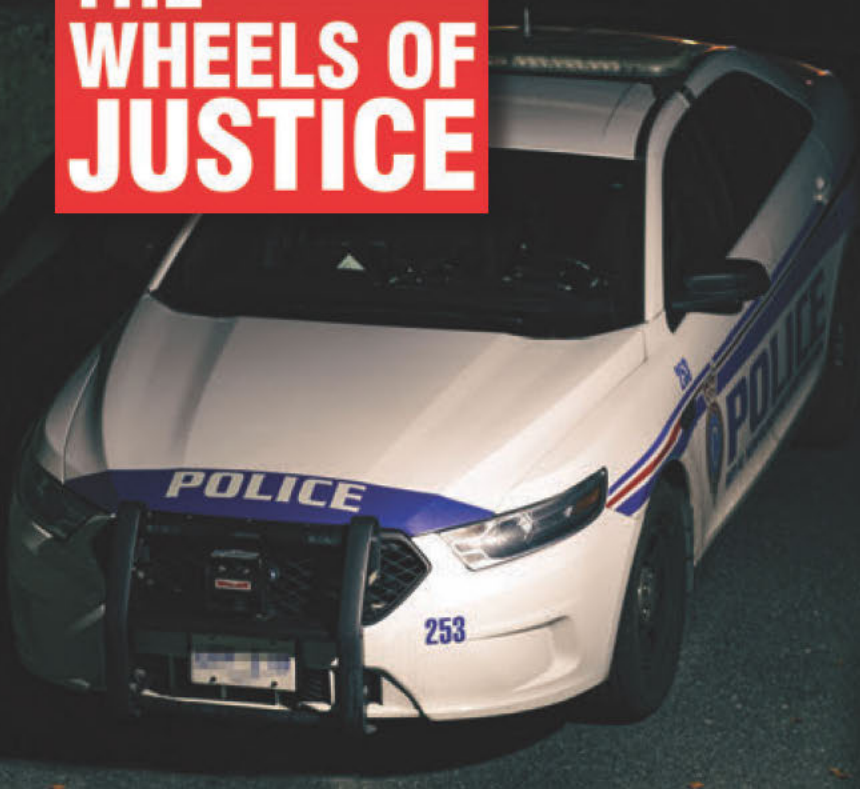
WHAT ARE THE
LEADERSHIP PRINCIPLES OF
**Elite Tactical
Teams?**

**The Science Behind
PRECISION SHOOTING**



THE WHEELS OF JUSTICE

PROTECTING THE THIN BLUE LINE



IS JOB ONE

SERGEANT JAMES POST

A patrol car can be a vulnerable place to stow a firearm. What current solutions are available to help safely store and secure your agencies' weapons?

Cops today are under fire more than ever before...police assaults, ambushes and murders are at an all-time high. As of December 1, 2022, 302 American officers were shot in the line of duty last year – 56 fatally. Dissecting those horrific numbers, we find that there were 79 outright ambushes which involved 114 officers shot and 28 of the total number killed.

Because of a nonstop two year crime wave, starting with the death of George Floyd, and the riots which followed across the country, cops became the targets of criminals and, worse yet, were also disrespected and defunded by their elected officials. Officers began retiring and resigning in record numbers and now LE recruitment is at an all-time low. Who could blame eligible men and women for not wanting to be shot by the bad guys and simultaneously stabbed in the back by politicians?

AMERICAN BUSINESSES HAVE GOT YOUR SIX

Fortunately, American manufacturers have stepped up to do their part in making officers' jobs safer with products like ballistic vehicle armoring, camera systems and improved body armor vests. A troubling trend is happening far too often now as criminals are exiting vehicles and firing

at officers seated in their cruisers; many are still wearing their seat belts. There are companies which can retrofit police cars with bullet-resistant glass, but with prices starting at \$2000 each, some departments are reluctant to add that expense to their vehicles in this economy.

An important segment in the aftermarket industry includes weapon mount designers and builders who provide LE with both readily accessible, safe weapon mounts and storage lockers/weapon drawers for SUVs and sedan trunks. Our review follows:

WEAPON MOUNTS

BIG SKY RACKS, INC. (bigsky racks.com)

For over 30 years, Big Sky Racks has been providing LE with their Electronic Locking System (ELS) gun racks. They offer eight basic rack models with a ten second delay and a mechanical override. Their component design allows easy transfer from old to new vehicles and their durable steel construction provides a variety of solid mounting options.

BLAC-RAC (blac-rac.com)

Blac-Rac offers four 1082 models for AR-style weapons. Their exclusive two opposing side plates protect takedown pins, the mag release and trigger. They

also offer a version for shotguns. Their locks feature a unique rotating handcuff design retainer.

GAMBER-JOHNSON (gamberjohnson.com)

Gamber-Johnson provides SC-6 dual weapon gun mounts for either horizontal or vertical positions. Additional SC-6 gunlocks are also available for other manufacturers' mounting brackets and all feature an adjustable diameter and sliding mounting brackets. They also provide an economical model which consists of an adjustable lock head, butt plate and mounting bar. The locking mechanism in the rack can be wired to open the lock with the press of a (discreetly placed) button,



Gamber-Johnson's Trunk Box secures firearms and equipment in the sliding drawer using a dual lock system.

THE WHEELS OF JUSTICE

Continued from page 26

bypassing the keyed lock and allowing weapons to be retrieved quickly, saving officers valuable time in an emergency. Additionally, a manual lock override ensures that weapons are always accessible, even in the case of electronic failure.

Gamber-Johnson also offers cargo storage with its Trunk Box solution to improve security and organization of gear and equipment. Its lightweight aluminum construction features a sliding drawer using a dual lock system to access crucial gear quickly and the inverted top provides additional mounting space. Vehicle-specific mounts are available for the newest pursuit SUVs.

JOTTO DESK [jottopublicsafety.com]

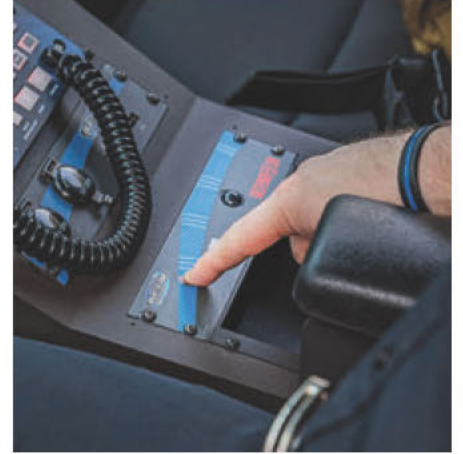
Jotto Desk's ZRT Gun Racks, featuring SmartLok Technology, were designed for both shotguns and AR-style rifles. They were engineered to eliminate several common theft weaknesses: hot-wiring with a 12 volt battery and use of a strong magnet. The ZRT Lock Head also features an exclusive zinc design which deforms instead of breaking, even after repeated attacks. Proof of this was demonstrated when a department recently experienced



The ZRT AR Secure Gun Rack cannot be circumvented through hot-wiring or by the use of a magnet.

a break in and the thief attempted to destroy the lock with two 9mm rounds – with

no success. The ZRT Gun Rack secures either single or dual weapons and features both adjustable locks and butt plate positioning. Silicone inserts in the lock heads protect weapons from both scratches and damage, and its AR Secure Housing design prevents those looking to utilize the takedown pins to strip the weapon from the rack, making it one of the most secure,



Jotto Desk's Defend IR is an infrared security system designed specifically for patrol vehicles.

The LOFT Weapon and Equipment Storage

Provides Secure, Accessible, and Out of Sight Storage



- Fits in the Unused Space Above the Window Line and Up to the Headliner in the Rear of the Vehicle
- Models and Options for Many Different Shotguns and Rifles—Both Single Weapon and Double Weapon Configurations
 - Can be Customized for Storage of Electronics, Rescue Gear, Etc.
- Three Levels of Locking: A Locked Vehicle, the LOFT Compartment, and the Individual Gun Lock
- Available for 2013+ Ford Interceptor Utility, 2019+ Ford Expedition, 2015+ Chevy Tahoe, and 2012+ Dodge Durango

LUND INDUSTRIES

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yet accessible, gun racks on the market.

Jotto Desk also produces the Defend IR Security System explicitly designed for patrol vehicles. This programmable infra-red system, which fits either in an equipment console or stand-alone, monitors the interior of your vehicle. The Defend IR automatically arms upon the ignition being turned off and not sensing movement for an adjustable period. If movement/temperature change is sensed, a count-down begins (adjustable to ten, 20, 30, or 40 seconds). If the cause is a good guy, simply start the vehicle and the Defend IR is disabled. If it's a bad guy, the Defend IR will then activate your lights and siren, alerting the officer and scaring off any potential criminal. A honking horn OEM alarm won't get much attention, but full-blown lights and siren will have every neighbor on the lookout as it protects parked take-home units. In the case of an accidental alarm trip, simply start your vehicle and the Defend IR will disarm.

LUND INDUSTRIES, INC.
(lund-industries.com)

The LOFT secures an M4-style patrol rifle or an 18.5" shotgun out of sight up



The LOFT provides secured single and dual firearms storage in the rear quarter of your vehicle – in the unused space near the headliner, up and out of your line of sight through the rearview mirror.

near the headliner in the rear of an SUV, utilizing a unique and patented design. The LOFT is one of a few vehicle storage solutions which provide three levels of locking to secure weapons for storage: the locked vehicle, the LOFT compartment and the individual electric gun locks. The LOFT is available in one or two gun configurations and XL configurations.

A number of agencies have added LOFTs to vehicles equipped with gun

racks between the front seats specifically for overnight storage in take-home vehicles. The officer can choose to carry one, both or neither of their long guns up front in the vehicle while on duty, but can secure both in the LOFT at the end of their shift for overnight storage. If a thief looks into a parked police SUV overnight, all they will see are open racks and locks between the seats without the guns in them!

Some police units "hide" the gun lock switch on the siren box with a switch labeled "gun" or "lock" and keep it wired hot when the vehicle is running. The out of



Lund's new Sub Floor Cargo Storage System expands your Chevy Tahoe's rear storage area, allowing you to securely stow your firearms and other valuable equipment.

X-LOCK
Gun Racks for Your Vehicle

Only the X-Lock gives officers quick, one-handed access to guns – when they are needed fast.

- Stainless steel, ratcheting arms automatically adjust to a tight, secure fit when the gun is pressed into place.
- Padding protects guns and prevents rattling.
- Lock operates with a key or with an electronic timer for immediate access.
- Components can be adjusted to custom fit most makes/models of guns.
- Quick installation! Can be mounted with little or no drilling.

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X-LOCK
Gun Racks for Your Home

Finally... a gun rack that keeps guns secure, whether hidden or on display, and ready for quick access.

- Stainless steel, ratcheting arms automatically adjust to a tight, secure fit when the gun is pressed into place.
- Padding protects guns from nicks, scratches and dents.
- Lock operates with a key or with an optional keypad that incorporates fingerprint recognition technology.
- Components can be adjusted to custom fit most makes/models of guns.
- Quick installation!

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THE WHEELS OF JUSTICE

Continued from page 29

sight storage can be a benefit for on duty use as the guns do not stand out as available or easy prey in an idling unattended police unit.

Lund's all-new Sub Floor Cargo Storage System expands your 2021+ Chevy Tahoe's rear storage area, allowing you to securely stow equipment and weapons. It creates a slightly raised level floor in the cargo area which allows "Sub Floor" storage including two hinged locking compartments. It is designed to work with or without a rear cargo partition and securely mounts to OEM mounting points. There are a variety of options available, including trays, covers and utility boxes.

PRO-GARD PRODUCTS, LLC (pro-gard.com)

The Tri-Lock Self-Supporting Gun Rack can secure up to two long guns and one handgun within easy reach of the officer. It mounts vertically between the driver and the passenger seats with adjustable brackets and lock heads to meet the specifications of each officer's weapons. There are three styles of gun lock override keys available: straight, vending or handcuff.

SANTA CRUZ GUNLOCKS, LLC (santacruzgunlocks.com)

Santa Cruz Gunlocks features partition mounted racks for single or dual weapons with a choice of four lock styles and a manual key override. A new, fully adjustable system is available for vehicles with a K-9 insert; it works with all varieties of their gun locks.

SETINA MANUFACTURING CO., INC. (setina.com)

Setina Mfg. has developed a Rear Cargo Management System with electronics and firearms storage designed to maximize its rear storage capabilities. It is easily installed and provides a flat surface for upper storage, along with two lower storage bays for electronics, cargo and firearms. A lift-up gas spring assists opening the lid for easy access to the storage bays beneath and features a choice of advanced locking systems. The design works with or without a rear partition and is compatible with Setina's cargo box systems.

Setina also sells their exclusive T-rail



The new Rear Cargo Management System from Setina is easily installed.

weapon mount either as a stand-alone floor mount or partition mount for one or two weapons. They provide maximum security with a fully enclosed, one-piece shroud and lock design which protects an AR's takedown pins, magazine and trigger. Setina also offers Blac-Rac and Vault Lock systems.

An interesting bit of Setina trivia comes from my early days as a cop. Our vehicles were equipped with Setina's Gen 1

Tahoe SubFloor Cargo Storage System

Expand Your 2021+ Chevy Tahoe's Rear Storage Area

- Securely Stow Equipment, Radios, Weapons, and More
- Creates a Slightly Raised Level Floor in the Cargo Area Allowing "SubFloor" Storage including Two Hinged Locking Compartments: Rear Compartment Can Be Used for Weapons and Equipment and the Front Compartment Is Ideal for Radios or Additional Gear
- Works With or Without a Rear Cargo Partition
- Securely Mounts to OEM Mounting Points
- Optional Accessories Available: Covers, Electronics Boxes, Etc.



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THE WHEELS OF JUSTICE

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Setina's Double T-Rail systems can be used as a partition mount or placed on a freestanding base.

shotgun racks which featured an innovative locking system. The locking system featured a large brass assembly which popped out about 3/4" when unlocked. They were all keyed the same so relief officers, like me, could operate them in whichever car we were assigned. The cool thing was that we always kept them in the unlocked position for instant access, but thugs, arrestees, thieves, or whomever, when trying to steal the shotgun, instinctively pushed the brass locking mechanism which was nice and shiny and all they achieved was locking the weapon again! However, on the driver's side of the unit was a nondescript looking button about the size of a pencil eraser which was the actual release.

TUFLOC® [tufloc.com]

Tufloc provides a variety of mounting positions for their Gun Lock systems: roll bar, divider screen, overhead, partition, floor mount with the muzzle down, or horizontally under the officer's legs. Their mounts stow weapons well out of the way of vehicle

occupants and deployment of the air bags. Their X-Lock systems feature a trigger guard and a key controlled time delay using either a handcuff key or tubular key which can be keyed alike or individually.

The TufBox is a high security, locking drawer system which secures your weapons and is available for all SUVs and cruisers.

One final note about gun mounts with electric opening switches. Have your upfitter or department mechanic mount the switch in a concealed, but easy to reach location. A recent widely circulated video showed a female arrestee in an Oklahoma deputy's vehicle who slipped one hand out of her handcuffs, wrestled her way through a gap in the prisoner partition, obtained the deputy's AR-15, and began firing it out the passenger window, striking a deputy and a citizen. Fortunately, neither wound was fatal. When investigators questioned her how she obtained the weapon, she replied, "I just pushed the red button on the console marked GUN." A video of the incident can be viewed here: <https://tinyurl.com/mw9z6ee6>



Tufloc's X-Lock is self-adjusting – it secures most long guns by simply pressing the gun into the lock.

REMOVE IT OR LOSE IT

Our final section deals with the alarming nationwide rise in weapon thefts from LE vehicles. This is not just a "big city" issue as rural departments lose firearms, too. The problem escalated dramatically during the "social unrest" (aka riots) of 2020 across the country.

Regrettably, weapon losses from the 2020 riots were nothing new for America's cops; at least 100 police agencies reported 1781 guns lost or stolen between 2008 and 2017 and most are still missing. Nearly half were taken from cars and these police weapons were used in multiple crimes, including gang shootouts and even attacks on cops themselves! In addition to threatening the safety of the public, thefts of LE firearms can potentially result in financial liability for agencies and officers alike.

Recently, police in Central Illinois broke up a theft ring which specifically targeted weapons in police cars. The case broke with the arrest of an 18-year-old suspect after two AR-15s stolen from police vehicles were found in his home. He later admitted to being involved in 30 vehicle burglaries with a 19-year-old suspect, targeting cars throughout Central Illinois.

A 2016 study revealed that, over five years, 329 police firearms had been stolen from Southern California departments and at least 108 were stolen from police vehicles; many left unlocked and unattended by seasoned officers. The list included GLOCK®s, SIG SAUERs, Remington shotguns, and AR-style rifles. The alarming findings resulted in a bill signed into law by then Governor Brown which requires officers to secure weapons left in unattended vehicles or face fines up to \$1000.

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Mobile Multispectral Contactless Fingerprint Detection System

WHAT'S IN YOUR DRIVEWAY?

We've written several articles highlighting the pros and cons of take-home car programs across the United States, but firearm thefts from police vehicles have been exacerbated by these programs. We reported on roving bands of anti-police individuals driving through residential neighborhoods searching for parked police cars and, using rattle cans, painting "COP" in front with an arrow pointing at the home. Officers have been assaulted and killed driving to and from work in marked and unmarked cars and parked police cars have been firebombed and broken into in driveways. The turbulent times we're experiencing – not the fuel prices – could actually bring about the end of these programs.

Obviously, the simplest method to secure a police car and contents is to park it in a locked garage, even if it means leaving a soccer mom's SUV outside. If this is not possible, at least park it in a side or rear yard, preferably behind a stockade fence, but never park it on a street which invites hit and runs, vandalism, slashed tires and break-ins. Officers living in apartment complexes have no choice other than taking their chances in parking lots.

All police vehicles parked outside residences (and official buildings, too) should be emptied when parked. Weapons, tactical gear, nonlethal weapons, and handcuffs should be removed. Even the best weapon mounts can eventually be defeated by aggressive criminals with ample time and portable power tools. Even if they can't dislodge a weapon, they can certainly destroy it.



Parking your take-home vehicle on the street overnight invites vandalism, slashed tires and break-ins.

I know these protective measures may seem too extreme or a nuisance, but it certainly beats the alternative of department weapons being used on you or innocent citizens. **P&SN**

Sergeant James Post welcomes your feedback with comments and suggestions. He can be contacted at kopkars@arkansas.net.



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Jotto Desk™ ZRT Gun Racks are designed for any configuration you can imagine. Partition Mounted, Single Cell Mounted, Rear Seat Mounted or Free Standing, and Rear Hatch Mounted – Single Weapon or Dual. Jotto Desk was awarded two patents for these innovative solutions (US Patent No. 8,910,560, US Patent No. 9,481,312, and US Patent No. 10,563,943). SmartLok Technology was developed to thwart not only the theft potential from hotwiring that exists, but also the threat from a magnet or even a hammer strike.

JOTTOPUBLICSAFETY.COM

OURS DID. ▶▶▶



U.S. PATENT NO. 8,910,560 AND U.S. PATENT NO. 10,563,943



From: [Mirynt Furiosi](#)
To: [McAlister, Aaron](#); [Aaron Osorio@ci.richmond.ca.us](#); [amorefield@ci.antioch.ca.us](#); [ashields@danville.ca.gov](#); [awang@ehsd.cccounty.us](#); [balld@so.cccounty.us](#); [beard@ci.oakley.ca.us](#); [bhelmick@eccfpd.org](#); [Bhill@pleasanthillpd.org](#); [bjohnson@cityofmartinez.org](#); [bmathews@ci.pittsburg.ca.us](#); [briana.taylor2@redcross.org](#); [bslig@so.cccounty.us](#); [burkhart@walnut-creek.org](#); [bvand@so.cccounty.us](#); [carrie.ricci@pw.cccounty.us](#); [Buxton, Cliff](#); [Candice Christopherson](#); [christensen@ci.oakley.ca.us](#); [Carlson, Denton](#); [David Cook](#); [dnichols@pleasanthillpd.org](#); [David Nielson](#); [doc.management@cchealth.org](#); [drein@mofd.org](#); [dsilva@brentwoodca.gov](#); [dwinnacker@mofd.org](#); [earredondo@ehsd.cccounty.us](#); [ecarney@4cd.edu](#); [elise.warren@claytonpd.com](#); [galameda@ci.pinole.ca.us](#); [Genevieve Pastor-Cohen](#); [Gerald.Tamayo@cchealth.org](#); [gkogler@pleasanthillca.org](#); [grose@ebparks.org](#); [gsasser@mofd.org](#); [gvassar@pleasanthillca.org](#); [HAbbasi@chevron.com](#); [hansen@walnut-creek.org](#); [james.Nakayama@cityofconcord.org](#); [jbarnhill@town.crockett.ca.us](#); [jbufo@so.cccounty.us](#); [Jcatalano@pleasanthillca.org](#); [jdelatorre@ci.el-cerrito.ca.us](#); [jduggan@srvfire.ca.gov](#); [Jeffrey.Krieger@cityofconcord.org](#); [jfortner@ci.antioch.ca.us](#); [jgack@so.cccounty.us](#); [JGrupalo@ci.el-cerrito.ca.us](#); [jhebel@danville.ca.gov](#); [jisaacs@mofd.org](#); [jlee@mofd.org](#); [John.Fout@contracostatv.org](#); [JSelover@srvfire.ca.gov](#); [Karl.Fischer@cchealth.org](#); [Kelly.Kalfsbeek@pw.cccounty.us](#); [Kevin.Halm@cityofconcord.org](#); [king@moraga.ca.us](#); [Kjanes@ci.el-cerrito.ca.us](#); [KKnopf@chp.ca.gov](#); [LGaler@ci.pittsburg.ca.us](#); [ltheis@cityoforinda.org](#); [lwright@ci.pittsburg.ca.us](#); [GM CCSD](#); [mavery@ci.pinole.ca.us](#); [mdavies@todb.ca.gov](#); [Michelle.Voos@cchealth.org](#); [mnichols@mofd.org](#); [msappal@cityofmartinez.org](#); [ngang@ci.pinole.ca.us](#); [Nicholas.Gartner@cityofconcord.org](#); [Noah.Brownlow@ci.richmond.ca.us](#); [PKeith@ci.el-cerrito.ca.us](#); [pomar@so.cccounty.us](#); [rdelacampa@ci.el-cerrito.ca.us](#); [rmacumber@eccfpd.org](#); [Russ.Norris@cityofconcord.org](#); [Ruth.Adams@cchealth.org](#); [salbanese@ci.pittsburg.ca.us](#); [saubert@eccfpd.org](#); [sborb@so.cccounty.us](#); [Scott.Alonso@contracostada.org](#); [sgehling@mofd.org](#); [SReynoso@ci.pittsburg.ca.us](#); [ssimp@so.cccounty.us](#); [Steve.Hill@ccfpd.org](#); [svermillion@pleasanthillpd.org](#); [tengl@so.cccounty.us](#); [therbert@brentwoodca.gov](#); [tholt@4cd.edu](#); [Trish.Beirne@cityofconcord.org](#); [Will.Harper@cchealth.org](#); [wimboden@ci.hercules.ca.us](#); [prankin@cityoforinda.org](#); [tgalegos@ehsd.cccounty.us](#); [lmackey@cccoe.k12.ca.us](#); [tkoehne@cccoe.k12.ca.us](#); [Lucas, Jennifer](#); [Tom Tamura](#); [Kim McCarl](#); [pmeyer@srvfire.ca.gov](#); [peter.ordaz@cchealth.org](#); [ameerah.thomas@cchealth.org](#); [steve.burdo@asd.cccounty.us](#); [brooke.converse@library.cccounty.us](#); [debi.cooper@cr.cccounty.us](#); [nicolehowell@ccombudsman.org](#); [vi.ibarra@cchealth.org](#); [eye4cee@gmail.com](#); [Carol McCrary](#); [avitug-hom@vistability.org](#); [heatherhackett@futures-explored.org](#); [sharron.mackey@cchealth.org](#); [ddevr@asd.cccounty.us](#); [jandr@asd.cccounty.us](#); [jpiro@ccwater.com](#); [dhuey@ccwater.com](#); [jlarot@ccwater.com](#); [EMSDutyOfficer@cchealth.org](#); [Doc.Operations@cchealth.org](#); [doc.planning@cchealth.org](#); [Tina Pruetz](#); [Ann.Elliott@hrd.cccounty.us](#); [Branch.ems@cchealth.org](#); [mklaw@so.cccounty.us](#); [Maureen Toms](#); [south@moraga.ca.us](#); [lee.shin2@csueastbay.edu](#); [jchen@cityoforinda.org](#); [craig@rhfd.org](#); [Elizabeth.loud@hrd.cccounty.us](#); [Alan Love](#); [akinner@ebparks.org](#); [lars.h.nielsen3.mil@mail.mil](#); [bfrench@richmondpd.net](#); [jcornell@ci.lafayette.ca.us](#); [steven.frew@ebmud.com](#); [robert.phelps@csueastbay.edu](#); [jinqr@so.cccounty.us](#); [doc.law@cccoes.us](#); [pgaler@ci.pittsburg.ca.us](#); [gail.mcpartland@library.cccounty.us](#); [jlowl@so.cccounty.us](#); [jingrassia@danville.ca.gov](#); [Randy.Sawyer@cchealth.org](#); [Chris Farnitano, M.D.](#); [Erika.Jenssen@cchealth.org](#); [Paul.Leung@cchealth.org](#); [gerald.tamayo@hsd.cccounty.us](#); [James Williams](#); [jvorh@so.cccounty.us](#); [lherr001@so.cccounty.us](#); [sbain@ehsd.cccounty.us](#); [Sara.Levin@cchealth.org](#); [Thomas R. Warne](#); [Marshall Bennett](#); [Susan Shiu](#); [smorrissey@cityoforinda.org](#); [John.Cunningham@dcd.cccounty.us](#); [Elvia Rubalcava](#); [Daniel W. Peddycord](#); [John Hild](#); [copimed@chevron.com](#); [Warren Lai](#); [Alycia Leach](#); [Geoffrey Martin](#); [Presser, Eric R CIV USARMY 596 TRANS BDE \(USA\)](#); [gwright@ebmud.com](#)
Cc: [akorn@so.cccounty.us](#); [oes-staff@so.cccounty.us](#); [david.twa@cao.cccounty.us](#); [tchal@so.cccounty.us](#); [Timothy.Ewell@cao.cccounty.us](#); [rbork@so.cccounty.us](#); [htier@so.cccounty.us](#); [Rick Kovar](#); [Meredith Gerhardt](#); [Mirynt Furiosi](#); [Mirynt Furiosi](#)
Subject: Contra Costa MAC/Op Area Council Call Minutes
Date: Thursday, January 7, 2021 10:40:47 PM
Attachments: [2021-01-06 OES Op Area MAC Call Minutes.docx](#)

Good evening,
Thank you for participating in the Contra Costa County Multi-Agency/Operational Area Council Call.

Attached, please find the minutes from Wednesday's call. Note that there has been added information included from the Health Officer, Dr. Warne, as well as additions/clarifications on some of the other reports.

As always, please let me know if you have any questions.
This document will be uploaded to WebEOC shortly.

Thank you.

Sincerely,
Mirynt Furiosi

Contra Costa OES Admin. Support Volunteer

From: [Mirynt Furiosi](#)
To: [McAlister, Aaron](#); [Aaron Osorio](#)[@ci.richmond.ca.us](#); [amorefield](#)[@ci.antioch.ca.us](#); [ashields](#)[@danville.ca.gov](#); [awang](#)[@ehsd.cccounty.us](#); [balld](#)[@so.cccounty.us](#); [beard](#)[@ci.oakley.ca.us](#); [bhelmick](#)[@eccfpd.org](#); [Bhill](#)[@pleasanthillpd.org](#); [bjohnson](#)[@cityofmartinez.org](#); [bmathews](#)[@ci.pittsburg.ca.us](#); [briana.taylor2](#)[@redcross.org](#); [bslig](#)[@so.cccounty.us](#); [burkhart](#)[@walnut-creek.org](#); [bvand](#)[@so.cccounty.us](#); [carrie.ricci](#)[@pw.cccounty.us](#); [Buxton, Cliff](#); [Candice Christopherson](#); [christensen](#)[@ci.oakley.ca.us](#); [Carlson, Denton](#); [David Cook](#); [dnichols](#)[@pleasanthillpd.org](#); [David Nielson](#); [doc.management](#)[@cchealth.org](#); [drein](#)[@mofd.org](#); [dsilva](#)[@brentwoodca.gov](#); [dwinnacker](#)[@mofd.org](#); [earredondo](#)[@ehsd.cccounty.us](#); [ecarney](#)[@4cd.edu](#); [elise.warren](#)[@claytonpd.com](#); [galameda](#)[@ci.pinole.ca.us](#); 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Subject: Feb. MAC/Op Area Council Meeting
Date: Tuesday, February 2, 2021 1:05:39 PM
Attachments: [2021-02-03 MAC OpArea Agenda.docx](#)
[2021-01-06 OES Op Area MAC Call Minutes.docx](#)

Good afternoon, Contra Costa County Team!

The February Multi-Agency/Operational Area Council Meeting will be tomorrow, Wednesday, Feb. 3, at 3:00 p.m.

Attached, please find the updated agenda. If your agency, city, or department has a report or update regarding the effects of Covid-19 (or civil unrest), this is a great opportunity to share it, so as to keep County stakeholders informed.

When you log in to the meeting, please check that you are muted-- often times, the default logging or calling in, is "unmute."

In addition to asking for questions periodically, we will be monitoring the chat for

questions, so feel free to type them there. I apologize in advance if we are unable to get to all of them. Another option is to send them to me, and I can forward them to the appropriate representative.

We look forward to seeing you tomorrow at 3:00 p.m.

Zoom Log in: <https://cccouny-us.zoom.us/j/96302943365?pwd=VUFNS2RIRHlaZC8zT2YrUmUzZDZ4Zz09>

Zoom Call-in Number [REDACTED] **or** [REDACTED] **Meeting ID #:** [REDACTED]

Sincerely,
Miryt Furiosi
Contra Costa County OES Admin. Support Volunteer

Wednesday, January 6th, 2021 Minutes
**COVID-19 Operational Area Council/Multi-Agency
Coordination Call**

Monthly, First Wednesday of the Month at 1500 (3:00 p.m.)

Zoom: <https://cccounty->

us.zoom.us/j/96302943365?pwd=VUFNS2RIRHlaZC8zT2YrUmUzZDZ4Zz09

Password: [REDACTED]

Call: [REDACTED] or [REDACTED] (US Toll Free)

Conference code: [REDACTED]

OES Manager to Facilitate Meeting

Recorded by Miryt Furiosi: OES/EOC Admin. Support Volunteer

Meeting opening (Miryt Furiosi)

- Introduction/Rules of meeting

**OES Manager
Health Officer (Deputy)
Emergency Planner**

**Rick Kovar
Dr. Tom Warne
Marcelle Indelicato**

Welcome (Rick Kovar):

- The purpose of this call is to provide situational awareness and a common operating picture, and answer your questions regarding Covid-19 as well as Civil Unrest/Protests.

Incidents Situation Status

- **Covid-19 Health Officer Report (Dr. Warne):** <https://cchealth.org/>
 - **Current County numbers/stats** (1/6/21) – 7 days ago:
<https://www.coronavirus.cchealth.org/overview>
 - **Case Rate**
 - **43.8/100,000 new cases** Last month:18.2/100,000
 - **Highest daily count: 946 new cases** on 12/29 and 7 day average is now near 600/day
 - **Positivity Rate**
 - **10.5%** Last month: 4.1%
 - **5613 new tests/day**
 - **43,661 total positive cases.** Last month: 25,264
 - **37,439 recovered** Last month: 22,211
 - **856,200 total tested** Last month: 625,771

- **Hospitalizations**
 - **275 hospitalized** Last month: 112 hospitalized
 - **2452 hospitalized in Bay Area Last month: 927**

- **355 total deaths** Last month: 261 deaths
- **142 ICU beds occupied/27 beds available**
 - SoCal has 0% ICU availability
 - We have 9.7% availability in the Bay Area, 7.8% in County.
 - County hospitals overall at Yellow surge level. CCRMC went to orange level
 - Not overwhelmed, hospitals are strong, however, they are filling up and it is becoming a more, serious situation
- **103 ventilators in use/161 ventilators available**
Last month: 58 ventilators in use/ 200 ventilators available
- Long Term Care Facilities: **57 total active outbreaks** Last month: 28 (have had 100 outbreaks resolved)
 - Highest levels ever. 8 recent ones in last 14 days
- Overall picture:
 - Stay at Home Orders: [About COVID-19 restrictions - Coronavirus COVID-19 Response \(ca.gov\)](#)
 - It is a scary time, as California continues to be in an increasingly worsening surge overall, the Bay Area included.
 - Will more than likely get worse in the upcoming weeks, due to holiday activities. The effects start to show 1-2 weeks later.
 - We are happy about policy changes and that Stay at Home orders decreased impact on hospitals, had a positive effect and clearly decreased infections in the County.
 - Things are dire in other parts of the state, especially SoCal and San Joaquin Valley.
 - Worried about new Coronavirus strain, predominant in UK- (it's more transmissible, which results in more people being infected)
 - Showed up in CA. Will need to do strong prevention work to mitigate impact
- Vaccine: [Vaccines - Coronavirus COVID-19 Response \(ca.gov\)](#)
 - Health Services is doing a good job getting the vaccine out
 - 18380 doses admin
 - 3400 from CCHS

- More with hospital partners and other venues
- Supplies limited
 - Only 1/3 of total vaccines distributed have been delivered nationally and in California
 - Operational complexities, however, other counties are struggling more than we are
 - Phase 1A
 - 3rd week of Dec when we started admin, focused on phase tier 1A: highest priority groups in acute care hospitals.
 - Working on Skilled Nursing Facilities (SNF) – one of the highest tiered priorities in 1A
 - Tier 2 near end of Dec.
 - Home health care
 - Community health workers
 - Primary care clinics in county
 - Put vaccine into hospital partners, FQHC networks, etc. to distribute to groups
 - Mobilized teams to work on getting into Long Term Care Facilities—Federal Walgreens, CVC pharmacy program to get vaccine out to these facilities
 - Working on alternative plans for CCHS to get out and deliver to staff/residents, to get it to critical populations earlier than the pharmacy partnership will reach
 - 1A Tier 3:
 - More health care workers
 - Clinics, labs, etc
 - Looking at phase 1B next:
 - Modifications being done at state level
 - Expect it will start next week or two
 - People over 75 in Tier 1 and 65-74 in Tier 2. Also, frontline essential workers, first responders, education, transport and logistics, food and agriculture, and other sectors.
 - 1C will follow phase 1B but phases may overlap.
 - Persons 50-64
 - High risk younger- 16-64 with underlying health conditions or disability

- Workers in other critical sectors including government and community sector, water and sanitation, defense, energy, and others
 - State came out w additional orders on Tuesday put out by state H.O: [About COVID-19 restrictions - Coronavirus COVID-19 Response \(ca.gov\)](#)
 - Addresses surge, overcrowding, breaking down of systems and overwhelmed hospitals especially in Southern California
 - Mandating limiting elective surgeries, particularly in regions/counties with little or no ICU capacity, and if county has less than 10% ICU capacity. Lays out conditions for proceeding with surgeries.
 - Gives regional Med Health Operational Area Mutual Aid System ability to do transfers—able to accept patients from overcrowded hospitals that have reached capacity.
 - Contra Costa Health Services adopted hospital crisis care notification plan- hospitals must publicly post crisis care continuum guidelines to show they are prepared for surge.
 - State/Regional shelter at home order expected to continue
- **Questions:**
 - Rick Kovar: Is our county getting both Pfizer and Moderna vaccine?
Dr. Warne:
 - Allocations come every week to CCHS to be distributed to hospitals, clinics, etc, partners—one quantity delivered every week.
 - Large hospital systems Kaiser/Sutter get their own allocations from state for their whole system, then distribute to their own facilities in the county. These vaccine supplies are separate from the numbers that come to county.
 - Pharmacy partnership- SNF- going directly to Walgreens/CVS to deliver within our county. Numbers aren't straightforward.
 - Question- when will extension of current order be announced?
 - Dr. Warne: Announced by state, not county- not sure.

Carol McCrary—Are ACS sites being utilized?

Dr. Warne- Not yet. Using hotels currently for homeless and limited other circumstances, in a surge if hospitals are overwhelmed we will use hotels and Arnold Industrial site first. Craneway is ready to go if needed

Several questions about timelines, etc regarding vaccine distribution, were asked via Chat :

Dr. Warne:

- State will make determination when we can move into phase 1B—expect announcement on that soon.
- Counties have some flexibility to move faster if supplies are available.
- Allocation committee with various stakeholders to make decisions. Involves people from health services, county administration, fire, various community stakeholders
- Different public sector workers will fall into tier structures within phases 1B and 1C
- Moving into phase 1B in next week or 2. Phase 1C could be fairly soon after that (weeks, but we can't really say yet. We don't know our weekly allocation numbers any more than one week in advance and state knows only a few weeks in the future. As such, it's impossible to say with any certainty how fast we can move through the phases.
- We are working to set up the vaccine delivery systems and networks so that we can move as quickly as the supply will allow.
- East Bay Regional Parks—employees might fall in phase 1B or 1C. Will need to follow up for a clearer answer.

Rick Kovar: prior to Christmas, we did a partial EOC Activation to help CCHS with the surge. JIC, Logs, EOC staff, etc have been working diligently on this.

- **Law/Mutual Aid/Protests: (Sgt. Jamie Williams):**
(Rick Kovar—there have been protests today at the Capitol (DC) No knowledge of increased activity)
 - Reached out to Deputy Adams at NCRIC and Sgt. Norton at Alameda who goes through CalOES for us
 - No current info on Bay Area protests

- Sacramento protest active called “Stop the Steal” rally
 - They have not asked for mutual aid assistance
- As of 3:00, the Capitol was secure
 - Several arrests were made and weapons confiscated at the US Capitol Building
 - At least one injury

Civil Unrest/Protests (Candice Christopherson):

- We are actively monitoring for any protest information and will pass it on if we receive anything.

Agency Reports (Marcelle Indelicato):

- **County Assessors Office (CAO) (Tim Ewell):**
 - Please find a consolidated document with the CAO report here: <https://www.naco.org/sites/default/files/documents/NACo%20Analysis%20FY%202021%20Year%20End%20Package%20Final%20v7.pdf>
 - New County Administrator Monica Nino sworn in Monday and at helm of county. She comes from San Joaquin County, and prior to that, Stanislaus Co.
- **Public Information Officer (PIO)/Communications/Dispatch (Susan Shiu):**
 - <https://www.contracosta.ca.gov/>
 - During the Board of Supervisors meeting on Jan. 5, 2021, Supervisor Diane Burgis was elected Chair and Supervisor Federal Glover was elected Vice Chair for 2021.
 - Updates on COVID-19, including Vaccine Information and a Communications Toolkit, are available at www.coronavirus.cchealth.org/.
 - Information and resources are also available on the County website www.contracosta.ca.gov. For more information, visit our social media sites.
 - The Office of Communications & Media (OCM) continues to support CCHS and notes the value of clear messaging and providing information to help residents consider risks and take simple, basic actions to stay healthy and safe. Even as vaccines are administered, health officials say it will still be important to wear masks and follow those health habits in the months ahead.
- Capt. Kornbloom (via Rick)
 - Working on law enforcement plan for vaccine distribution
- **Human Resources- Volunteer & Donations, Disaster Service Workers (DSW) (Tina Pruett, HR):**

- Total of 445 County employees working in DSW assignments,
 - majority of which are Health Services employees.
- 143 Temporary Emergency Workers, outside of normal job classifications in county
 - Getting ready to hire more for vaccine deployment.

- **Public Works (Warren Lai):**
 - Supporting HSD on getting out vaccines and testing

- **Department of Conservation and Development (DCD) (Maureen Toms):**
 - Transportation
 - The transportation system comprised of Tri Delta Transit, County Connection, and C3 transport is now transporting released inmates.
 - The system is stretched thin, this will add pressure.
 - The providers have concerns, we are meeting with them tomorrow on the topic.

- **Health Services Division**
 - **Emergency Medical Services (EMS) (Geoff Martin):**
 - Continue to receive Medical Mutual Aid requests from other counties for Covid+ patient placement and for other miscellaneous medical health resources.
 - One for 33 patients from Imperial County
 - Currently we have a single EHS resource deployed to Santa Cruz County. Another will be deployed later this month.
 - EMS continues to work with Public Health and our stakeholders to support Covid testing and vaccination capacity
 - EMS is developing a tiered system surge plan that will include triggers related to 911 volume, transport unit deployment capacity, and hospital offload delays.
 - As of yesterday the Alliance is integrating BLS units into the 911 system in accordance with their EMS Agency approved surge plan
 - Public Health:
 - Environmental Health
 - Behavioral Health
 - Health, Housing, and Homeless (H3)
 - Contra Costa Regional Medical Center
 - Contra Costa Health Plan
 - Hazardous Materials (Matt Kaufmann): no updates

- **Employment & Human Services (EHSD)- Care & Shelter (Mike Roetzer):** No report

- **American Red Cross (Jennifer Lucas):**
 - Responding to house fires
 - December: 14 separate incidents, with the majority in East County
 - One incident with houseboat fires in Bethel Island affected 17 people
 - 54 people given Red Cross assistance
 - RC Care new client assistance system
 - Gives more options for clients to receive financial assistance
 - Makes process quicker and more streamlined
 - Will continue to reach out to fire and law for confirmation of these instances

- **Cities/Towns**
- **Special Districts**
- **CalOES/State (Garrett Thomsen)**
 - State: 100% virtual
 - Region: No update

- **Fire Districts/Depts. (Chief Aaron McAlister, ConFire):**
 - State OES into new program: our EMTs and Paramedics are being deployed to help with capacity at hospitals.
 - One per region around state: Petaluma hospital was chosen
 - Agencies in Contra Costa County have been deployed in Kern County and there have been requests for Los Angeles.
 - Further south, the bigger the impact.
 - Reports of patients in hallways and conference rooms. Reports from Petaluma have been more mild
 - Locally: uptick in patient offload times
 - Hasn't impacted ability to respond to new 911 calls
 - Have introduced BLS ambulances as part of surge plan.
 - Positive tests within our fire dept. and in ambulance operations

- **Schools (John Hild, CCCOE):**

- We are waiting to hear from the state how the waiver process will roll out. It will be more of a local decision rather than a state decision, like it was before.
 - Schools are continuing with distance learning
 - Status quo until more guidance is announced
- **Utilities (George Wright, EBMUD):**
 - Thanks for Dr. Warne for information regarding County rollout of vaccine distribution to 1C (Water/Wastewater/Utility Workers).
 - **Transportation (John Cunningham, DCD):** See DCD report above.
 - **Volunteer Organizations Assisting in Disasters (VOAD/211) (Tom Tamura):**
 - VOAD: None
 - **Community Emergency Response Team (CERT/C-8) (Danielle Bell):** No report
 - **Community Based Organizations (CBO)/Non profits:** No report
 - **East Bay Regional Park District (EBRPD) (Alan Love/Alice Kinner):** No report (See below)

People with Disabilities and others with Access and Functional Needs (D/AFN)- (Carol McCrary):

- Best wishes to Marcelle, who implemented and guided the work of the three Volunteer AFN Coordinators to CCC OES/EOC. We will continue our work with her in her new role.
- Reminder: AFN Forum/Conference (half day) will be on March 31, 2021----- a committee from the AFN Steering Committee is working on the details.

Marcelle Indelicato: the AFN Co-Coordinators are working on an evacuation package to distribute to people with AFN, including a way to flag their number/address in the various dispatch centers.

Community Warning System (CWS), (Heather Tiernan):

- Activation on Christmas Eve about a lockdown in Orinda
- Activation in early December regarding the Stay at Home Order

OES Training and Exercises

- Upcoming Trainings/Exercises
 - New EOC 101 Orientations are on hold.
 - January 13th has been canceled.
 - Delta Flood Scenario—September 2021 annual OES exercise
 - Yolo County taking lead, but busy with Covid

Eric Presser, MOTCO:

- MOTCO's giant voice alert system is operational.
 - It will be tested every Wednesday at 11:00 am.
 - It will be able to be heard in the town of Clyde, and the surrounding areas around MOTCO.
- Our yearly multi-day exercise is scheduled during the week of 29 Mar – 2 Apr 2021, pending current status of Covid-19 and anything else that may occur.

OES Emergency Planner (Rick Kovar):

Working with vendors to offer virtual trainings, will get scheduled in next couple months to provide some training. Grant-funded.

Good of the Order (Rick Kovar):

- Sgt. Williams
 - Just got word from Capt. Love- EBRPD, just became aware of small gathering "Peaceful Protest for Fair Elections" at Mud Puppies in Richmond.

Dr. Warne: put info in chat about phase 1B and 1C. Will track down the information.

Action Items

- Miryt will add information as received

Meeting Schedule

1st Wednesday of each month at 3:00 p.m.

February 3rd, 2021

From: [Klauber, Jaylynn](#)
To: [Pelayo, Leysy](#); [Richardson, Michael](#); [Leano, Kyle](#); [Gonzalez, Rick](#); [Colgan, Steve](#)
Subject: Post deescalation manual
Date: Wednesday, February 9, 2022 2:05:24 PM
Attachments: [DeEscalation.pdf](#)

In case you're interested in reading.

Sent from my iPhone



DE-ESCALATION

Strategies & Techniques

FOR CALIFORNIA LAW ENFORCEMENT

“De-escalation is the process of using strategies and techniques intended to decrease the intensity of the situation”

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(Inside cover)

DE-ESCALATION

Strategies & Techniques for California Law Enforcement



California Commission on Peace Officer Standards and Training

DE-ESCALATION: Strategies & Techniques for California Law Enforcement 2020

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The reason why we exist as an organization...

POST MISSION STATEMENT

The mission of the California Commission on Peace Officer Standards and Training (POST) is to continually enhance the professionalism of California law enforcement in serving its communities.



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FORWARD

Recent legislation in California, including Assembly Bill 392 and Senate Bill 230, have emphasized the continued need for law enforcement to leverage de-escalation tactics. Keeping communities safe is unquestionably of paramount importance for law enforcement. How law enforcement officers perform this obligation and how their actions are perceived by the community is of equal importance. A simultaneous focus on the foregoing will help facilitate trust within the community and reduce violent physical encounters.

In October 2019, the California Commission on Peace Officer Standards and Training (POST) convened over 100 subject matter experts from across the country to discuss de-escalation. Experts included law enforcement officers and dispatchers, mental health clinicians, attorneys and prosecutors, law enforcement auditors and monitors, and college professors. The POST “De-escalation Strategies and Techniques for California Law Enforcement” summarizes the findings and recommendations of the experts and stresses the importance of cultivating positive community engagement and agency culture; creating achievable strategies and clearly defined policies; leveraging training; and personnel wellness.

The recommendations identified by the subject matter experts and memorialized in this report are intended to assist law enforcement personnel in attaining safety and security while mitigating the potential for violent confrontations. POST staff are forever grateful to the many individuals who participated in, and assisted POST with this important endeavor.

Manuel Alvarez, Jr.
Executive Director

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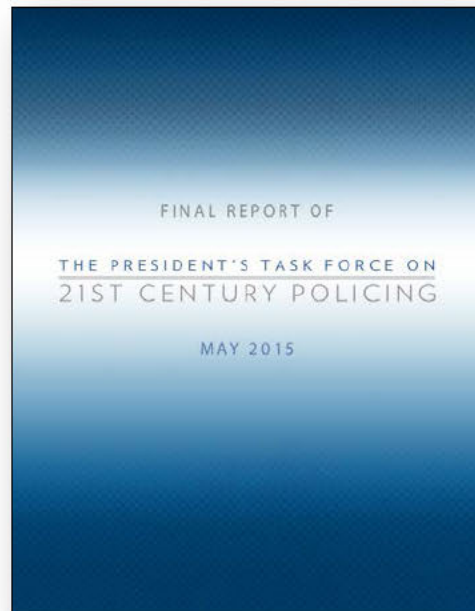
PREFACE

Our nation's Law Enforcement members are often called First Responders because they are the first to arrive at the scene of an emergency, a public contact, or call for service. Such emergencies and calls can be dangerous, even life-threatening. Despite imminent danger, they rush toward hazards, assume risks so others don't have to, and they confront diverse threats. These actions fall under the blanket of public service and protection of the communities they serve. This service is a law enforcement officer's duty; it's what they swore an oath to uphold.

There are strong societal expectations of law enforcement to operate under high standards, professionalism and civility, impartiality and fairness, and transparency. Such desired expectations are often challenging when having to confront those who are angry or violent, mentally impaired, under the influence, or who think an officer's lawful authority or the law does not apply to them. Officers and Deputies will apply their lawful influence, ranging from mere presence to deadly force and they often do so with immediacy and under the worst of conditions. Their actions should be balanced and measured; as these actions are assessed and reassessed to be reasonably and objectively congruent with law, policy, and training. Communities deserve public policy and service that mandate the highest policing standards possible, especially when it applies to the use of force or the seizure of a person.

Few would disagree that the decade preceding this publication has been challenging for law enforcement. There has been a notable emphasis on and necessity for the reemergence of Community Oriented Policing (COPS), but more specifically on specific components of COPS. Community policing, in all of its forms and applications, has been around for many years and in principle and as a philosophy, is timeless; however, like all things, as a philosophy and public strategy, it should develop, improve, and adapt to an ever-changing societal landscape.

In December 2014, President Barack Obama issued an Executive Order appointing an eleven-member task force to develop a project called [21st Century Policing](#) to respond to a number of serious incidents between law enforcement and the communities they serve and protect.



The President wanted a quick, but thorough response that would begin the process of healing and restore community trust. In May 2015, the final report on 21st Century Policing was published and this comprehensive report had a notable impact on national law enforcement. In the following years,

training was heavily influenced by the content of this report and the continuing necessity for improved relations between the police and members of the public.

As 21st Century Policing was integrated into law enforcement and influenced organizational philosophy, policy, and all levels of training, it became known primarily as Procedural Justice and Principled Policing. Through necessity, the umbrella of Community Oriented Policing expanded to



adopt and integrate Procedural Justice and Principled Policing as the next evolution to meet today's societal needs and to solve identified foundational problems being experienced by law enforcement. The contemporary elements of 21st Century Policing consist, in part, of six pillars:

21st Century Policing: The 6 Pillars

Pillar One:	Building Trust & Legitimacy
Pillar Two:	Policy & Oversight
Pillar Three:	Technology & Social Media
Pillar Four:	Community Policing & Crime Reduction
Pillar Five:	Officer Training & Education
Pillar Six:	Officer Wellness & Safety

Additional important aspects of Procedural Justice and Principled Policing that fell under the umbrella of Community Policing included:

- **Fair and Impartial Policing (Impartiality)**
- **Transparency**
- **Implicit Bias**
- **Police Legitimacy**
- **Constitutional Policing**
- **Tactical Communication**

One area in particular that has evolved and has the potential to pose a serious threat to law enforcement is **Police Legitimacy** or more accurately described; a lack thereof. This concept, left unaddressed, could have dire and long-lasting repercussions. When society begins to believe that the police no longer are legitimate, then the police are viewed to no longer have lawful authority. This scenario creates the potential for confusion, division, distrust, and the societal subversion of public safety in the best-case scenario and civil unrest, violence, and anarchy in the worst.

In recent years, there has been a sharp increase in the hyper-focus and scrutiny of high-profile uses of force by police. Anti-police/government groups were formed, organized, and even externally funded and their efforts at civil unrest included targeting law enforcement with hate-related speech and threats or violence. Adverse trends became commonplace on the Internet and through social media depicting those defying, aggressively challenging, and even menacing the police while video recording the contacts for mass public consumption. Mainstream media coverage of police incidents often lacked impartiality and reporting was sensational-based in that it was cosmetic, rushed, and lacked facts or journalistic thoroughness. These problematic and collective societal conditions, among others, could have a substantial adverse impact and far-reaching consequences.

The potential consequences of this troublesome scenario serve as a stark national warning and illustrates a critical necessity for law enforcement to develop, grow, and adopt improved strategies to meet today's challenges; legitimacy. Community Oriented Policing, 21st Century Policing, Procedural Justice, and Principled Policing exist to serve as a pathway to establishing and reestablishing public trust, police legitimacy, and the safety of law enforcement professionals and members of the public.

In California, law enforcement adopted these strategies and philosophies, thus committing to growth through change. These strategies and philosophies were implemented through training and education, policy and organizational standards, and tangible day-to-day applications in the field. Through this ongoing evolution, a specific sub-component emerged and was singled out and identified as a key element [emphasis added] that had great potential to address many of the identified foundational problems.



- **This key element could help law enforcement achieve success in their problem-solving efforts to accomplish specific desired goals and to mitigate possible weaknesses.**
- **Law enforcement may experience improved contacts, less confrontations or use of force, and improved image, respect, collaboration, and public trust.**
- **This component, employed as a deliberate overt action, is a skill and as a skill can be formalized and improved through training, video, publication, and policy.**
- **This skill is preemptive in that if applied effectively, its' value works to eliminate a potential problem *before* it becomes a problem; a form of Community Policing Risk Management of sorts.**

In short, law enforcement can and should be considered legitimate. This key element, identified to assist in accomplishing this critical goal, and the focus of this publication is **de-escalation**.

De-escalation is not new and every officer, without exception, has used and benefitted from a variety of applied de-escalation techniques, directly and indirectly, their entire careers. De-escalation, broken into the sum of its own parts, is skilled communication, conflict resolution, crisis intervention, and influence. Those skilled at de-escalation are persuasive and understand how to defuse aggression, anger, unlawful defiance, or uncontrolled emotions. De-escalation achieves control verbally before action should be taken to accomplish control physically.

This specific form of communication was formalized and introduced commercially and substantially into law enforcement in the mid-nineties and was known as *Verbal Judo - The Gentle Art of Persuasion*. While Verbal Judo is still taught and practiced, in recent years law enforcement has adopted the term, Tactical Communication. Today, de-escalation incorporates any and all skills that might allow law enforcement professionals to more effectively solve some of the significant and contemporary problems facing law enforcement.

In October 2019, the Commission on Peace Officer Standards and Training (POST) convened a large summit in San Diego, California consisting of 100+ law enforcement subject matter experts and a diverse assortment of industry professionals to conduct an in-depth exploration of de-escalation. The mission of this exploration was to develop extensive data that could be translated into publication, training, and policy, in part, to help meet legislative and statutory requirements. The summit was attended by POST Leadership, Analysts, and Staff Members, Police and Deputy Sheriffs of all ranks, Dispatchers, University Professors, Attorneys, Legislative Representatives, Law Enforcement Trainers and Subject Matter Experts, Deputy District Attorneys, Department of Justice Attorneys, Nurses, the Executive Director of the California Police Chiefs Association, key staff from Arizona and Oregon, staff from the California Peace Officers Association, and a variety of private industry personnel with insight and expertise connected to de-escalation. The summit was hosted by CA POST and presented by the Government Training Agency (San Diego, CA) and the facilitation, gathering of all data, and documentation was carried out by facilitation teams from the Government Training Agency consisting of POST Master Instructors.

“De-escalation achieves control verbally before it should be accomplished physically.”

The mission of this four-day POST Summit and the purpose of all those who generously offered their valuable insight was to identify and develop in-depth and broad information surrounding the nature of de-escalation for law enforcement. Their contributions were recorded and methodologically analyzed by summit facilitators. From this work emerged a robust exploration of the definition and meaning of de-escalation and de-escalation techniques, as well as four foundational themes that frame de-escalation for California policing, policy, and training:

1. **De-escalation Achievability and Procedure**
2. **De-escalation Culture and Philosophy**
3. **De-escalation Training**
4. **Wellness and Emotional Intelligence**

This work, examines these themes—their characteristics and how they may develop and support officers’ capacity for the judicious and responsible exercise of the use of force...

“...with respect for human rights and dignity and for the sanctity of every human life.” (PC 835a)

De-escalation is not a singular noun. Instead, it is a philosophy and perspective that highlights the officer's capacity for analytical thought, personal wellness, emotional intelligence, empathy, communication, and their competence and confidence with defensive tactics and legal matters. Consequently, much of the focus of these four themes is not on practical strategies and techniques, but it is instead focused on an examination of the culture and customs of policing, and how these may best prepare officers to police equitably, justly, and legitimately.

This comprehensive collection of data was assembled, processed, and authored as a publication for the California Commission on Peace Officer Standards and Training. This publication provides law enforcement with valuable insight into de-escalation in order to best achieve compliance with statutory law, improved public policy, the development of quality training, increased officer/public safety and the reduction of physical force, and the establishment and re-establishment of police legitimacy.

Although this information and the strategies herein are detailed and comprehensive, this manual is intended as a resource rather than a substitute for adequate training, policy, and other needed forms of agency support for de-escalation (Community Oriented Policing, Procedural Justice, and Principled Policing). Comments and suggestions concerning this manual should be directed to your POST Regional Consultant.

After thirty years of crisis counseling, de-escalation, negotiation, and persuasion, I'm convinced few things require as much skill as talking dangerous people into handcuffs

— Von Kliem (Use of Force Expert)

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ACKNOWLEDGMENTS

This guideline manual for de-escalation strategies and techniques could not have been developed without the combined efforts of a number of organizations and individuals. Contributions from the Commission on POST staff and the work of the Government Training Agency in coordinating and providing the logistical support for this publication has been invaluable.

POST would like to extend its gratitude to the law enforcement community and other professionals who gave of their time and expertise to contribute to the success of this project:

Andy Borrello, Captain (Ret.)

San Gabriel Police Department
Master Instructor/Editing Author

Russ Norris, Sergeant (Ret.)

Concord Police Department
Master Instructor/Writer/Methodology

Shawn Dyball, MPS, MEd/Inv. (Ret.)

Orange County Sheriff's Department
Master Instructor/Writer

Rob Patrick, Captain (Ret.)

California Highway Patrol
Master Instructor/Writer

Debbie Eglin, Sergeant (Ret.)

San Diego County Sheriff's Department
Master Instructor/Facilitator

Joseph Quire, Lieutenant

Los Angeles County Sheriff's Dept.
Master Instructor/Facilitator

Michael Gray, Executive Director

Government Training Agency
Contributor, Editor

Don Redmond, Lieutenant

Chula Vista Police Department
Master Instructor/Writer

Marisa Messier, Director of Training

Government Training Agency
Coordinator

Sam Reed, Sergeant

Whittier Police Department
Master Instructor/Facilitator

Andy Neiman, Captain

Los Angeles Police Department
Master Instructor/Facilitator

POST Project Manager:

Drew Wyant, Bureau Chief

GTA Project Coordinator:

Scott Ybarrando, Program Coordinator

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INTRODUCTION

De-escalation, in all its forms and definitions, is not a stand-alone remedy for conflict or force. Rather, de-escalation is an implicit commitment and explicit skill, one of many, that should be used whenever possible, but at the officer's discretion and when feasible under the totality of the circumstances to minimize, divert, or eliminate conflict or force. Such discretion is guided by policy and law and enhanced through training and organizational culture. De-escalation serves as a potentially powerful tool, among others, with a diverse assortment of descriptors that will be explored in this publication. Dr. George Thomson (Founder of Verbal Judo) eloquently described the *practice* of de-escalation as:

*“Redirecting behavior with words...
staying calm in the midst of conflict, deflecting verbal abuse,
and offering empathy in the face of antagonism”*

Across the country, law enforcement officers collectively make upwards of 45 million of contacts each year under every circumstance conceivable. From a broad perspective, the vast majority of these contacts are successful and productive; business as usual. Unfortunately, the nature of the job, beyond public service, includes enforcement, protection, and the exertion of statutory authority (power). This professional burden is carried by police in the form of responsibility, duty, and public service. The simple reality is that sometimes police need to engage in conflict or physical force to gain lawful control and sometimes deadly force to protect their own lives or the lives of others. Most would agree that these options are always the last resort when lesser attempts to control have been attempted and failed or lesser attempts are not appropriate or safe based on the prevailing circumstances.

The concept of de-escalation is straightforward, simple, and direct. While its academic construction is important, the definition, history, and intellectual theories pale in comparison to its successful and tangible application in the field. De-escalation is *always* preferred over its alternative. De-escalation has saved lives countless times, thus the justification and necessity to explore and adopt this subject is without measure. Additionally, the desired byproduct for the successful training and application of de-escalation is less fear, reduced force, and fewer injuries. Further, the benefits of effective de-escalation include improved public/media image and relationships, reduced civil litigation, and of critical importance; a sweeping restoration of police legitimacy.

This publication is a call to action. Its content is meant to reintroduce and re-emphasize de-escalation, technique and philosophy, as a strategy based on real-world achievable skills to better address solvable problems; to do it better today than yesterday. The contents herein offer statutory requirements, clarification and definition, tactics, resources, diverse considerations for implementation, and illustrate the necessity and value of de-escalation as a tool to make policing more effective, safer, and to earn legitimacy in the eyes of the community that law enforcement serves.

The POST Commission’s *vision* for this publication is to provide peace officers and dispatchers the principles of de-escalation and how it can provide effective tools during contacts with the public and result in improved decision-making, reduction in situational intensity, and outcomes with greater voluntary compliance. As such, the *mission* is to improve the law enforcement officer’s ability to better understand the “facts,” in volatile situations and consider alternatives to measures of force, *before* the application of force.

De-escalation Problem-Results Model

The following model provides an illustrative and topical overview; an action plan of sorts for law enforcement. The model utilizes the P-A-R Formula (Problem–Action–Result), thus offering agencies a quick-start reference and a broad-view approach that illustrates a programmatic beginning, middle, and end.

De-escalation Problem-Results Model: Agency Implementation

What are the ***PROBLEMS*** to be addressed and solved?

What ***STRATEGIES*** should be identified, selected, and developed to solve the problems?

With the strategies well identified and made into an action plan, how will the strategies be turned into tangible ***ACTIONS***; then practiced, reinforced, refined, and evaluated?

The measurement of success: After the strategies have been put to action and carried out, what are the ***RESULTS*** when contrasted and compared to the original identified problems?

C O M P A R E

PROBLEMS

- 1) Perceived Inequity/Implicit Bias
- 2) Public Distrust
- 3) Social Justice
- 4) Civil Unrest
- 5) Hostility/Escalation/Violence
- 6) Use of Force/Officer Safety
- 7) Civil Liability

(POLICE LEGITIMACY?)

STRATEGIES

- 21st Century Policing
- In-service & POST Training
- Officer Health/EI
- Transparency
- Senate Bill 230

Procedural Justice (Six Pillars)

- Building Trust & Legitimacy
- Policy & Oversight
- Technology & Social Media
- Cops & Crime Reduction
- Training & Education
- Officer Safety & Wellness

Principled Policing

- Neutrality
- Voice
- Respect
- Trustworthiness

Constitutional Policing

- Statutory Law
- Case Law (State/Federal)
- Civil Rights
- Policy

POST De-escalation Publication

ACTIONS

- Implement SB 230
- Policy Revision/Updates
- In-Service/External Training
- Academy Training
- Tactical Communication
- Public/Media Education

DE-ESCALATION

"De-escalation is the process of using strategies & techniques intended to decrease the intensity of the situation"

RESULTS

- 1) Fairness/Impartiality
- 2) Public Trust
- 3) Justice for All
- 4) Civil Harmony/Public Support
- 5) Community Relations
- 6) Decreased Uses of Force/
Increased Officer Safety
- 7) Risk Management
- 8) Gaining Voluntary Compliance
- 9) Defusing Crisis/Intervention
- 10) Reduced Complaints
- 11) Better Decision-making
- 12) Mitigating Unintended Actions

(LEGITIMACY)

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What this publication is...

This publication is a timely, detailed, and information-rich living document designed to inform, benefit, and provide California law enforcement with relevant and diverse content about a critical concern for policing across the country. Further, it provides pending legislation (statutory law) information requiring change and compliance and offers law enforcement organizations with ideas, resources, and pertinent information to meet these challenges.

This publication is a guide for organizations to use as a valuable resource and serve as an ongoing reference to help agencies develop both standardized and effective policies. The content of this publication may serve law enforcement trainers, experts, supervisors, and managers to better develop relevant and quality comprehensive training. Such training is designed to minimally:

- **Increase officer and public safety by reducing the use of force**
- **Establish and re-establish positive public perception and police legitimacy**
- **Mitigate liability, complaints, and the disconnection and misperceptions between the police and the community through improved communication**

Law enforcement's use of force is a way to bring control to a problem that is out of control. Law enforcement's use of de-escalation is a way to bring control to a problem before it requires force. They work together in succession: de-escalation to force and force to de-escalation and while de-escalation is certainly preferred instead of, or prior to force, it does not restrict it, limit it, or replace it; they are both critical tools, among many, in a professional officer's diverse toolbox.

What this publication is not...

This publication is not an all-inclusive exhaustive or complete (finished) exploration of de-escalation; no such document exists and if it did, it would be thousands of pages long and impossible to navigate or implement.

This publication is not the definitive "how-to" manual or official mandate that dictates how law enforcement agencies shall draft their policies or construct their training.

This publication does not suggest that de-escalation is a panacea that wholly replaces an officer's necessity to use objectively reasonable, justifiable, and lawful force to defend themselves or those they serve.

De-escalation: Strategies & Techniques for California Law Enforcement

Executive Summary

In October 2019, the Commission on Peace Officer Standards and Training (POST) convened a large summit in San Diego, California consisting of 100+ law enforcement subject matter experts and a diverse assortment of industry professionals to conduct an in-depth exploration of de-escalation. The mission of this exploration was to develop extensive data that could be translated into publication, training, and policy, in part, to help meet legislative and statutory requirements.

This executive summary is offered to provide a concise working overview of the Commission's comprehensive publication on de-escalation. Under today's unique and dynamic social climate, diverse de-escalation strategies, techniques, and the publication's peripheral topics have never been more relevant, timely, and critical.

The POST publication is a detailed, multi-pronged, and thorough examination of de-escalation with topics that include:

- The safety of law enforcement officers and those they serve.
- Showing a process of using strategies and techniques intended to decrease the intensity of the situation.
- Utilizing a multitude of developed skills, methods, and mindset to reduce or eliminate the use of force and establish police legitimacy. De-escalation seeks to achieve control verbally before it needs to be accomplished physically.
- Providing tangible tools, ideas, techniques, and resources to help law enforcement professionals' better resolve conflict through a wide variety of options and applications.
- Integrating the tenets of 21st Century Policing, Procedural Justice, Principled Policing, Community Oriented Policing, and Officer Wellness and Emotional Intelligence.
- Providing the legal qualifications/mandates and statutory framework for Senate Bill 230 (effective January 1, 2021) and Assembly Bill 392.
- Providing agencies with information on de-escalation to assist in the development of training direction and content and the expansion of department policy.

De-escalation Content Summary

The front matter of the publication highlights the recent historical developments of the President's Task Force on 21st Century Policing and its primary objectives (Six Pillars). Included is the integration of Procedural Justice, Principled Policing, and Community Oriented Policing and the important tenets that fall under the umbrella of these critical areas of law enforcement.

The publication introduces the ***Problem-Results Model*** that provides a topical overview of the current **problems** to be solved, **strategies** to be identified and developed, **actions** that should be taken, reinforced, and evaluated, and the **results** that illustrate the measure of progress/success.

Legal Qualifications and Statutory Framework

A catalyst in the necessity for the publication is the comprehensive requirements and changes detailed in Senate Bill (SB) 230, which becomes effective on January 1, 2021 and Assembly Bill (AB) 392, which became effective on January 1, 2020. The content of these bills are detailed in the publication. Of particular note, **De-escalation** and the **Duty to Intercede** are inclusive under SB 230.

This bill would, by no later than January 1, 2021, require each law enforcement agency to maintain a policy that provides guidelines on the use of force, utilizing de-escalation techniques and other alternatives to force when feasible, specific guidelines for the application of deadly force, and factors for evaluating and reviewing all use of force incidents, among other things. The bill would require each agency to make their use of force policy accessible to the public. By imposing additional duties on local agencies, this bill would create a state-mandated local program.

De-escalation Defined

“De-escalation is the process of using strategies and techniques intended to decrease the intensity of the situation.”

The publication breaks down the definition into the definitive sum of its own parts: process, strategies, and techniques to achieve a desired successful outcome. Also covered are the desired skills and traits that contribute to effective de-escalation, what de-escalation is not, and a detailed listing showing what causal factors may contribute to how de-escalation efforts may fail.

The publication provides an overview of the summit participant's unique perspectives of the adoption and use of de-escalation, developing a de-escalation mindset, and the officer's duty to intercede (aka intervene); **Penal Code Section 13519.10 (a)(10)(2)** and **Government Code 7286 (a)(8)**.

De-escalation: Achievability & Procedure

Policies and frameworks outlining the implementation of de-escalation practices in the field should be adequately flexible to allow officers to select the best course of action in given circumstances. **Adequate Flexibility = Professional Discretion** (critical in law enforcement).

De-escalation “*should be part of an organizational system and practice*” (Michael Bishop, San Diego Harbor Police). Change comes from within; organizations should foster a culture of de-escalation practices among all personnel, so the practice can be mirrored when interacting with the public. **De-escalation is an internal strategy and is not just techniques, but a collective (culture) way of thinking (philosophy/mindset).**

Key Elements:

- 1) Strategies covering personnel mindset (training, culture, health and wellness);
- 2) Achievable tactics, techniques, and procedures for top-down de-escalation;
- 3) The foundational importance of communication;
- 4) Establishing and maintaining open dialogue with the community; and
- 5) The necessity for review and assessment standards to be achievable and clearly stated.

De-escalation: Culture & Philosophy

Summit participants consistently made the assertion that establishing a policing culture focusing on a philosophy that policing exists for the primary purpose of protecting life, is the foundation for any successful De-escalation program. Participants emphasized throughout the Summit that De-escalation is not simply a technique or tactic that can be addressed in a singular element of policy, training, or policing procedure. De-escalation is a product of an overarching commitment through organizational culture and philosophy to protecting life. This proposition requires a top-down acceptance by practitioners and the communities they serve.

Key Elements:

- 1) The Warrior vs. Guardian mentality and the development of a guardian mindset culture;
- 2) Desirable characteristics are closely related to personnel practices (i.e. recruitment, hiring, retention, evaluation, and promotion); and
- 3) It is important to develop a feedback system with established methods to measure success or problems.

De-escalation Training

The importance of effective de-escalation training weighed heavily in the contributions of summit participants. Every theme included a focus on the need for effective internal and external training. To this end, the summit participants offered five principal assertions for police de-escalation training: 1) De-escalation training should be pervasive; 2) Successful de-escalation training begins in the basic academy; 3) FTO programs should be consistent in transitioning de-escalation concepts to tangible application; 4) De-escalation training should be consistently interlinked to in-service (roll-call training, videos, and meetings) and advanced officer training; and 5) Supervisors and managers should receive training not only on the mechanics of de-escalation, but also on the methods for the communication of de-escalation philosophies inclusive of the organizational mission and vision.

Key Elements:

- 1) De-escalation training should be engaging and learner-centered;
- 2) Education for police de-escalation should be offered to the public;
- 3) De-escalation should include specific content (recommended content is included); and
- 4) Specialized de-escalation training includes Dispatchers, Academy Instructors, FTOs, and Supervisors/Managers.

De-escalation: Wellness & Emotional Intelligence

As policing changes, becomes more sophisticated, and develops to meet contemporary challenges, health, wellness, and emotional intelligence (EI) for law enforcement is substantially important; even life-saving. The President's Task Force on 21st Century Policing highlighted six primary areas of focus surrounding six pillars. The sixth pillar is Officer Wellness and Safety. The Law Enforcement Mental Health and Wellness Act of 2017 (LEMHWA) was signed into law in January 2018, recognizing that law enforcement agencies need and deserve support in their ongoing efforts to protect the mental health and well-being of their staff. An enlightened organizational culture, quality training, and available stigma-free resources for good mental and psychological health are just as vital as good physical health for law enforcement officers. To enjoy the success and longevity of a quality law enforcement career, officers must consider a holistic approach to wellbeing; the whole package—mind (EI) and body (wellness).

Key Elements:

- 1) Maximizing the quantity and quality of life;
- 2) Understanding the “rules” to achieving wellness;
- 3) Wellness programs and training;
- 4) Understanding what Emotional Intelligence and Officer Wellness are;
- 5) Proper emotional intelligence incorporates the ability to accurately assess and recognize your own emotional state or state of mind;
- 6) Factors that contribute to an adverse emotional state;
- 7) Assessment and self-regulation;
- 8) The considerations and components of an officer wellness program;
- 9) Wellness and the organizational culture; and
- 10) Wellness resources, publications, and technology.

De-escalation: Methods, Techniques, & Tactics

The most successful officers possess situational flexibility and spontaneous adaptability. Their methods, techniques, and tactics are not an assortment of preplanned actions; they don't react, they respond and do so in a fluid manner. They revise their approach on the fly and continually adapt, assess, and reassess until something starts to work. This trial and error approach enjoys the most

flexibility and success when officers have a broad and varied assortment of methods and techniques to choose from; like tools in an assorted toolbox. The more options officers have, the more effective they are at de-escalation and such options can range from applied empathy and a yielding friendly approach to immediate physical force. The key is to ebb and flow; never be static until success has been realized, the objective has been accomplished, or de-escalation is no longer an option.

Key Elements:

- 1) Pre-contact assessment of the situation and the subject;
- 2) Move, distract, or isolate;
- 3) Giving others a voice;
- 4) Using your supervisor effectively;
- 5) It's not what you say, it's how you say it;
- 6) Your goal in control;
- 7) Be explanatory;
- 8) Identify the source of hostility;
- 9) Control non-verbal communication;
- 10) Take your time – slow things down;
- 11) Winning by losing;
- 12) The power of civility;
- 13) Update your contact;
- 14) Identify your potential external allies;
- 15) Special populations job aid;
- 16) Crisis Intervention Training (CIT) techniques/training;
- 17) After action debriefings/reports are critical for success;
- 18) Successful de-escalation is de-escalation well documented;
- 19) Concluding your contact – developing an effective exit strategy; and
- 20) De-escalation during civil unrest/protests.

De-escalation: A Complete Understanding

Throughout this publication, there are innumerable ways to develop an understanding of, and carry out the “art” of de-escalation. There are tools to train officer’s with and to give them knowledge and skills that will assist them their journey to successfully addressing and concluding in the best possible manner many, if not most, of their contacts and calls for service. Terms like Procedural Justice or Police Legitimacy are significant and should not be treated lightly and related contemporary terms such as De-escalation and Duty to Intercede also carry significant weight. California law enforcement operates under very strict rules with each agency providing hundreds if not thousands of policies and

procedures to follow. Laws must be followed and the constitution of both California and the United States is paramount – our citizens must be protected. We trust that you will find the publication to contain information that will allow your agency to serve the public in the best possible way.

CHAPTER 1

LEGAL QUALIFICATIONS AND STATUTORY FRAMEWORK

A catalyst in the necessity for this publication is the comprehensive requirements and changes detailed in [Senate Bill \(SB\) 230](#), which becomes effective on January 1, 2021, and [Assembly Bill 392](#), which became effective on January 1, 2020.

One word, in its varied forms, that is consistent in all foundational descriptions used to identify the purpose, mission, and duty of law enforcement is the word, *Service*.

Public Service | Public Servant | To Protect & Serve

Providing new standards that improve policy and training that reduces the use of force through constitutionally sound policing is meeting the critical responsibility to better serve.



To achieve this honorable responsibility, law enforcement leaders, the Attorney General, California State Legislators, the American Civil Liberties Union, the Peace Officers Research Association of California, the California Police Chiefs Association, related advocates, and community stakeholders and organizations worked in partnership to revise and modify California law. These collaborative efforts provided improved statutory guidance for law enforcement's use of force.

SB 230 is the result of these collective efforts to help minimize the use of force, in part, through constitutional policing, providing the highest level of protection and safety for members of the public, and to develop the most effective and comprehensive policies and training available to assist Peace Officers successfully meet their duty to serve.

This bill requires each law enforcement agency to maintain a policy that provides guidelines on the use of force, utilizing de-escalation techniques and other alternatives to force when feasible, specific guidelines for the application of deadly force, and factors for evaluating and reviewing all use of force incidents, among other things. This bill requires California POST (The Commission) to implement a course or courses of instruction for the regular and periodic training of law enforcement officers in the use of force.

Additionally, the bill requires the Commission to develop uniform, minimum guidelines for adoption and promulgation by California law enforcement agencies for the use of force, as specified. The bill requires law enforcement agencies to adopt and promulgate a use of force policy and states the intent of the Legislature that each law enforcement agency adopts, promulgate, and require regular and periodic training consistent with the agency's policy that complies with the guidelines developed under this bill.

The successful implementation of SB 230 in combination with AB 392 will provide California's over 600 agencies and nearly 90,000 sworn peace officers with training, backed by policy, to reflect the new standards. It will provide the knowledge and skills needed to reduce the use of force and best utilize community policing to deliver the most safe, effective, and exemplary public service and law enforcement possible.

De-escalation is a foundational part of SB 230 and law enforcement agencies should thoroughly examine, adopt, and integrate the contents of SB 230 into their organizational philosophy/culture, policy and procedures, and training. Agencies should ensure that key organizational staff is wholly familiar with SB 230 as it is integrated into revised and improved policies and developed and presented through training and publication.

Senate Bill No. 230

SB 230, Caballero. Law enforcement: use of deadly force: training: policies.

- (1) Existing law requires each law enforcement agency to annually furnish specified information to the Department of Justice regarding the use of force by a peace officer. Existing law requires the Department of Justice, once per year, to update a summary of information contained in the reports received on its internet website. Existing law requires a department or agency that employs peace officers or custodial officers to establish a procedure to investigate complaints by members of the public against those officers.

This bill, by no later than January 1, 2021, requires each law enforcement agency to maintain a policy that provides guidelines on the use of force, utilizing de-escalation techniques and other alternatives to force when feasible, specific guidelines for the application of deadly force, and factors for evaluating and reviewing all use of force incidents, among other things. The bill requires each agency to make their use of

force policy accessible to the public. By imposing additional duties on local agencies, this bill creates a state-mandated local program.

- (2) Existing law establishes the Commission on Peace Officer Standards and Training in the Department of Justice and requires the commission to adopt rules establishing minimum standards regarding the recruitment of peace officers. Existing law requires the commission to develop guidelines and implement courses of instruction regarding racial profiling, domestic violence, hate crimes, vehicle pursuits, and human trafficking, among others.

This bill requires the commission to implement a course or courses of instruction for the regular and periodic training of law enforcement officers in the use of force. The bill requires the commission to develop uniform, minimum guidelines for adoption and promulgation by California law enforcement agencies for the use of force, as specified. The bill requires law enforcement agencies to adopt and promulgate a use of force policy and will state the intent of the Legislature that each law enforcement agency adopt, promulgate, and require regular and periodic training consistent with the agency's policy that complies with the guidelines developed under this bill.

This bill will make findings and declarations regarding the intent of the bill, as it pertains to law enforcement agencies' use of force policies, including that those policies may be introduced in legal proceedings and may be considered as a factor in determining the reasonableness of an officer's actions, but do not impose a legal duty on an officer to act in accordance with the policy.

- (3) The California Constitution requires the state to reimburse local agencies and school districts for certain costs mandated by the state. Statutory provisions establish procedures for making that reimbursement.

This bill provides that, if the Commission on State Mandates determines that the bill contains costs mandated by the state, reimbursement for those costs shall be made pursuant to the statutory provisions noted above.

- (4) This bill will also make its provisions operative contingent on the enactment of Assembly Bill 392 of the 2019–20 Regular Session.

THE PEOPLE OF THE STATE OF CALIFORNIA DO ENACT AS FOLLOWS:

SECTION 1. The Legislature finds and declares:

- (a) The highest priority of California law enforcement is safeguarding the life, dignity, and liberty of all persons, without prejudice to anyone.
- (b) Law enforcement officers shall be guided by the principle of reverence for human life in all investigative, enforcement, and other contacts between officers and members of the public. When officers are called upon to detain or arrest a suspect who is uncooperative or actively resisting, may attempt to flee, poses a danger to others, or poses a danger to themselves, they

should consider tactics and techniques that may persuade the suspect to voluntarily comply or may mitigate the need to use a higher level of force to resolve the situation safely.

- (c) Vesting officers with the authority to use necessary force as determined by an objectively reasonable officer and to protect the public welfare requires monitoring, evaluation, and a careful balancing of all interests.
- (d) The authority to use force is a serious responsibility given to peace officers by the people who expect them to exercise that authority judiciously and with respect for human rights, dignity, and life.
- (e) The intent of this act is to establish the minimum standard for policies and reporting procedures regarding California law enforcement agencies' use of force. The purpose of these use of force policies is to provide law enforcement agencies with guidance regarding the use and application of force to ensure such applications are used only to effect arrests or lawful detentions, overcome resistance, or bring a situation under legitimate control.
- (f) No policy can anticipate every conceivable situation or exceptional circumstance which officers may face. In all circumstances, officers are expected to exercise sound judgment and critical decision-making when using force options.
- (g) A law enforcement agency's use of force policies and training may be introduced as evidence in proceedings involving an officer's use of force. The policies and training may be considered as a factor in the totality of circumstances in determining whether the officer acted reasonably, but shall not be considered as imposing a legal duty on the officer to act in accordance with such policies and training.
- (h) Every instance, in which a firearm is discharged, including exceptional circumstances, shall be reviewed by the department on a case-by-case basis to evaluate all facts and to determine if the incident is within policy and in accordance with training.

SECTION 2. Chapter 17.4 (commencing with Section 7286) is added to Division 7 of Title 1 of the Government Code, to read:

CHAPTER 17.4. Law Enforcement Use of Force Policies

7286. (a) For the purposes of this section:

- (1) "Deadly force" means any use of force that creates a substantial risk of causing death or serious bodily injury. Deadly force includes, but is not limited to, the discharge of a firearm.
- (2) "Feasible" means reasonably capable of being done or carried out under the circumstances to successfully achieve the arrest or lawful objective without increasing risk to the officer or another person.
- (3) "Law enforcement agency" means any police department, sheriff's department, district attorney, county probation department, transit agency police department, school district police department, the police department of any campus of the University of California, the

California State University, or community college, the Department of the California Highway Patrol, the Department of Fish and Wildlife, and the Department of Justice.

- (b) Each law enforcement agency shall, by no later than January 1, 2021, maintain a policy that provides a minimum standard on the use of force. Each agency's policy shall include all of the following:
 - (1) A requirement that officers utilize **de-escalation** techniques, crisis intervention tactics, and other alternatives to force when feasible.
 - (2) A requirement that an officer may only use a level of force that they reasonably believe is proportional to the seriousness of the suspected offense or the reasonably perceived level of actual or threatened resistance.
 - (3) A requirement that officers report potential excessive force to a superior officer when present and observing another officer using force that the officer believes to be beyond that which is necessary, as determined by an objectively reasonable officer under the circumstances based upon the totality of information actually known to the officer.
 - (4) Clear and specific guidelines regarding situations in which officers may or may not draw a firearm or point a firearm at a person.
 - (5) A requirement that officers consider their surroundings and potential risks to bystanders, to the extent reasonable under the circumstances, before discharging a firearm.
 - (6) Procedures for disclosing public records in accordance with Section 832.7.
 - (7) Procedures for the filing, investigation, and reporting of citizen complaints regarding use of force incidents.
 - (8) A requirement that an officer intercede when present and observing another officer using force that is clearly beyond that which is necessary, as determined by an objectively reasonable officer under the circumstances, taking into account the possibility that other officers may have additional information regarding the threat posed by a subject.
 - (9) Comprehensive and specific guidelines regarding approved methods and devices available for the application of force.
 - (10) An explicitly stated requirement that officers carry out duties, including use of force, in a manner that is fair and unbiased.
 - (11) Comprehensive and specific guidelines for the application of deadly force.
 - (12) Comprehensive and detailed requirements for prompt internal reporting and notification regarding a use of force incident, including reporting use of force incidents to the Department of Justice in compliance with [Section 12525.2](#).
 - (13) The role of supervisors in the review of use of force applications.

- (14) A requirement that officers promptly provide, if properly trained, or otherwise promptly procure medical assistance for persons injured in a use of force incident, when reasonable and safe to do so.
- (15) Training standards and requirements relating to demonstrated knowledge and understanding of the law enforcement agency's use of force policy by officers, investigators, and supervisors.
- (16) Training and guidelines regarding vulnerable populations, including, but not limited to, children, elderly persons, people who are pregnant, and people with physical, mental, and developmental disabilities.
- (17) Comprehensive and specific guidelines under which the discharge of a firearm at or from a moving vehicle may or may not be permitted.
- (18) Factors for evaluating and reviewing all use of force incidents.
- (19) Minimum training and course titles required to meet the objectives in the use of force policy.
- (20) A requirement for the regular review and updating of the policy to reflect developing practices and procedures.
- (c) Each law enforcement agency shall make their use of force policy adopted pursuant to this section accessible to the public.
- (d) This section does not supersede the collective bargaining procedures established pursuant to the Myers-Milias-Brown Act (Chapter 10 (commencing with Section 3500) of Division 4), the Ralph C. Dills Act (Chapter 10.3 (commencing with Section 3512) of Division 4), or the Higher Education Employer-Employee Relations Act (Chapter 12 (commencing with Section 3560) of Division 4).

SECTION 3. Section 13519.10 is added to the Penal Code, immediately following Section 13519.9, to read:

13519.10. (a) (1) The commission shall implement a course or courses of instruction for the regular and periodic training of law enforcement officers in the use of force and shall also develop uniform, minimum guidelines for adoption and promulgation by California law enforcement agencies for use of force. The guidelines and course of instruction shall stress that the use of force by law enforcement personnel is of important concern to the community and law enforcement and that law enforcement should safeguard life, dignity, and liberty of all persons, without prejudice to anyone. These guidelines shall be a resource for each agency executive to use in the creation of the use of force policy that the agency is required to adopt and promulgate pursuant to Section [7286](#) of the Government Code, and that reflects the needs of the agency, the jurisdiction it serves, and the law.

- (2) As used in this section, "law enforcement officer" includes any peace officer of a local police or sheriff's department or the California Highway Patrol, or of any other law enforcement agency authorized by law to use force to effectuate an arrest.

- (b) The course or courses of the regular basic course for law enforcement officers and the guidelines shall include all of the following:
 - (1) Legal standards for use of force.
 - (2) Duty to intercede.
 - (3) The use of objectively reasonable force.
 - (4) Supervisory responsibilities.
 - (5) Use of force review and analysis.
 - (6) Guidelines for the use of deadly force.
 - (7) State required reporting.
 - (8) **De-escalation** and interpersonal communication training, including tactical methods that use time, distance, cover, and concealment, to avoid escalating situations that lead to violence.
 - (9) Implicit and explicit bias and cultural competency.
 - (10) Skills including **de-escalation** techniques to effectively, safely, and respectfully interact with people with disabilities or behavioral health issues.
 - (11) Use of force scenario training including simulations of low-frequency, high-risk situations and calls for service, shoot-or-don't-shoot situations, and real-time force option decision-making.
 - (12) Alternatives to the use of deadly force and physical force, so that **de-escalation** tactics and less lethal alternatives are, where reasonably feasible, part of the decision-making process leading up to the consideration of deadly force.
 - (13) Mental health and policing, including bias and stigma.
 - (14) Using public service, including the rendering of first aid, to provide a positive point of contact between law enforcement officers and community members to increase trust and reduce conflicts.
- (c) Law enforcement agencies are encouraged to include, as part of their advanced officer training program, periodic updates and training on use of force. The commission shall assist where possible.
- (d)(1) The course or courses of instruction, the learning and performance objectives, the standards for the training, and the guidelines shall be developed by the commission in consultation with appropriate groups and individuals having an interest and expertise in the field on use of force. The groups and individuals shall include, but not be limited to, law enforcement agencies, police academy instructors, subject matter experts, and members of the public.

- (2) The commission, in consultation with these groups and individuals, shall review existing training programs to determine the ways in which use of force training may be included as part of ongoing programs.
- (e) It is the intent of the Legislature that each law enforcement agency adopt, promulgate, and require regular and periodic training consistent with an agency's specific use of force policy that, at a minimum, complies with the guidelines developed under subdivisions (a) and (b).

SECTION 4. If the Commission on State Mandates determines that this act contains costs mandated by the state, reimbursement to local agencies and school districts for those costs shall be made pursuant to Part 7 (commencing with [Section 17500](#)) of Division 4 of Title 2 of the Government Code.

SECTION 5. This act shall take effect only if [Assembly Bill 392](#) of the 2019–20 Regular Session is enacted and becomes operative.

Senate Bill No. 230 Source: California Legislative Information

Website: https://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=201920200SB230

Assembly Bill No. 392

On August 19, 2019, Governor Gavin Newsom signed AB 392 into law. AB 392 is an act to amend Penal Code Sections [196](#) and [835a](#) of the Penal Code, relating to California's peace officers.

The Governor and members of the legislature accepted substantial input from a variety of law enforcement associations and legal counsel in amending AB 392's original language (AB 391). AB 392 specifically updates California's legal standard that governs when force can be used and how to subsequently evaluate such force, by modification of California standards to be congruent with the federal standard of "objective reasonableness." Objective reasonableness has been a foundational and long-standing standard as held in numerous United States Supreme Court and lower federal court rulings. The new law went into effect on January 1, 2020.

Existing law authorizes a peace officer to make an arrest pursuant to a warrant or based upon probable cause, as specified. Under existing law, an arrest is made by the actual restraint of the person or by submission to the custody of the arresting officer.

Existing law authorizes a peace officer to use reasonable force to effect the arrest, to prevent escape, or to overcome resistance. Existing law does not require an officer to retreat or desist from an attempt to make an arrest because of resistance or threatened resistance of the person being arrested.

Under existing law, a homicide committed by a peace officer is justifiable when necessarily committed in arresting a person who has committed a felony and the person is fleeing or resisting such arrest.

Existing case law deems such a homicide to be a seizure under the Fourth Amendment of the Constitution of the United States, and as such, requires the actions to be reasonable.

This bill redefines the circumstances under which a homicide by a peace officer is deemed justifiable to include when the officer reasonably believes, based on the totality of the circumstances, that deadly force is necessary to defend against an imminent threat of death or serious bodily injury to the officer or to another person, or to apprehend a fleeing person for a felony that threatened or resulted in death or serious bodily injury, if the officer reasonably believes that the person will cause death or serious bodily injury to another unless the person is immediately apprehended.

The bill also affirmatively prescribes the circumstances under which a peace officer is authorized to use deadly force to affect an arrest, to prevent escape, or to overcome resistance.

SECTION 1. Section 196 of the Penal Code is amended to read:

- 196.** Homicide is justifiable when committed by peace officers and those acting by their command in their aid and assistance, under either of the following circumstances:
- (a)** In obedience to any judgment of a competent court.
 - (b)** When the homicide results from a peace officer's use of force that is in compliance with Section 835a.

SECTION 2. Section 835a of the Penal Code is amended to read:

- 835a.** (a) The Legislature finds and declares all of the following:
- (1)** That the authority to use physical force, conferred on peace officers by this section, is a serious responsibility that shall be exercised judiciously and with respect for human rights and dignity and for the sanctity of every human life. The Legislature further finds and declares that every person has a right to be free from excessive use of force by officers acting under color of law.
 - (2)** As set forth below, it is the intent of the Legislature that peace officers use deadly force only when necessary in defense of human life. In determining whether deadly force is necessary, officers shall evaluate each situation in light of the particular circumstances of each case, and shall use other available resources and techniques if reasonably safe and feasible to an objectively reasonable officer.
 - (3)** That the decision by a peace officer to use force shall be evaluated carefully and thoroughly, in a manner that reflects the gravity of that authority and the serious consequences of the use of force by peace officers, in order to ensure that officers use force consistent with law and agency policies.
 - (4)** That the decision by a peace officer to use force shall be evaluated from the perspective of a reasonable officer in the same situation, based on the totality of the circumstances known to or perceived by the officer at the time, rather than with the benefit of hindsight, and that the totality of the circumstances shall account for occasions when officers may be forced to make quick judgments about using force.

- (5) That individuals with physical, mental health, developmental, or intellectual disabilities are significantly more likely to experience greater levels of physical force during police interactions, as their disability may affect their ability to understand or comply with commands from peace officers. It is estimated that individuals with disabilities are involved in between one-third and one-half of all fatal encounters with law enforcement.
- (b) Any peace officer who has reasonable cause to believe that the person to be arrested has committed a public offense may use objectively reasonable force to effect the arrest, to prevent escape, or to overcome resistance.
- (c)(1) Notwithstanding subdivision (b), a peace officer is justified in using deadly force upon another person only when the officer reasonably believes, based on the totality of the circumstances, that such force is necessary for either of the following reasons:
 - (A) To defend against an imminent threat of death or serious bodily injury to the officer or to another person.
 - (B) To apprehend a fleeing person for any felony that threatened or resulted in death or serious bodily injury, if the officer reasonably believes that the person will cause death or serious bodily injury to another unless immediately apprehended. Where feasible, a peace officer shall, prior to the use of force, make reasonable efforts to identify themselves as a peace officer and to warn that deadly force may be used, unless the officer has objectively reasonable grounds to believe the person is aware of those facts.
- (2) A peace officer shall not use deadly force against a person based on the danger that person poses to themselves, if an objectively reasonable officer would believe the person does not pose an imminent threat of death or serious bodily injury to the peace officer or to another person.
- (d) A peace officer who makes or attempts to make an arrest need not retreat or desist from their efforts by reason of the resistance or threatened resistance of the person being arrested. A peace officer shall not be deemed an aggressor or lose the right to self-defense by the use of objectively reasonable force in compliance with subdivisions (b) and (c) to effect the arrest or to prevent escape or to overcome resistance. For the purposes of this subdivision, “retreat” does not mean tactical repositioning or other **de-escalation** tactics.
- (e) For purposes of this section, the following definitions shall apply:
 - (1) “Deadly force” means any use of force that creates a substantial risk of causing death or serious bodily injury, including, but not limited to, the discharge of a firearm.
 - (2) A threat of death or serious bodily injury is “imminent” when, based on the totality of the circumstances, a reasonable officer in the same situation would believe that a person has the present ability, opportunity, and apparent intent to immediately cause death or serious bodily injury to the peace officer or another person. An imminent harm is not merely a fear of future harm, no matter how great the fear and no matter how great the likelihood

of the harm, but is one that, from appearances, should be instantly confronted and addressed.

- (3) “Totality of the circumstances” means all facts known to the peace officer at the time, including the conduct of the officer and the subject leading up to the use of deadly force.

Assembly Bill No. 392 Source: California Legislative Information

Website: https://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=201920200AB392

CHAPTER 2

DE-ESCALATION DEFINED

California Commission on Peace Officer Standards and Training:

*“De-escalation is the **process** of using **strategies** and **techniques** intended to decrease the intensity of the situation.”*

Process

The first step in the effective and formal deployment of de-escalation is to ensure it has a top-down organizational commitment from all the stakeholders. The identification of de-escalation is followed by understanding its substantial necessity in professional law enforcement and the desired internal and external benefits of its successful adoption and application. The better the understanding of de-escalation; the better the buy-in. Buy-in and adherence to the use of de-escalation is always best supported by providing and reinforcing clear and concise expectations followed by diligent follow-up and accountability.

Once wholly adopted, de-escalation is researched, developed, and formalized. It is refined, improved, and customized for transference into policy/procedure and education in the form of publication, training, and video/media. In addition to policy, any statutory law, legislation, or case law requirements that influence de-escalation should be inclusive in such publications, training, and video.

The previous two paragraphs have described a **process**. The process in the POST definition is a key foundational term, as it illustrates a system, methodology, or a progressive plan that has a beginning, middle, and a desired end. The process in this definition sets the stage for implementation where the planning, development, and knowledge of de-escalation turn into strategy and the tangible application of it. This preoperational process gives de-escalation its content, relevance, and readiness for use.

Strategies & Techniques

When formally adopting de-escalation into policy and training for its use, the **strategies** serve as the planning phase or pre-application strategy. De-escalation strategy illustrates the *HOW* we are going to do it and *WHY* we are going to do it that way. De-escalation **techniques** are the tangible actions taken to deliver de-escalation and the execution of **process** and **strategies**.

PROCESS:

- Identifying external statutory mandates & legislation
 - SB 230/AB 392
 - Agency adoption and integration of statutory requirements
 - Agency-specific de-escalation needs assessment followed by top-down buy-in
 - Needs Assessment: Statutory mandate, improved policy, enhanced training, reduced use of force, officer safety, restoration of legitimacy, liability mitigation/risk management, professionalism
 - Development & revision of Department policy
 - De-escalation/Use of Force
 - SB 230/AB 392 requirements
 - Internal & external de-escalation training for all staff
-

STRATEGIES:

- Develop division & bureau-level implementation planning (methods of execution)
 - Develop & plan methods of individual and team deployment of de-escalation
 - Develop formal follow-up & performance evaluation standard for de-escalation skills
-

TECHNIQUES:

- Execution: Process + Strategy + Action = Applied de-escalation
 - Assessment of implementation
 - Supervisory effectiveness/success assessment & accountability audits (body-cam review)
 - Adjustments & revisions
 - Performance evaluation
-

De-escalation Desired Skills & Traits

<i>Communication Skills</i>	<i>Influence/Persuasion</i>	<i>Trustworthiness</i>
<i>Patience</i>	<i>Redirection/Redefining</i>	<i>Command Presence</i>
<i>Empathy</i>	<i>Impartiality</i>	<i>Equity/Balance</i>
<i>Deflection/Diffusion</i>	<i>Calmness</i>	<i>Civility/Respect</i>
<i>Altruism</i>	<i>Tonality</i>	<i>Understanding</i>
<i>Demeanor/Persona</i>	<i>Professionalism</i>	<i>Confidence</i>
<i>Justification</i>	<i>Lawful Authority</i>	<i>Tactics/Teamwork</i>
<i>Legitimacy</i>	<i>Unbiased/Neutrality</i>	<i>Humility</i>
<i>Control/Physical Control</i>	<i>Ethical Manipulation</i>	<i>Active Listening</i>
<i>Focus/Clarification</i>	<i>Conflict Resolution</i>	<i>Mastery of Ego</i>
<i>Language</i>	<i>Authenticity</i>	<i>Non-verbal/Physicality</i>

**“Knowledge is not power; it’s potential power.
Execution will trump knowledge any day.”**

– Tony Robbins

Many would argue that a large sharp tactical knife sitting atop a table is a deadly weapon. It is not, at least not yet. It is a potential deadly weapon. By itself and without deployment, it is a paperweight. Taken into the hand and put to use, only then does the knife realize its potential as a weapon.

Knowledge is not power; execution is power. Knowledge alone is great, but it’s half the battle, as without execution, it’s little more than good intentions. Applied knowledge through action is the key to success. Understanding de-escalation and all its definitive components, statutory requirements, and potential is the stepping stone to the overt application (execution) of that knowledge. This application (action) is the development of new policy, the presentation of quality training, and the implementation and overt practice of both by public safety personnel.

What De-escalation is Not

It is important to understand and to define what de-escalation is, but just important to know what it is not. De-escalation should never be considered as weak on crime, backing down, giving up, and certainly not a detriment to officer safety. De-escalation should be used whenever possible, but used at the officer's discretion based on the totality of the circumstances. De-escalation is not static; it is fluid and can be started, paused, restarted, or stopped at any time. The new statutory requirements that include de-escalation are not adverse to police work; they don't limit an officers' ability to defend themselves or restrict officers from doing their jobs. Rather, officers will be provided better training, improved policy to follow, and enhanced statutory guidance to perform their jobs more effectively.

“What Senate Bill 230 won't do is criminalize our law enforcement for doing their jobs...”

Brian R. Marvel
San Diego Police Department/PORAC

De-escalation is not a substitute for officer safety, but rather it is a component of it. De-escalation is a potentially powerful tool, a tactical tool, one of many, that should be used when it can be used successfully and suspended when it can't. De-escalation does not limit an officer's ability to control a situation, but used skillfully, enhances it. The most effective law enforcement professionals possess a forward, a neutral, and a reverse and have the skillful dexterity to lawfully apply all three under circumstances that are tense, uncertain, or rapidly evolving.

The most effective law enforcement professionals possess a *forward*, a *neutral*, and a *reverse*.

De-escalation Failures

In helping to best define what de-escalation is not, it's important to identify and understand de-escalation failures. These clearly identifiable factors will likely make de-escalation efforts very difficult, if not impossible.

Failure: When there is a conflict between what you say and what you do

What officers do and what they say should be harmonious, without conflict, and congruent. When they say one thing and then do another, this can be problematic. If an officer is dealing with an angry person and states, “*I understand what you're saying*” while at the same time, is rolling his eyes and maintaining an obvious smirk, this represents overt insincerity or disrespect, is unprofessional, and easily seen as such by the person contacted. This behavior and negative perception of it is 100% preventable by the officer.

“What you do speaks so loud, that I can’t hear what you say.”

(Actions speak louder than words)

- Ralph Waldo Emerson

Failure: Prejudging others or being judgmental

Prejudging others is very common and part of human nature. Attempting to maintain zero prejudice, especially in law enforcement, is not realistic or functionally possible. Prejudgment, said another way, is sizing someone up (tactical threat analysis, call assessment, and situational awareness) and may serve officers well as part of their efforts toward officer safety. Prejudgment becomes problematic or unprofessional when it is displayed externally or acted upon inappropriately.

An officer contacting a subject who was wearing a vest with motorcycle patches affiliated with a known outlaw (criminal) motorcycle club may “prejudge” this individual as a possible threat. To do otherwise would be tactically unsound and could lead to poor officer safety. Officers can use their experience and training to *internally* assess a subject without being *externally* judgmental, unprofessional, or showing bias. This is situational awareness and deliberate vigilant assessment. Whether judgment is present or not in the officer’s mind, de-escalation occurs when such judgment is not acted upon toward the subject being contacted and officers display an impartial, professional, and balanced external demeanor. **Prejudgment based on religion, national origin, race, color, or sex has no place in law enforcement.**

Failure: Gratuitous criticizing or belittling others

Unwarranted criticizing or belittling others is often confrontational and has no value in public service or an officer’s efforts toward de-escalation. Gratuitous criticizing is not counseling, instructing, or offering direct and honest constructive advice. The adverse aspects of criticism, delivered poorly, translate to disparaging remarks not meant to improve, but rather to mock or ridicule.

Failure: Name-calling or using derogatory descriptors

Calling someone names or use of derogatory labels is immature, ineffective, and is aligned more with bullying than police work. Such behavior invites confrontation or noncompliance and in nearly all cases will be viewed as conduct unbecoming an officer. Officers should rise above pettiness and represent themselves as the mature person in the room.

Failure: Unnecessary ordering or hyper-authority/autocratic

Officers, who rely on hyper-control where it is not needed or are unnecessarily over-authoritative, using excessive orders, may be viewed as having a lack of confidence or skill that will need to be compensated for with the improper use of intimidation or coercion. An order delivered haphazardly

by a police officer might invoke confrontation, but an order strategically delivered as steadfast directions or instructions, providing authoritative, but respectful limitations, or convincingly describing the options available might provide better results.

Failure: Making inappropriate threats or bluffing

There may difficulty discerning between an officer giving a warning or making a threat. While warnings, professionally delivered, are a common and an appropriate a part of an officer's duties, threats may be ineffective and counterproductive. Bluffing can be problematic in that if an officer's bluff is called and the officer can't back it up or follow through, the officer will likely lose credibility, not taken seriously, or challenged/tested more aggressively.

Failure: Minimizing or dishonoring (overt disrespect) another person

To minimize or dishonor another is to treat or tell them that they are unimportant or that they don't matter. When members of the public speak to the police, they want to have a voice; to be heard. When an officer with authority and power whose dual role is to serve, minimizes or dismisses a subject; it is likely that person may be humiliated, feel disrespected, and become angry. To be minimized is to be slighted, dismissed, and treated with deliberate indifference.

Failure: Taking sides; lacking neutrality, and failing to be impartial

A powerful catalyst that may prompt hostility, defiance, or increase the likelihood of viewing law enforcement as unprofessional is the lack of neutrality or improperly taking one side over another. Officers who appear to lack fairness, impartiality, or obedience to applied equity may experience great difficulty in trying to de-escalate a situation.

Failure: Participating in needless prolonged debate or arguing

Law enforcement professionals should be explanatory and have the patience to ensure their message or directions are clearly understood. When feasible, they should have an assortment of unrushed options (Plan B, Plan C, etc.) or resources at the ready, and use every communication tool possible to best resolve any situation or problem. However, officers need to use caution when the contact or interaction turns into a prolonged repetitive debate or escalates to an ongoing argument. When the officer's efforts to bring the situation to a successful conclusion have been attempted and exhausted, officers should have an exit strategy and move to an appropriate conclusion.

Failure: Unnecessary volume when speaking or yelling

Utilizing an authoritative volume or having to yell certainly has its appropriate place in police work and is a component of command presence; however, yelling is often the exception, not the rule. The key descriptor here to avoid is, "unnecessary." Yelling should be reserved for the need to be heard, to appropriately exert authority, or to demonstrate urgency. Yelling out of anger or to intimidate is often ineffective and may represent an officer who appears out of control. It's not what you say; it's how you say it.

Failure: Letting emotion or anger influence your behavior or actions

There are a number of situations where it may be challenging for officers to control their emotions or fully suppress their anger. Successful officers are skilled at not taking things personally. They are operators and understand that emotions and anger are a perfectly natural part of the job and their human psychology/physiology. It is certainly appropriate (human) to become emotional or angry. The key is to express such emotions or anger in the appropriate manner and degree, at the right time, and in the right place. Failure occurs when an officer loses control and allows emotion or anger to influence their behavior or actions in ways that are unprofessional, unethical, excessive, unintentional, or unlawful.

Failure: Falling for challenges

“If you did not have that badge and gun, I would...”

Most experienced officers and deputies have heard this statement before. This is a challenge and law enforcement professionals don't accept or act on challenges. Challenges may be physical; prompting a fight or the challenge may be verbal where a subject's goal is to start an argument, upset the officer by chipping away at the officer's ego, or to distract the officer, thus putting him or her at a disadvantage. Challenges or provoking officers might also be done to elicit a poor response that can be captured on video to be used against the officer for a complaint, litigation, or to disseminate on social media.

Failure: Being inflexible & lacking adaptability

Officer: *Let me see your driver's license, registration, and proof of insurance*

Driver: *Why did you stop me sir?*

Officer: *Your driver's license please*

Driver: *Okay, can you tell me why you stopped me?*

Officer: *I'm not going to argue with you, give me your driver's license*

Driver: *I will, but what did I do wrong...why did I get pulled over?*

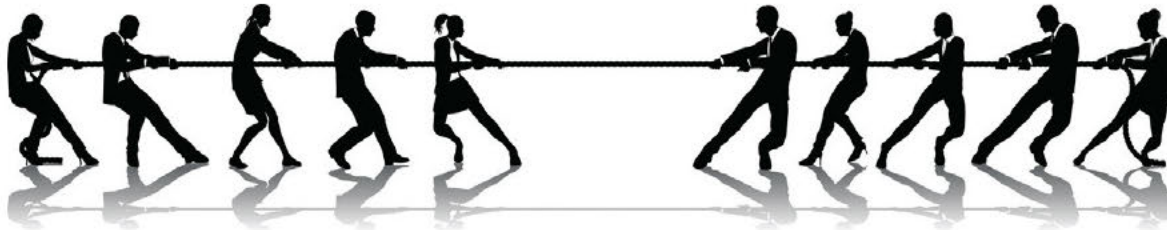
Officer: *I am not going to tell you again...give me your license or you're going to jail!*

Driver: *Can I speak to your supervisor?*

Officer: *Get out of the car, do it now!*

Officers certainly have the discretion to request a driver's license prior to explaining the reason for the traffic stop, as this may be their common practice or under the specific circumstance of the stop is tactically the best option. However, in the interest of problem solving, expediency, professionalism,

and having the flexibility to meet the driver half-way; wouldn't simply explaining to the driver the reason for the stop after they asked be the best solution to de-escalate this developing conflict? The officer could have politely said, "I stopped you because your registration expired last month." This easy and quickly applied flexible compromise would likely prevent the problem before it became a problem.



Failure: Use of inappropriate profanity

The use of profanity with members of the public by law enforcement has been debated for years. Many law enforcement leaders contend that profanity is unprofessional and should not be used, as it is conduct that is unbecoming an officer. Profanity used toward an individual may be heard by other uninvolved parties and such language might cast a poor image of the officers and the organization or profession. An officer who uses profanity might be viewed as angry, hostile, unprofessional, or out of control. Profanity, used for compliance or control, might not have the desired result; causing the situation to escalate and its recipient to become confrontational or combative.

Some disagree; instead arguing that profanity serves a purpose as a verbal tactic or method to express the severity of the moment. They contend that profanity is a part of adult communication or carefully selected and applied "street language" that accomplishes specific objectives:

JANUARY 19, 2017 4:35PM

77% Say On-Duty Police Shouldn't Swear at People

BY EMILY EKINS

Nearly 20% of Americans **report** a police officer having used profanity with them. Yet, an overwhelming majority—77%—of Americans say police should be prohibited from using profanity or swearing at citizens while on the job. Twenty-three percent (23%) say police ought to be allowed to swear at citizens while on duty, according to a **newly released Cato Institute/YouGov survey**.

Americans Say On-Duty Police Shouldn't Use Profanity with People

Do you think on-duty police officers should be allowed to or prohibited from using profanity (swearing) at citizens while on the job?

Response	Percentage
Police Profanity Should be Prohibited	77%
Allowed	23%

CATO INSTITUTE/YOUGOV
2016 CRIMINAL JUSTICE SURVEY

- **To get a distracted or uncooperative subject's immediate attention in exigent circumstances.**
- **To gain compliance or control where softer language would otherwise be ineffective.**
- **To better communicate with, influence, or control particular subjects who may only respond to or comply with such assertive language.**

If an officer chooses to use profanity, it should be used tactically, sparingly, within department protocols, if any, and responsibly to achieve a specific desired result. Profanity should be applied with consideration to volume, location, and proximity to others. Inappropriate profanity that is vulgar or gratuitous is not conducive with de-escalation efforts and it does not look or sound professional when used by uniformed officers. Profanity sounds even worse when listened to in a video or audio recording by a third-party, such as a jury, the media, or the Chief of Police, especially when it is after the fact and without context. The belief that profanity or "street language" is sometimes needed to be effective should be carefully weighed against the likelihood that members of the public hearing officers use profanity may view them as unprofessional or illegitimate.

Officers should also consider that bystanders or witnesses who observe an officer's reasonable use of force are more likely to see the same use of force as excessive when profanity is used in combination with the force. Further, law enforcement professionals should consider that they can be verbally effective, authoritative, and exemplify a substantial degree of influence and command presence and do so successfully without the use of profanity.

Failure: Not understanding the power of verbal and non-verbal communication

There is a substantial amount of literature, books, studies, and training surrounding body language and the many forms of diverse communication methods. The more officers understand and are able to apply skilled and deliberate communication techniques, the more effective and successful they will be while carrying out their duties. In contrast, officers lacking knowledge followed by poor skills and inexperience in controlling their verbal and physical communication will suffer in their performance and have difficulties controlling or de-escalating problems. Both verbal and physical communication effectiveness are among the most important skills a law enforcement professional can possess. How information is spoken verbally and presented physically is powerful. How the communication is delivered (verbal/physical) controls the success or failure of the message.

Example

Verbal: Read each sentence below aloud and say each uppercase, red, and italicized word using a deliberate varied tonality (emphasis, inflection, volume, or added enunciation). As each sentence is read aloud and each identified word in each sentence is spoken with a little special attention, each of the six **identical** sentences will remarkably have six **different** meanings.

I never said you stole the money

(But somebody else said you stole it)

I **NEVER** said you stole the money

(Honest statement, I never said it)

I never **SAID** you stole the money

(But I wrote it down or somehow indicated you stole it)

I never said **YOU** stole the money

(But I said somebody else stole it)

I never said you **STOLE** the money

(But I said you took it or borrowed it)

I never said you stole **THE MONEY**

(But I said you stole something else)

This example clearly shows how subtle variances in how (not what) we say can make a major difference in the meaning of the message. We have many options in how to control the message or how to lose control of it. The value of applied verbal and non-verbal communication skills when used by an officer could make the difference between collaboration (de-escalation) and confrontation (use of force).

Examples

Non-verbal: If someone is talking to you, explaining something to you, or telling you an important story; despite how engrossed you are in them or how intently absorbed you seem to be in what they are saying, if you glance away and look at your wristwatch, the person speaking will likely feel disrespected and become upset, thus making an officer's efforts at de-escalation more difficult.

You did not utter a single word. All you did was look at your watch for just a moment. While you quickly checked the time, you were surely still listening. Your good intentions (what you think or

feel) do not matter, but your actions speak volumes. Your accidental message to your speaker delivered a very impactful and easily misinterpreted message, which effectively indicated that you were not interested in what the speaker was saying and had somewhere else to go. Your body sent an unintended message because you failed to control your body.

Non-verbal: An officer stands very close to a community member while explaining something to them. One might say the officer was in the person's personal space or in their face. Adding to the problem is the officer is big; adorned with external body armor (vest), a jacket, a gun belt, and tactical boots. While the officer's intentions are honorable and helpful, the person he is speaking to feels intimidated and overwhelmed. The officer is friendly and loves helping others. He is a father, a husband, a volunteer at church, and a soccer coach, all of which is unknown to the person he is speaking to. The community member feels nervous, threatened; even bullied, because all they see is an armed authority figure looming over them. This simple misperception is a physical problem of proximity with the simple remedy of taking a step or two back.

Failure: Becoming distracted and losing sight of your objective/objectivity

When encountering a subject who is angry or emotional (escalated, triggered, or activated) and through their behavior, language, verbal aggression toward you, or the nature of the crime or status of the victim, you find yourself becoming distracted, side-tracked, or caught up in the circumstances of the moment, take a brief figurative step back. Focus on the objective; why you are there, what do you need to accomplish your job, and how are you going to get it done. Distraction, in all its forms, can impact an officer's situational awareness and lead to force that is unintended or otherwise avoidable.

De-escalation is Not Only for Force Mitigation

De-escalation is not only about minimizing or eliminating the use of physical force; its benefits extend well beyond physical-only confrontations.

A young patrol sergeant stopped to observe two of his officers contact a known heroin addict on the sidewalk. The lead officer spoke very authoritatively to the subject, clenched the subject's fingers behind his head, tapped the inside of the subject's ankles with his boot ordering him to spread his legs, and conducted a search for weapons.

*The officer questioned the subject, checked his eyes and inner-arms, and completed a field interview card. Their conversation was professional, but stern; certainly not sociable (business only) and it was semi-accusatory; "You better not lie to me." The subject had a lot of experience with police contacts and was going through the motions, but it was obvious the stark disposition of the officer made the subject shut down. He was obviously frustrated at being stopped **again** and he gave only limited cooperation and minimal answers to questions.*

The lead officer finished with the subject and left while the sergeant and cover officer stayed behind. The sergeant noted some military tattoos on the subject's arms and had a conversation with him about his service. The sergeant made it clear the subject could leave at any time, but asked his permission to ask personal questions about his addiction and if he had ever tried to quit or enter a methadone program. The sergeant confided that he had some

friends from high school who suffered from addiction and that the insider personal information the subject provided was very much appreciated.

The sergeant gave the cover officer some money and asked if he would go to the store they were in front of and buy coffees for him and the subject. No police officer had ever purchased a coffee for this man before or spoke to him face to face or as anything other than a drug addict sitting on the curb with his ankles crossed. In the brief 10-15 conversation, it was no longer a police contact, but rather it was two guys drinking coffee, telling stories, and laughing on the sidewalk and it was evident that the subject had felt dignity, probably for the first time in a long time and most unexpectedly, from a police official.

As the sergeant ended the conversation to resume his duties, the subject told the sergeant the location of a “chop shop” where stolen cars were being stripped and stolen property was being bought and sold. The sergeant thanked him, provided him with a business card, and they parted ways.

This scenario depicts the skilled and subtle use of de-escalation that is beyond just force mitigation or managing confrontation. It shows the achievable benefits derived from a 15- minute investment of time and it provided an excellent first-hand demonstrative lesson of de-escalation for the young officer, especially when contrasting and comparing the talented sergeant’s efforts with the first officer’s contact. Further, the information the subject provided was worked on by investigators and subsequently led to the execution of a search warrant of a home and three-car garage. Over \$100,000 of stolen property and seven guns were recovered with multiple felony arrests and all this was the byproduct of a fifteen-minute conversation, some patience and civility, and the price of a cup of coffee.

Definitive Perspectives from the Summit

“Make de-escalation a golden thread in everything we do”

A notable trait of those who are considered to have breached the level of intellectual or creative genius is their ability to develop and use multiple perspectives. They looked at problems in diverse ways. Consider looking at a problem from a purely emotional perspective and follow that by examining the problem pragmatically. If you were very wealthy, what would the problem look like and what if you were living in poverty? What if you were an adult or child or a man or a woman and what if you were disabled, what would the problem look like then and how about if the problem was a violent confrontation? Is the perspective different from someone who is suffering from fear and someone living in total safety? Are there differing perspectives between republicans and democrats or college professors and farmers?

The police deal with the dynamics of all of these diverse members of society and the greater an officer’s perceptual acuity and dexterity, the better their understanding of how to manage the contact successfully. Perspective drives perception. What and how we see something, drives what we think about it and how we respond to it.

Leonardo da Vinci believed that, to gain knowledge about the form of a problem, you begin by learning how to restructure it or assume differing perspectives of it. He felt that the first view he took of the problem was biased. A problem reconstructed; looked at differently, may be easier to understand, thus easier to solve. A problem seen through a revised lens; or better, multiple lenses, may be determined to have diverse solutions or at least one solution that did not exist before. When police officers attempt to resolve conflict through de-escalation, success is much more likely if they have the skill and flexibility to look at the conflict from varied perspectives, thus creating a number of possible solutions.

There is no single way to define or look at de-escalation. Everyone has both similar and distinctly differing perspectives. This concept has a lot of moving parts and a lot of ways it can be applied. During the De-escalation Summit, many accomplished subject matter experts who were a diverse and varied group of professionals gave their unique *perspectives* of what de-escalation is or is not. Here is a valuable and insightful sampling of their definitive findings:

- De-escalation is not the absence of force, but a validation of timing and degree.
- De-escalation is balancing officer safety and finding the right solution to bring the situation to a positive conclusion.
- De-escalation reduces the chance of injury through the use of evaluation and regulation and other tools to help calm and diffuse situations.
- De-escalation is a peaceful resolution of an incident by constant evaluation and transition. Some de-escalation definitions are 50 or 75 words and very academic. We need to keep this simple and clear.
- De-escalation increases the likelihood of gaining voluntary compliance to facilitate favorable outcomes without compromising public or officer safety.
- One focus of police de-escalation should be officer mindset, emotional intelligence (EI), and wellness.
- De-escalation does not replace force options. This message to law enforcement officers is important.
- The core of de-escalation is time and creating more opportunities to talk and create safety for individuals, especially those with disabilities (mental illness in all its forms).
- Conflict avoidance; reducing conflict without the use of force, reducing conflict by using less force, and risk and threat mitigation.
- The word, “de-escalation” scares front-line officers and confuses administration.

- “Reasonable” vs. “unreasonable” effort to de-escalate a situation in the context of new laws. Make it attainable.
- Ensuring officers know that de-escalation does not mean not using force or waiting too long to use force.
- How we define or should define officer safety as a part of de-escalation.
- Any conversation about de-escalation should include the topic of bias.
- De-escalation is verbal pre-engagement before physical engagement to gain voluntary compliance.
- De-escalation should be a thread of commonality in everything the police do.
- De-escalation is not quantifiable; it has no parameters. It could last five or fifty minutes and is only limited by an officer’s experience, training, skill, tenacity, empathy, and imagination. De-escalation is complimented by tactical competence and verbal prowess. De-escalation ebbs and flows and it could quell a confrontation with the ease of a simple smile or the tactical maneuvers of a SWAT Team. De-escalation is never static; it’s fluid and always evolving to meet the challenge at hand.
- De-escalation should not be too narrowly defined; like community policing, it should be a principle or philosophy, not a program.
- De-escalation success is based on an end-game mindset. All knowledge, skills, and abilities are utilized to reach your desired *end-game* result that, when possible, is void of physical force. Covey’s habit for this is to begin with the end in mind.
- De-escalation should include the practice of the four tenets of procedural justice; **Fairness, Voice, Transparency, Impartiality.**
- Using de-escalation to decrease intensity is always secondary to using de-escalation to prevent intensity in the first place.
- Under SB 230, Sec. 1, the legislature finds and declares under subsection (a): Law enforcement officers shall be guided by the principle of reverence for human life in all investigative, enforcement, and other contacts between officers and members of the public. When officers are called upon to detain or arrest a suspect who is uncooperative or actively resisting, may attempt to flee, poses a danger to others, or poses a danger to themselves, they should consider tactics and techniques that may

persuade the suspect to voluntarily comply or may mitigate the need to use a higher level of force to resolve the situation safely.

- Summit Participant, Police Chief Sylvia Moir contributed a powerful and illustrative metaphor by referring to the symbol of the American eagle on the back of a U.S. one-dollar bill and comparing it to the police. The eagle is holding arrows; weapons of war and an olive branch; symbolic of a peace offering or reconciliation. The duality of this symbol suggests that the police have an olive branch to extend, thus striving for peace, but they also carry the implements (weapons) to use force. Police cannot exist having one without the other. De-escalation suggests the police do everything possible to extend the olive branch, but are never without arrows to defend themselves and protect others.



Developing a Definitive De-escalation Mindset

The true value of effective de-escalation is found in the proper **MINDSET**, the **METHODS** used, and the **ACTIONS** taken by police officers that result in a problem successfully resolved without the use of force.

Mindset + Diverse Methods + Skilled Application = Successful De-escalation

This is especially true when force is justified and objectively reasonable, but officers choose alternative methods because they have the professional incentive to do so. This incentive is based on training and supported by policy, law, and organizational culture.

The often-conceptualized idea of de-escalation has vast potential. Commitment to this concept combined with sound policy and followed by quality training serve as the stepping stones to tangible application. The full potential and benefit of successful de-escalation is only realized in its everyday use by officers to diffuse anger, influence or re-direct conflict, and safely manage a situation without the need to use force.

As you examine the remainder of this publication, in addition to the statutory mandates, training suggestions, definitions, techniques, and law enforcement implementation strategies, consider grasping and embracing de-escalation as a *mindset*. De-escalation should be more than an applied technique; consisting of both art and science. De-escalation should be a collective culture and organizational philosophy that can have a great return on investment. Consider the following powerful parallels between the art of Aikido and the skilled application of de-escalation when developing your valuable mindset.

As part of the Koga Institute (System), Robert Koga (LAPD 1955-1979), a prolific law enforcement trainer and highly respected martial artist/teacher (Sensei), offered an insightful Aikido-related maxim that has notable illustrative relevance to de-escalation for law enforcement. Sensei Koga said...

“Never meet force with force. Let force take the path of least resistance. Force will then dissipate.”

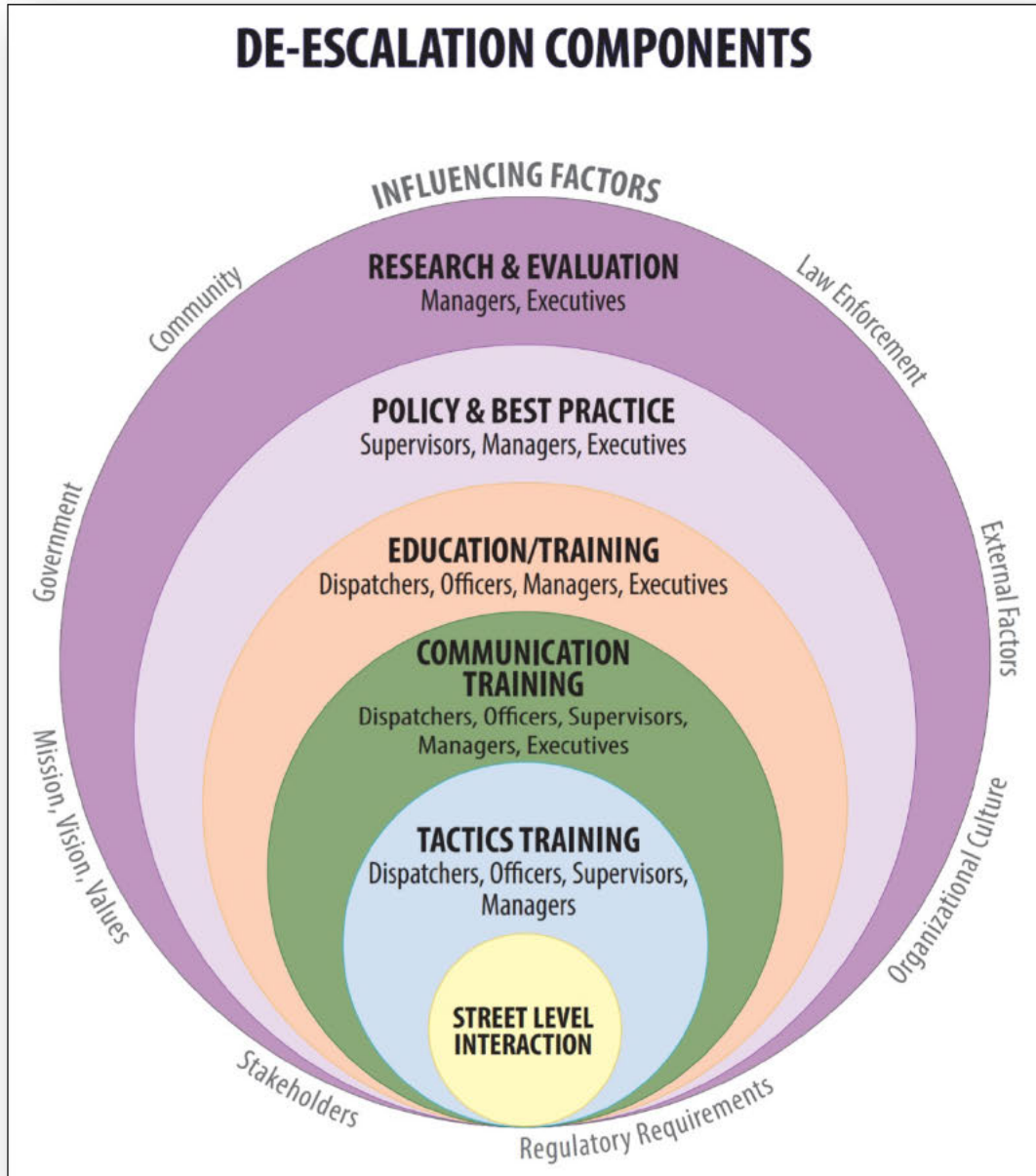
De-escalation is a Police Officer’s Aikido

Confronting somebody skilled in **Aikido** with hostility, anger, or force would be ineffectual. **Aikido** is the art of acting without acting. Force cannot find its target; thus it finds no place to land. There is never an impact or an injury and force is not returned; force is absorbed, redirected, and its inertia influenced, guided, diffused, and diminished. Imagine trying to punch, antagonize, or argue with a target that is not there; it’s futile, like trying to walk across quicksand. Trying to fight with a Master of **Aikido** is like trying to fight with smoke. **Aikido** is not just tactical, but rather it is substantially philosophical; a mindset. It is a direction that is followed seeking harmony over conflict and resolution over confrontation. **Aikido** overcomes the energy of a physical attack before it can achieve any momentum like trying to sprint across smooth ice.

Please reread the above paragraph one more time, but this time, replace the word, **“Aikido”** with the word, **“De-escalation.”** *De-escalation is a Police Officer’s Aikido.*

De-escalation Components Model

The **POST De-escalation Components Model** provides a definitive overview of de-escalation broken down into the sum of its own parts. The model illustrates the multiple important layers for de-escalation in law enforcement organizations and the model identifies important stakeholders and their influencing factors.



Duty to Intercede

Defining de-escalation includes the de-escalation of those contacted in the field and through calls for service and personal de-escalation; self-control, composure, and a focused and calm mind and body. There is also a third and very important prong to defining de-escalation called **Duty to Intercede** that requires clear and comprehensive understanding.

In Chapter 2 of this publication under Section 2 (Chapter 17.4 in Division 7 of Title 1 of the California Government Code) Law Enforcement Use of Force Policies, duty to intercede is introduced:

7286. (a) For the purposes of this section:

- (8) A requirement that an officer **intercede** when present and observing another officer using force that is clearly beyond that which is necessary, as determined by an objectively reasonable officer under the circumstances, taking into account the possibility that other officers may have additional information regarding the threat posed by a subject.

Additionally, under **SECTION 3**, Penal Code Section 13519.10 (a)(10)(2) includes the **Duty to Intercede**. These sections should be examined carefully as they will serve as key components in department policy and agency training.

When officers observe a colleague, partner officer, or other law enforcement official using excessive or improper force or violating the constitutional rights of a suspect or other person in their presence, they cannot [emphasis added] act as a bystander or uninvolved observer. Under these circumstances and given a realistic opportunity, officers have a duty to intercede/intervene as soon as possible under the circumstances. While officers may be hesitant to intervene with the immediate actions of another officer, especially a senior or ranking officer, they should be assured their efforts will not only help the suspect, but also potentially save the partner officer, the agency, the city or county, and the profession from an assortment of adverse outcomes (unjustified injuries or death, a damaged organizational image or reputation, negative media coverage, civil unrest and rioting, substantial civil liability, state and federal criminal charges, and the loss of a career).

Such intervention should not be an unspoken or professionally taboo subject; rather it should be illuminated and discussed as a part of training, roll-call/briefings, field debriefings, after-action reporting, body-cam/video review, policy, and team-building efforts. As a result, if it happens in the field, it is not a reaction, but executed as a response that is pre-planned and tactical. The officer's intervention should occur when they witness force that is clearly beyond that which is objectively reasonable under the circumstances and at the first opportunity, intercede to prevent or stop the unreasonable force. Doing nothing or remaining as a bystander may expose officers, in part, to criminal and/or civil liability for failure to intervene. Most agencies have a strict policy which requires officers to notify a supervisor immediately (or as soon as practical) when force is used or an officer's duty to intercede is exercised.

Note: In order to maintain good working relationships, trust and teamwork; after interceding in another officer's actions, it is critically important to have a thorough debrief, with supervisory oversight, of the situation to highlight the reasons for interceding. Not having this discussion has the potential for negative reactions (miscommunication, confusion, or distrust) and adverse feelings left unresolved between both the officers involved and in the organization.

CHAPTER 3

DE-ESCALATION: ACHIEVABILITY & PROCEDURE

The summit participants collectively agree that law enforcement organizations should be provided with clear definitions, guidelines, and tools before they can be held accountable for changes in behavior.

"If we are going to hold people accountable to the outcome, it has to be achievable. It is unethical to do otherwise."

**– Professor Steven James, Ph.D
Washington State University**

Policies and frameworks outlining the implementation of de-escalation practices in the field should be adequately flexible to allow officers to select the best course of action in given circumstances. **Adequate Flexibility = Professional Discretion** (critical in law enforcement).

De-escalation *"should be part of an organizational system and practice."* Change comes from within; organizations should foster a culture of de-escalation practices among all personnel, so the practice can be mirrored when interacting with the public. **De-escalation is an internal strategy and is not just techniques, but a collective (culture) way of thinking (philosophy/mindset).**

All personnel should have willingness and the ability to de-escalate as a balanced approach, maintaining the confidence when to use appropriate force or not to. The following categories present themes experts suggested as guidelines for creating achievable procedures for the effective use of de-escalation tools and techniques.

Personnel Mindset

Personnel mindset toward de-escalation is crucial to effective implementation and continued use of de-escalation techniques as part of organizational compliance.

- A. Training to recognize and reduce implicit bias associated with using de-escalation practices is crucial to successful internal and external implementation.
- B. Organizational communication should be free from biased language.

- C. Focusing on internal and external communications at every organizational point of contact is important; from the front desk or dispatch, where the public makes their initial contact with the organization, to incidents in the field (any type of engagement).
- D. Policies and guidelines should clearly prohibit bias in policing and promote open-minded approaches to resolving incidents within the organization when interacting with the public.
- E. Personnel should be instilled (through training and practice) with a positive mindset, emotional intelligence, and wellness capacities (**See Chapter 6**):
 - 1. Promote effective conduct for problem-solving with minimal use of force
 - 2. Renew/reemphasize purpose and expectations to reduce complacency
 - 3. Reduce liability and manage or *prevent* risk for all involved parties
- F. Policy and guidelines should emphasize and reinforce the successful use and consistent implementation and practice of de-escalation.
- G. Personnel who develop the capacity (through training and practice) to reason and think their way through their actions rather than simply react will:
 - 1. Avoid reverting back to potentially less effective past practices.
 - 2. Identify and avoid the individual and organizational barriers that cause resistance to change or revert back to less desirable methods.
- H. Organizations that engage in quality training and practice can promote the increased confidence in physical skills needed to deter over-compensating behaviors that may result in excessive force, which can:
 - 1. Reduce injuries for officers and their contacts.
 - 2. Reduce insecurities or lack of confidence in job performance.
 - 3. Reduce laziness, reluctance, or hesitation to engage in proactive duties.
 - 4. Reduce the fear of discipline for improper use of force.
- I. Organizations should stress the importance of consistency during the enforcement of regulations or laws through:
 - 1. Increased preparedness and pre-event planning.
 - 2. Effectively assessing and reassessing progress during an incident.
 - 3. Correction of repetitive mistakes and addressing the fear and misunderstanding of failure/failing.
 - 4. Better identification and response to stress.

5. Avoidance of erosion/degradation of perishable and other skills.
- J. Encourage improved physical and mental health (through education, training, practice, resources, organizational and peer support) to support:
1. Positive community role models.
 2. Better organizational recruitment opportunities through avoidance of public shame or damage to organizational reputation because of adverse behavior.
 3. Offer support to personnel in maintaining good health and wellness to avoid:
 - a. Fatigue.
 - b. The potential for burnout.
 - c. Inappropriate conduct or use of force.
 - d. Poor work/life balance.
 4. Personnel wellness should be supported by various practices including:
 - a. Mental wellness smart phone apps (**See resources under Chapter 6**).
 - b. Available contract clinicians.
 - c. Peer support programs.
 - d. Contract or peer nutritionists.
 - e. Peer or contract physical fitness advisors.
 - f. Paid workout time.
 - g. Organizational support through training and the on-going practice of meditation, Yoga and breathing practices to improve mental balance, flexibility, circulation, and focus.



- K. Personnel capacity for de-escalation is grounded in their resiliency and adaptability.
- L. Personnel should know their triggers and the triggers of their partners/peers:
1. Recognize when others are triggered or acting in an inflammatory manner.
 2. Have the capacity to respond to, defuse, and redirect self and others.
- M. *“De-escalation should be pushed (presented) out as a general way of doing things, rather than using it just in certain situations. It should become who you are.”*

Achievable Tactics, Techniques, and Procedures

Achievable tactics, techniques, and procedures should have clearly communicated and measurable performance outcomes. Clearly stated and measurable performance outcomes ensure effective implementation and a successful measure to better assess de-escalation practices. De-escalation practices cannot be linear because they won't fit every situation; they should be common sense-based and flexible practices. All personnel should have the willingness and the ability to de-escalate as part of a balanced approach and have the confidence and skill to use appropriate force if there are no other alternatives.

- A. Policies and guidelines should align personnel through common language and standardized protocols:
 - 1. Dispatch and operational personnel should convey the same message.
 - 2. Emergency responders should use common language and protocols:
 - a. Fire.
 - b. Mental health.
 - c. Emergency medical personnel.
 - d. Custody personnel.

- B. Pre-engagement techniques and tactics should include:
 - 1. Planning and discussion of strategies and tactics.
 - 2. Situational awareness and background.
 - 3. Pre-load and manage available resources for appropriate and timely deployment as necessary.
 - 4. Gather reliable intelligence and effectively share available information through the most efficient means:
 - a. Radio transmission or phone.
 - b. Computer Aided dispatch (CAD).

- C. Train and practice effective defensive tactics as part of continued de-escalation practice. Competencies should include, but are not limited to:
 - 1. Communication during an incident should be well-managed:
 - a. Use common language with all involved.
 - b. Agree on which technique(s) and tactic(s) will be used.
 - c. Be certain everyone is aware of the desired outcome.

2. Strategic, clear communication using the L.E.E.D. approach (Listen, Explain, Equity, Dignity):
 - a. Soften interaction when possible.
 - b. Speak in common language, rather than professional jargon.
 - c. Use appropriate volume.
 - d. Be aware of how tone of voice and demeanor can affect a situation.
 - e. Use active listening skills.
 - f. Show respect for the subjects involved.
 - g. Be culturally aware of all subjects involved.
 - h. Have a way to close the situation so all feel there is positive resolution (win-win).
 3. Crisis intervention
 4. Arrest and Control
 5. Less-than-lethal weapons
 6. Firearms
 7. Resource availability and appropriate deployment
 8. Decision-making skills
 9. Critical thinking skills
 10. Emotional intelligence
 11. Effective breathing techniques to control emotion and stress
- D. Successful de-escalation practice should include confidence and proficiency in physical skills, as well as proximity and body awareness:
1. Personnel should know their triggers and recognize when others are triggered during encounters.
 2. Learn how to defuse a situation that includes the capacity to redirect self and others.
- E. Personnel should have self-awareness adequate to recognize and redirect themselves if they are being emotionally drawn into events:
1. Officers should recognize when they are creating their own jeopardy, exigency, or risk (slipping into being part of the problem over working toward the solution).
- F. Think rather than simply react (responding is more effective than reacting).

- G. Proactive mental engagement will allow for pre-planned, thoughtful, and critically analyzed responses to dynamic incidents.
- H. Use diverse resources during problem-solving situations:
1. Develop and practice healthy/safe habits for successful resolution of any encounter.
 2. Know which technique fits the current situation and when to change tactics.
 3. Know how to safely avoid the use of force during an encounter.
 4. Know when and how to use disengagement as a technique/tactic. Consider disengagement as avoiding a battle to subsequently win the war.
 5. Carefully weigh decisions that might result in adverse action taken against personnel and public safety.
- I. Establish rapport to build trust and elicit de-escalating behavior:
(Rapport is commonality and mutuality; people like those who are like them)
1. Learn from feedback and adapt as the situation changes.
 2. Constantly assess and re-assess the situation:
 - a. Is there an opportunity to gain more time to continue working toward resolution through continued de-escalation?
 - b. Can you maintain enough distance for safe interaction and continued de-escalation?
 - c. Is there effective cover available to support continued de-escalation?
- J. Remain adaptable to changing situations:
1. Be prepared to re-establish rapport if necessary.
 2. Be prepared to change behavior/tactics to improve de-escalation of an encounter that has begun to deteriorate.
- K. Supervisors should give personnel sufficient time to safely use de-escalation techniques.
- L. De-escalation should be an integral and standardized part of call intake prioritization and protocols.

Effective Communication is the Foundation of De-escalation

Communication is the foundation of de-escalation and runs through all aspects of organizational processes and procedures. Achievable measures for internal/external communication procedures should begin with clear communication of the organizational de-escalation philosophy and plan to everyone; including the community.

- A. Include an internal pre-planning discussion before implementing de-escalation practices within the organization.
1. The credibility of those delivering the message will influence its effectiveness:
 - a. Leadership, including informal leaders throughout the organization, should speak with one voice.
 - b. All levels of leadership should maintain the integrity of the message throughout the organization.
 - c. Communication regarding accountability and transparency is paramount.
 2. All personnel should be clear on the definition of what de-escalation is and isn't.
 3. Clearly communicate reasons for policy changes on de-escalation.
 - a. Consider communication of policy change other than by e-mail (e.g. Roll-call Training).
 - b. Consider generational differences during messaging of policy change.
 - c. Communication should take a "bottom up" approach or "vertical staff meeting" format.
 - d. Establish clear, concise, and realistic expectations and reinforce regularly.
 - e. Be sure there is no misinterpretation of the message.
 4. Wording is important:
 - a. Carefully weigh the use of should vs. shall.
 - b. Create soft operational margins when appropriate.
 5. Leave room for modification to organizational procedures and practices; allow personnel to participate in a debriefing of the plan:
 - a. Feedback should be honest and respectful.
 - b. All personnel should keep an open mind when providing or receiving feedback (beware of the influence peer pressure can have on communication).
 - c. Recognize the value of input from line-level personnel; the "group" is a great resource and has good information to offer—tap that resource.
 6. All personnel should be clear on the organizational and statutory expectations for using de-escalation.
 7. Clearly identify the specific skills required for successful de-escalation (**See De-escalation Desired Skills & Traits in Chapter 2**).
 8. Communication should be ongoing, rather than a "one and done" situation.

B. Clearly identify the objective(s) of all external communications:

1. Maintain the integrity of the message(s).
2. Non-verbal communication should support the message(s)

(Note: Integrity means wholeness or completeness. Something done or practiced with true integrity renders it impenetrable, uncompromising, and cannot be breached by outside influences, pressure, or what's popular. If you have integrity in being honest, then you never lie, never spread false rumors, and what you say is factual and nothing can compromise your truth because it is whole and complete.)

C. Organizations should ensure consistency of messaging practices:

1. Communicate directly with trainers and mentors.
2. Coaching and mentoring programs should support and reinforce the message.

Establish & Maintain Open Dialog with the Community

Open dialogue with the community about organizational practices is crucial to establishing and maintaining achievable community engagement and communication procedures.

A. Proactive community engagement should be continual, include a process for input, and build rapport and trust through:

1. Meetings/committees.
2. Website & social media (Facebook, Twitter, LinkedIn):
 - a. Share activities and establish connections.
 - b. Do not delete negative comments.

B. Context is important when conveying information to the public:

1. Generational differences play a role in providing context.
2. The message should connect with everyone.

C. Open dialogue with the community includes establishing relationships which can have a positive influence in a variety of conducive settings:

1. *“Utilize community forums to redefine what the organization is all about”* (Mark Marvin, PERT Coordinating Council for San Diego County)
2. Citizen and teen academies
3. Chief’s advisory board/council
4. Police foundations
5. Special events (Coffee with a Cop, Tip-a-Cop, etc.)
6. During foot patrol/community policing practices
7. At community business events
8. Open house & town hall meetings
9. National Night Out
10. Police public speaking (schools, businesses, civic groups)
11. Explorer Post functions
12. Ride-along programs
13. Volunteers
14. School Resource Officers
15. Station tours
16. Community Lead Officers or Command Team area and reporting district responsibility



**Community
Oriented
Policing**

Open dialog with the community is great for community policing, establishing relationships, and promoting a positive law enforcement image, but done correctly, it also has dual-benefits with regard to enforcement.

Community Relationships - Pass Out Your Business Cards: *During slower periods of the shift and time permitting, an officer used to park his patrol car in the parking lots of various strip-malls; business complexes with 10, 15, 25 small store/businesses. He would enter each business and introduce himself to the employees or owners and pass out his business card. He asked them if they have had any trouble lately with shoplifters, gangs, extortion, or graffiti. He looked through the store, asked questions, and answered them. He asked about their security system and if they had cameras; then asked to look at them and check behind the business by exiting the rear door. This process only took a few minutes, but it established a face-to-face connection, a sharing of first names, and showed that there was a human-being behind the badge who was interested in helping, if he could. This is **Community Policing** and nine times out of ten, the contact and interaction was standard and uneventful; however, it served its relationship building objective.*

On one occasion while the officer was, "passing out business cards," the employee of a video store led him to the back-rear door. The officer passed a giant shelving unit that had six master VCRs recording to forty-eight slave VCRs surrounded by hundreds of VCR tapes and counterfeit spine labels. This video lab was mass producing unlawful pirated bootleg movies. While passing out business cards at a beauty salon and engaging in a pleasant conversation with the owner, the officer heard noises coming from behind a wall. He subsequently discovered it was a false wall that slid open and led to a well-equipped in-progress massage and prostitution business. On a third occasion, the officer passed through the small back room of a doughnut shop and discovered fifteen immigrants, including small children, living there on the floor, and who were being exploited as cheap labor by other businesses. With their passports taken away, their families in their respective home country were being extorted.

Passing out business cards and forging relationships or at least developing familiarity with the police, is one of many spokes in the wheel of community policing. And, community policing done correctly, can also serve as proactive efforts that are tough on crime. This simple technique and others like it are how successful officers communicate with the community, reduce fear, build professional relationships, discover criminal activity, and cultivate potential allies/supporters in the community.

- D. Utilize community service providers and advocates to increase the perspective of legitimacy.
- E. Work hand-in-hand with community leaders on prevailing challenges including:
 - 1. Non-compliance by civilians during encounters with law enforcement personnel.
 - 2. Reactive, rather than proactive behaviors by law enforcement officers.
 - 3. Community trust and (mis)perceptions about law enforcement personnel.
- F. Educate the community about available resources related to de-escalation and problem resolution.
- G. Train dispatch or other personnel to communicate the de-escalation plan and process prior to the arrival of field personnel.
- H. Post-incident communication with the community:
 - 1. Explain the use of de-escalation practices during the incident.
 - 2. Explain why force was used before, during, or after de-escalation procedures were implemented.
 - 3. Explain why de-escalation was not used if that was the case.
- I. Maintain continual open dialogue with the community:
 - 1. Send messages regarding organizational reform.
 - 2. Highlight officer wellness.

3. Promote community interaction, especially at lower levels of management.
 4. Express the importance of community support and compliance with public safety personnel even if they don't immediately agree with what they are being asked/told to do.
 5. Capitalize on community relations officer relationships with community groups.
 6. Create general message campaigns to discourage others from incentivizing people to resist or assault public safety personnel.
 7. Establish officer "walking teams" as a frontline community interface.
 8. Use social media to send messages about good interaction between law enforcement personnel and the community.
 9. Get ahead of media stories that may impact the community/agency relationship.
- J. Consider media academies to communicate the importance of unbiased and non-inflammatory reporting of events.

Review & Assessment Standards should be Clearly Stated and Achievable

"If you're going to hold officers accountable there must be clear standards by which to hold them." (Ashley Heiberger, Rosenbaum & Associates). Achievable review and assessment procedures should use clear measurement standards as part of the process.

There is a danger of creating, "...*policy that can be adopted by none.*"

- A. Quality assurance should include best practices based on information from evaluators reviewing reports.
- B. After action reviews should include an examination of what worked and why.
- C. Model policy should be used based on best practices to help standardize operational procedures adopted by the organization.
- D. Identify specific points of conduct to be evaluated during the review of an interaction:
 1. De-escalation action checklists may create potentially negative consequences:
 - a. Assessing personnel based on specific standards may be counterintuitive to thinking outside the box when handling unique situations with uniquely appropriate de-escalation methods.
 - b. Time constraints during an incident leave little room to cover everything on the checklist.
 - c. Personnel should be able to use the appropriate technique(s) for the situation, rather than following a static or prescribed course of linear actions.

- d. Different methods may work in situations that are not always described within policy/guidelines, on checklist, or covered by training.
 - e. There should be room for deviation.
 2. Issues may arise that can justify using or not using specific mandates identified in policy, guidelines, or on checklists:
 - a. Offer latitude to use alternatives based on the conduct provided.
 - b. Include a means to describe the alternative technique used, as well as the result.
 - c. Provide means to compare/contrast outcomes (explain why the alternative technique worked better than the prescribed action or recommended option).
- E. Conduct regular reviews of de-escalation practices to evaluate effectiveness and to consider where revision or improvements might be made.
- F. Research and compile best practices data on de-escalation strategies using sources such as body-worn camera footage and case law decisions.
- G. Keep in mind, personnel behavior may not be the issue in unsuccessful resolution during de-escalation:
 1. The subject involved may exhibit behavior that dictates the outcome; not every incident/problem can be de-escalated.
 2. Other subjects who are present may influence the behavior (good or bad) of the involved subjects or law enforcement addressing the problem.
 3. Personnel should be assessed impartially and based on prescribed criteria post-incident if an outcome does not meet community expectations or the incident is not resolved to everyone's satisfaction.
 4. Despite their efforts, personnel may not be able to de-escalate a situation.
- H. Identify clear roles for first-line supervisors in documenting de-escalation practices among agency personnel:
 1. There should be post-incident follow-up with line-level personnel, whether the outcome is positive or negative (*Debriefing*).
 2. Use a tracking process to identify trends and assess officer perceptions of whether their use of de-escalation techniques is effective.
 3. Supervisors should not fill in gaps in reports:
 - a. Hold subordinates accountable and correct their reports, not by just correcting the mistake, but by teaching the correction.
 - b. Require full descriptions of the decision-making process and associated actions taken.

4. Supervisors should identify any policy or training issues resulting from an incident.
- I. Conduct internal and external surveys/audits to examine de-escalation practices:
 1. Obtain public views of officer de-escalation conduct..
 2. Utilize use of force reviews to measure whether de-escalation techniques are being employed.
 3. Evaluate the effectiveness of the de-escalation practices employed.
 - J. Consider investigative and training after-action reviews as a tool to determine if de-escalation training and implementation are working:
 1. Involve management in the review process.
 2. Use academic resources as a means of measuring effectiveness.
 3. Flag body-worn camera video where de-escalation was successfully used as a means of measurement and reinforcement tool (FTOs and supervisors should flag these).
 4. Use Internal Affairs/Professional Standards data as a means of measuring effectiveness:
 - a. Use of force complaints (increased or decreased?)
 - b. Civil actions.
 - K. Ensure de-escalation is an element in all processes, including recruitment, hiring and the promotional process.

First, if an agency wants its staff to do something or do something in a particular way or with a specified frequency, it should ensure that such mandates, procedures, or operational practices are real-world, explicitly stated, achievable, and measurable.

Second, if a procedure is created in the form of training, formal/informal instruction or direction, through memorandum, or policy, it should be clear and absent any ambiguity. The procedure, if applicable, should target specific personnel and be detailed, but concise, well researched and meticulously approved, and it should have a single primary message rather than compound convoluted or multiple messages. Procedures should be written, when possible, to be improved or added to (living document) and where feasible, connected by reference to other relevant information or connective directions. The procedure should have a numeric or name filing identification for digital retention and easy reference. Lastly, such procedures should be disseminated with training, formal or otherwise, and receipt of the procedure and the confirmation of its understanding should be signed for and retained.



CHAPTER 4

DE-ESCALATION: CULTURE & PHILOSOPHY

“The highest priority of California law enforcement is safeguarding the life, dignity, and liberty of all persons, without prejudice to anyone.”

– Senate Bill Number 230

De-escalation is not a singular noun. Instead, it is a philosophy and perspective that highlights officers’ capacity for analytical thought, personal wellness, emotional intelligence, empathy, communication, and their competence with defensive tactics and legal matters. Consequently, much of the focus of these four themes is not on practical strategies and techniques, but it is instead focused on an examination of the culture and customs of policing, and how these may best prepare officers to police equitably, justly, and legitimately.

As Plato wrote, “In a republic that honors the core of democracy—the greatest amount of power is given to those called Guardians. Only those with the most impeccable character are chosen to bear the responsibility of protecting the democracy.”

If you use force successfully, somebody *loses*. If you use de-escalation successfully, everybody *wins*.

Summit participants consistently made the assertion that establishing a policing culture that focuses on a philosophy that policing exists for the primary purpose of protecting life, is the undergirding that provides foundation for any successful De-escalation program. Participants emphasized throughout the Summit that De-escalation is not simply a technique or tactic that can be addressed in a singular element of policy, training, or policing procedure. De-escalation is a product of an overarching commitment to protecting life. This proposition requires an acceptance by practitioners, and the community they serve, of Plato’s thinking above and the ideas outlined by Sir Robert Peel in his 9 Principles of Law Enforcement (Peel, 1829). These time-tested ideas and the description of justice and guardianship are touchstones for current practitioners of law enforcement responsibilities.

As a reminder, a few of those Peelian principles most directly applicable to the topic of De-escalation are outlined below [emphasis added].

PRINCIPLE ONE

*The basic purpose and mission for why police exist is to **prevent crime and disorder as an alternative to the repression of crime and disorder** by military force and severity of legal punishment.*

PRINCIPLE FOUR

*The degree of **cooperation of the public** that can be secured **diminishes, proportionately, to the necessity for the use of physical force and compulsion** in achieving police objectives.*

PRINCIPLE SIX

*The police should use physical force to the extent necessary to secure observance of the law or to restore order **only when the exercise of persuasion, advice, and warning is found to be insufficient to achieve police objectives; and police should use only the minimum degree of physical force which is necessary on any particular occasion for achieving a police objective.***

In considering the context for how a successful organization can establish these ideas as part of the policing/agency culture and philosophy, participants identified the following principal assertions as imperative elements to creating and sustaining such a culture.

- Understanding the barriers to establishing a De-escalation culture.
- Establishing a culture that fosters a guardian ideal conducive to a mindset of De-escalation.
- Effectively communicating ardent subscription to this philosophy both internally and externally.
- Recognizing and rewarding desirable characteristics and behaviors during personnel practices (Selection, Hiring, Retention, Evaluation, and Promotion).
- Promoting individual Wellness and Self-Regulation to improve demeanor and decision-making.
- Increasing confidence of response personnel through comprehensive training on De-escalation, Tactics, and Use of Force.
- Developing a feedback system with measurable metrics to evaluate success.

Warrior vs. Guardian (Servant):

It is important to understand the barriers that may influence the transition to a developing “Guardian” culture and philosophy that favors and promotes de-escalation.

As outlined in the *Final Report of the President’s Task Force on 21st Century Policing (2015)*, political climate, budget reductions, crime rates, the “War on Drugs” and many other factors have driven the slow transformation of law enforcement culture over the decades. While the overarching goal remains the protection of life and property, the means by which these goals are accomplished has changed significantly. As a result, policing agencies have become more focused on rapid resolution of a particular problem (putting fires out) and much less oriented toward the underlying relationships necessary for long term effectiveness. The perceived or actual lack of time and resources creates a paradigm wherein response to incidents and the associated methods toward resolution become directive rather than collaborative in nature. A policing culture that seeks an expeditious resolution to incidents, rather than the least confrontational, will likely resort to the use of force more readily. The circumstances described above, and many other ancillary political and social factors have resulted in a policing culture that has drifted slowly toward what is often referred to as a “Warrior” rather than “Guardian” mentality. (Rahr, 2015)

In recent years, several very high-profile incidents involving law enforcement use of force have initiated discussions oriented toward the idea of de-escalation. However, current policing culture, and the underlying history it grew out of, has made the return to a service or guardian mentality complicated. Participants in the Summit emphasized frequently that a thorough understanding of this history and the impact it has on current policing culture are the “lynch pin” to returning to a guardian mindset which fosters De-escalation. Participants provided the example of younger officers who have not had the experiences of the last decades and their propensity to adopt new and different ideas. They attribute this flexibility of thinking to the idea those new to the profession have not yet been acculturated to current common practice.

Developing a Guardian Mindset Culture

Participants in the Summit placed emphasis on the idea that all too often the evaluation of interactions between officers and the public they serve are based on a review initiated by a negative outcome. There is scarcity from both an internal and external perspective of positive interactions which are recognized for the behaviors that led to a resolution not involving force. This tendency for a focus on negative outcomes and understanding the circumstances that led to them, while necessary, can create an environment that inadvertently ignores positive behaviors. Participants placed a significant value on the importance of establishing a culture which chooses to reward successful De-escalation as often or more often than it examines and publicizes the less positive situations. Doing so provides for positive modeling of desired conduct and exemplifies the organizational commitment to these values.

Establishing a “guardian culture” requires policing to go beyond examining a single incident to determine if practitioner officers used proper tactics and techniques to render an otherwise chaotic situation safe. It additionally goes beyond evaluating whether the situation was resolved using that force which authorized by law and policy. The need to establish an agency culture wherein the guardian mentality is ‘Woven into every aspect of policing operations’, was heavily weighted by Summit

participants. This idea consistent with the idea of Procedural Justice (Tyler, 2019), is anchored in an internal culture which values individuals and seeks to improve the personal and professional wellbeing of all employees.

Establishing a guardian culture which seeks opportunities to De-escalate in all situations means developing an overarching philosophy focused on the idea that is the inherent responsibility of all officers to place sanctity of life above all else. It cannot be accomplished through a simple vision and mission statement or policy that requires officers to demonstrate specific techniques in certain situations; it involves a core principle of operations that should govern all other aspects of the organizations role in society.

Communicating a Guardian Mindset

Participants in the Summit identified communication both internally and externally as a recurring theme associated with de-escalation and the policing culture. Similarly, participants placed an emphasis on the importance of executives driving the move toward a guardian mentality through their conduct and communication as imperative to the success of this change. The message outlining this philosophy should be communicated directly from the Chief Executive and demonstrated through both word and deed. Additionally, Summit



participants consistently asserted the idea that management at all levels should convey their belief in a law enforcement culture wherein de-escalation is at the forefront. Culture change cannot be accomplished simply by establishing mission and vision statements which support this idea; it should be lived out daily through the conduct of all policing personnel.

Communicating the message should be unambiguous and establish clear expectations for all personnel. While, as previously stated, culture change goes beyond standard documents, participants did place value in having Mission and Vision statements which were internalized by all personnel and conspicuously posted throughout the organization. Participants further saw a benefit in the use of posters and roll call briefing items which underscore the importance of De-escalation as a matter of practice. Core concepts associated with De-escalation should be revisited in post incident debriefs and emphasized during regular evaluations.

Similar to the concepts for internal communication, conveyance of this philosophy should be done clearly and consistently as it pertains to the community. While participants emphasized that the day to day interaction between policing practitioners and the community would be the strongest means of

delivering the message, there was value in other forms of communication. Participants identified the following as key in delivering a consistent, clear message to the community:

- **Conducting regular community meetings involving executive and command staff.**
- **Establishing an agency website which publishes Mission and Vision statements and provides an avenue for community feedback.**
- **Regular media events wherein the philosophy can be emphasized and positive examples of police/public interaction can be highlighted.**
- **Consistent participation in community events providing an opportunity for interaction outside of an enforcement context.**
- **Candid, empathic acknowledgment in those instances where policing practitioners depart from established expectations for conduct.**

Promoting Wellness & Self-regulation to Improve Demeanor & Decision-making

While this topic is addressed in other portions of the Summit report, it is important to note that Summit participants placed significant emphasis on the importance of individual wellness, emotional intelligence, and self-regulation as pivotal to establishing a guardian culture that favors De-escalation. Participants felt officer wellness and emotional intelligence were pre-eminent in affecting policing practitioner thinking associated with every policing action. Participants in the Summit believed there were several critical elements to achieving officer wellness including:

1. **Reducing the stigma associated with Emotional Wellness.**
2. **Provision of resources that can be readily and confidentially accessed.**
3. **Peer awareness of critical warning signs.**
4. **A robust training program focused on Wellness and Emotional Intelligence.**

Summit participants pointed out that failure to provide for employee wellness has a detrimental impact on the employee, their ability to make timely effective and sound decisions and impacts the overall cultural wellness of the organization. (See Chapter 6)

Recognizing and Rewarding Desirable Characteristics and Behaviors During Personnel Practices (Selection, Hiring, Retention, Evaluation and Promotion)

Summit participants placed a very high value on the idea of identifying characteristics in employees that are conducive to a guardian culture favoring De-escalation. Evaluation of the type begins with the selection process, is emphasized at the academy, continues throughout every aspect of training, and should be revisited during evaluations and incorporated into all promotional processes.

Specifically, one of the overarching themes in this area was with regard to hiring. Participants believed that pre-hiring interviews and focused psychological testing should include questions which examine the candidate's capacity for analytical thought, Emotional Intelligence, empathy, and self-regulation. Identification of candidates who possess the capacity to further develop these characteristics early in the process provides for a strong foundation on which to build a culture which favors De-escalation.

Participants identified the following techniques as suggested means of recognizing and rewarding conduct consistent with De-escalation philosophy:

- **Body worn camera video demonstrating successful De-escalation should be shown during meetings and briefings as a positive means of exemplifying and influencing current and future behavior.**
- **De-escalation skills should be an integral part of every evaluation process and promotional examination.**
- **Successful De-escalation should be recognized and rewarded in the presence of peers and when appropriate, the community.**
- **Real world, contemporary examples of successful De-escalation should be used for training purposes.**
- **Demonstrated practice of De-escalation skills and understanding of the “Guardian” culture as an integral part of every examination for promotion or special assignment.**

Building Confidence & Competence Through Training in a De-escalation Culture

While training is covered in-depth in this report in another section, participants did emphasize with respect to culture and philosophy, that all policing personnel should receive training in De-escalation, Tactics, and Use of Force which was sufficiently robust to allow for a very high degree of confidence when implemented in the field. This efficacy for their ability to resolve situations safely will result in a lower degree of intensity infused into a given situation due to concerns for self-preservation.

Developing a Feedback System with Measurable Metrics to Evaluate Success

Any discussion of establishing a culture which requires a different way of thinking requires some form of measuring the breadth and depth that the new ideas are being received and implemented. Unlike measuring success with a specific linear program or initiative, a change in policing culture which favors De-escalation can be more difficult to measure. Participants felt strongly that true measurement of success in this area requires more than just a tracking of use of force statistics. While the use of force metric will certainly provide some indication regarding force trends, it is not singularly a true indicator of culture shift.

In addition to the tracking of use of force statistics, participants recommended the following measurable metrics as a means of evaluating overall success.

- **Regular community meetings to ensure their perspective and suggestions for improvement.**
- **On-going evaluation of media reports to evaluate public opinion.**
- **Internal discussions at meetings, briefings, and other events to provide for 360-degree feedback.**
- **Evaluation of depth of understanding during evaluation, promotions, and special assignment interviews.**
- **Continuing professional training, which evaluates understanding and reemphasizes key ideas and desired traits and behavior.**

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CHAPTER 5

DE-ESCALATION TRAINING

Training – Internal and External

The importance of effective de-escalation training weighed heavily in the contributions of summit participants. In fact, every theme included a focus on the need for effective training. To this end, the summit participants offered five principal assertions for police de-escalation training.

DE-ESCALATION TRAINING SHOULD BE PERVASIVE



De-escalation training should begin in the police academy and continue consistently throughout officers' careers. Further, it should be taught not as a standalone topic, but instead as a norm in policing culture, with pertinent skill sets woven as a common thread throughout education and training. De-escalation should be taught comprehensively, with a common definition, and consistent requirements and expectations statewide. In fact, the requirements for courses described in [11 CCR § 1070](#) should be updated to include relevant de-escalation capacities.

The failure to maintain statewide consistency may negatively impact the community by producing inconsistent and inequitable policing. Inconsistency and inequity; treating some people differently than others, are primary contributing factors that negatively impact police legitimacy. Officers and other police staff might also struggle to navigate variations in training that impact academies, organizational values, policing paradigms, and the standards of personnel assessment.

THE BASIC ACADEMY

Successful de-escalation begins at the basic academies, not as a standalone learning domain but as a theme interlaced into every applicable element so that it may become a cultural norm for new officers. Further, due to its standardized curriculum, the basic academy system may be used as the mechanism by which de-escalation is standardized for the California policing profession overall. Consequently, academy instructors should have a superior understanding of both de-escalation and adult learning concepts necessary to more effectively guide new officers' development. [POST Basic Course Learning Domain 20 – Use of Force/De-escalation](#).

FIELD TRAINING PROGRAMS (FTP)

Field Training Officers (FTO) should be consistent in carrying forward the concepts of de-escalation learned in the academy and emphasize to recruits the benefits to officers and public safety. **The FTOs' influence and modeling of de-escalation behavior to new officers as part of the organizational culture is critical [emphasis added].** The FTO development course should include de-escalation concepts aligned with the basic academy as well as teaching methods (presentation skills, adult learning, and effective communications) by which to effectively teach these strategies. The adoption and application of de-escalation in the FTP should be well supervised and supported by FTP Coordinators, FTP Administrators, and FTOs.

IN-SERVICE AND ADVANCED OFFICER

As with the academy, de-escalation should be taught to tenured officers, not as training in a vacuum, but rather as a thread of commonality, woven into all appropriate training, including briefing meetings/roll-call training. It is also imperative that the philosophy and message of de-escalation is reinforced by supervisor and manager attendance at training alongside line staff. This contributes to a shared organizational understanding as well as clear and collective expectations for performance.

SUPERVISION AND MANAGEMENT

Supervisors and managers should receive training not only on the mechanics of de-escalation, but also on methods for the communication of de-escalation philosophies inclusive of organizational mission and vision. They should also be given the opportunity to develop their skills with communication, assessment, and conducting productive and generative conversations with those under their leadership. De-escalation training for supervisors and managers, beyond skills and performance, should also embrace the broad view; viewing de-escalation from a bird's eye organizational and industry perspective. Supervisors and managers should also consider their responsibilities in identifying and recording de-escalation as part of their officer's performance standards for performance evaluations and in-field assessment and coaching.



De-Escalation Training Will be Engaging and Learner Centered

This theme indicates that police de-escalation training should occur in a manner that is learner-centered, giving students an ample opportunity to conceive of multiple reasoned responses to events, while also giving them the analytic and empathetic capacities to select the response best suited for particular encounters. De-escalation Summit participants overwhelmingly called for scenario-based training that is designed to be authentic to real-world practitioner experiences. They also expressed concern that de-escalation not be taught solely via instructional methods that only transmit information to students, such as lecture and PowerPoint, because students get few opportunities to

critically examine and practice learned material and skills. Further, summit participants specified that learners should be evaluated using explicit high-order learning outcomes derived from expected real-world performance and not low-order learning outcomes focused only on physical attendance or a students' receipt of in-class content.

In response to this problem, Summit participants collectively offered insights and guidance for the delivery of de-escalation training:

- De-escalation training and concepts should be woven throughout police training instead of being isolated in a standalone class. For example, de-escalation should be integral in communications, mental illness, human disabilities, defensive tactics, less-lethal weapons, and firearms classes. This approach will support de-escalation becoming a deep part of the policing culture instead of simply a passing fad.
- [11 CCR § 1070](#) classes should be revised to include appropriate aspects of de-escalation.
- Desirable de-escalation tactics and techniques should be clear and emphasized and students should be given ample time to actively practice them throughout training sessions.
- Frequent role playing and scenario-based exercises should be a principle method of de-escalation training, with a focus on officer's development of their communication, problem solving, and empathetic skills. Most scenarios should feature low-stakes; everyday encounters that focus on positive outcomes. Further, scenario roles should be at least partially performed by community members so as to make the training more authentic to the real world. Students should also be challenged by scenarios earlier and more consistently in their training sessions. This will allow for more time for reflection on performance and practice, followed by remediation when required, of learned skills.
- Student learning outcomes have got to be measurable and stated explicitly at the beginning of training and consistent feedback should be given throughout the duration of training. The measurement or validation of learning often comes in the form of a testing or performance evaluated process to show desired degrees of proficiency or to meet pre-identified performance standards. Training should:
 - **Provide clear and concise expectations.**
 - **Tell/show them what success looks like.**
 - **Clearly demonstrate what meeting or exceeding the standard is.**
- De-escalation training outcomes should be authentic and directly transferable (i.e. situated) to the real world.
- De-escalation training and learning outcomes should not be based on a narrow checklist of performance behaviors. Instead training ought to focus on developing officers' capacity for reasoning and adaptation to diverse events and contexts. **Reasoning** skills and **adaptation** dexterity provide learners with the malleable tools needed to successfully engage the immeasurable number of scenarios and circumstances they could be exposed to in police work that could never wholly be simulated or covered in training.

- Training should include learner practice for all stages of encounters, including pre-engagement, engagement, adaptation and repair, and resolution and conclusion.
- De-escalation training needs to include opportunities for students to reflect on their own performance and become accustomed to and skilled at articulating their reasoning verbally (testimony) and in written form (reporting).

De-Escalation Trainers Should be Skilled in Creating Adult Learning

Police de-escalation trainers should be highly competent in two ways. They should 1) be knowledgeable and exemplify the commitment to and practice of police de-escalation and 2) be able to facilitate learning that is engaged, learner-centered, and effectively presented. Such training should provide students with opportunities for critical thought, learning by doing, and self-evaluation. Within these two characteristics, Summit participants suggested the following considerations for the identification of de-escalation trainers:

1. De-escalation Knowledge and Practice

- Use instructors having professional experience that is relevant to the topic and who may offer alternative/diverse perspectives, such as retired officers, judges, attorneys, or appropriate community members.
- Instructors statewide should have a consistent and current understanding of de-escalation definition, philosophy, and strategies. While state-wide training does not have to be identical, such training should be foundationally standardized and generally consistent.
- Buy-in for de-escalation may be encouraged through the use of line-staff as instructors, given that they also meet the other desirable de-escalation instructor characteristics.

2. Capacity to Facilitate Blended and Varied Learning

- Instructors should be required to attend instructor development courses, such as the [Basic Instructor Certificate Program within the Instructor Development Institute \(IDI\)](#).
- Instructors should have the teaching skills necessary to teach de-escalation in a way that is relevant and meaningful to students for their own contexts, and not rely only on lecture and PowerPoint. Training should be blended, varied, engaging, and diverse. When possible, instructors should connect the existing curriculum to the learner's pre-existing experience.
- Instructors should have a thorough understanding of emotional intelligence (EI) and specifically how it may be used to encourage student self-awareness and self-reflection.

Notably, Summit participants indicated that the Field Training Officer (FTO) is a vital role for the development of practical de-escalation competencies in new officers. Certain recommendations were offered specifically for the FTO role that is in addition to the characteristics noted above.

To provide the most effective de-escalation training, FTOs should:

- **Be exceptionally skilled in emotional intelligence, both in self-awareness, self-management, and awareness of the condition of others (empathy).**
- **Be skilled in recognizing and defusing adverse triggers in themselves and their recruits.**
- **Have exceptional coaching and mentoring skills.**
- **Have an understanding of de-escalation as it is taught in the academy (Learning Domains) so as to maintain a consistent message.**
- **Have a background in teaching/training and education that will enhance their effectiveness in the FTO learning environment.**
- **Attend specialized training to guide them in the most effective ways to coach and exploit the elements of de-escalation (skills and mindset).**

To empower FTOs with these additional skills, Summit participants suggested that the current FTO course be revised to include an updated focus on these capacities to keep pace with societal changes and change within the policing industry.

Overall, summit participants emphasized the need for de-escalation trainers—whether in the academy, FTO, or advanced officer—who believe in de-escalation, have passion for teaching it to others, and who envision themselves as coaches/mentors for others to develop the skill. This observation is important because it is supported in existing research on effective teaching. Recent studies caution that, although police educators may conceptually understand engaged student-centered learning, they may default to teacher-centered transmissive instruction simply because they cannot imagine how productive learning would work in their own classrooms (Birzer, 2003; Chappell, 2008; McCoy, 2006; Oliva & Compton, 2010; Shipton, 2011). Consequently, it is vital to provide police trainers, including de-escalation instructors, with adequate formal opportunities to develop their competence and identity as productive educators (Norris, 2018; Shipton, 2014).

Education on Police De-escalation Should be Offered to the Public

The Summit participants called for de-escalation education not only for members of the policing profession, but also for members of the public. It was emphasized that public education is necessary to help communities understand 1) the goals for police de-escalation training, 2) what de-escalation is and is not, and 3) that de-escalation is not a panacea to prevent all violent encounters. The overall goal of public-facing de-escalation education is to enable the public to make reasoned examinations of events in which the police use force. In particular, de-escalation education should be offered to the media, community leaders, social and outreach workers, and advocacy organizations. The ROI of partnering with and educating the public, done effectively and consistently over time could be significant.

Public de-escalation training was envisioned as a combination of informational social media posts; presentations to the public; and engaging, hands-on training sessions in which community members experience interactive training methods such as force options simulators, scenarios, and use of force training. These training sessions would not be intended to teach the public to engage in the use of force but rather to experience the time-critical decision making and problem-solving processes required of police officers.

De-escalation summit participants believed that public education will result in:

- Greater public understanding of the challenges faced by the police.
- Greater understanding of the limitations of police de-escalation.
- Increased shared understanding and communication between the police and community (establishing new or strengthening existing relationships).
- More accurate perceptions and rehabilitation of police legitimacy.
- Increased officer wellness.
- Decreased need for the use of force due to public understanding.
- Increased police understanding of community expectations.

De-escalation Training Should Include Appropriate Content

The Summit generated substantial recommendations for de-escalation training topics and content. In the subsection immediately following, general considerations are offered that are applicable for all policing personnel. This is followed by specialized considerations for particular law enforcement roles.

Recommended General De-escalation Training Topics

1. Echoing the *Final Report of the President's Task Force on 21st Century Policing (2015)*, Summit participants specified that policing philosophy and culture should be shifted from a warrior orientation to a guardian orientation. This is the path that should be taken if policing is to increase internal/external procedural justice and broaden perspectives of police legitimacy.
2. Officer wellness (physical, emotional, behavioral, social, and mental health) and emotional intelligence should be central and fundamental pillars of de-escalation training. This is because the foundation of police de-escalation is officers' own capacity for self-awareness, self-regulation, and empathy: "...***we can't expect them to deescalate others if they cannot defuse themselves***" (Summit participant).
3. Communication should also be considered a pillar for de-escalation training. An officer unable to effectively communicate may struggle to employ de-escalation skills. Existing communications education should be expanded to allow for adequate practice of conversational, rapport-building, stressful, and critical communication within the framework offered by emotional intelligence. Course content should include:

- a. **Strategies for approach, greeting, engagement, adaptation, repair, and incident closure.**
 - b. **Proper volume, tone, pace, and demeanor (physical/behavioral) for diverse events.**
 - c. **Respect and dignity (civility).**
 - d. **Active listening.**
 - e. **How to give and receive constructive feedback.**
 - f. **Mindful attention.**
 - g. **Providing a voice to others and the value of allowing people to “vent.”**
 - h. **Non-verbal communication and behavioral cues.**
 - i. **W.A.I.T. Strategy: “Why Am I Talking?”**
4. Reactive vs. proactive problem response. Officers should approach events proactively, analytically, and flexibly instead of relying on a narrow set of default solutions habituated from past experiences. Training should not simply deliver to officers a fixed, finite, and narrow selection of available responses, but instead provide them with the critical reasoning, empathetic, and adaptive capacities necessary to diagnose the varied events they encounter daily.
 5. The cause, impact, and mitigation of cognitive biases in policing decision making. This should include relevant brain science and a particular focus on implicit bias.
 6. De-escalation should be represented in policing education as a system of thought (mindset, philosophy, and organizational culture) and not simply a tool to be applied. A tool can be deployed or disregarded; cognitive de-escalation is an internal and systemic way of thinking and can ideally be applied in all police encounters. De-escalation does not replace the use of force; it is the officer’s preliminary efforts to avoid force and subsequently serves as part of the justification to use force after de-escalation efforts have been exhausted and failed.
 7. A sustained examination of statutory and case law governing police use of force, adjusted to address emerging social or legal trends.
 8. Strategic disengagement: the skills to recognize and act upon circumstances in which police withdrawal may be the most effective tactic. Withdrawal as a strategy does not equal failure.
 9. Response to events involving mental illness and physical disabilities.
 10. Identifying and mitigating officer-generated jeopardy/exigency.
 11. Internal and external procedural justice as a function of police legitimacy.
 12. The relationship between police tactics and de-escalation strategies, and how each may conflict or enhance the other.

13. Empathetic accuracy – training them to know the “[other](#)”.

Specialized De-escalation Training Topics

DISPATCHER

1. Officer pre-contact de-escalation. Dispatchers may have opportunities to de-escalate events prior to officer arrival, lessening the risk to officers and public.

ACADEMY INSTRUCTOR

1. How to facilitate evolving scenarios requiring student adaptation and offer opportunities for students to practice de-escalation.
2. Resources and learning methods that generate recruit resiliency, adaptability, self-awareness, and self-regulation before they enter the real world.

FIELD TRAINING OFFICER

1. Mentoring, coaching, modeling, and holding trainees accountable for the concepts and use of de-escalation. FTOs should indoctrinate trainees into the culture and adoptive mindset of de-escalation.
2. Emotional intelligence and learning environments.
3. Trigger identification, prevention, and mitigation.
4. Integration of de-escalation training into 40-hour FTO Certification Course, the FTO 24-hour Update Course, and the 24-hour FTP Coordinator/Administrator Course.

SUPERVISOR

1. Add new content to the POST Supervisory Course allowing deeper examination of the goals and concepts of de-escalation.
2. Recognizing and intervening in issues related to officer wellness.
3. Development of the skills needed to facilitate difficult (crucial) conversations and employee performance feedback.
4. Development of report-reading and critique skills specific to use of force and threshold events: Are reports written with consideration of the questions that may be posed by varied future readers (Ex: attorneys, judges, media, and the public)?
5. Conducting formal and informal incident debriefs and reviewing body-cam recordings as a training tool.
6. Recognition and mitigation of employee issues with self-control, maturity, triggers, and emotional intelligence.

MANAGER

1. The evaluation of de-escalation using the criteria of reduced use of force, complaints/IA referrals, lawsuits, public (external) perception, and internal perception.
2. Promoting the normalization of officer wellness and mental health for incidental as well as cumulative stress.
3. Integration of management-level de-escalation training (supervisory oversight, staff expectations, evaluation) into the POST Management Course.

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CHAPTER 6

DE-ESCALATION: WELLNESS & EMOTIONAL INTELLIGENCE

Wellness and Emotional Intelligence

Members of law enforcement are Type A personalities and when in uniform and on-the-job, they are Apex Alphas and internal emotions, followed by sticky external feelings, would be a distraction, a weakness, and would certainly get in the way of accomplishing the mission. Officers win; they don't lose and they make command decisions, control the scene, and handle problems. They cannot afford to be caught showing a weakness or having emotions, as this chink in the armor; the act of slipping, might draw the relentless attention from their peers, like lions on the weak zebra, and cast the unwanted stigma of being human. Officers are like Abalone; hard shell on the outside and soft on the inside, but their culture dictates they only ever display their shell. As a result, emotions are driven inward where they belong and are stored and ignored like the beginning stages of cancer and are masked; hidden behind a professional poker face. If officers have an emotional crisis, they should grin and bear it; toughen up...they can take it; they're the police.

The paragraph above, written slightly tongue-in-cheek for illustrative purposes, describes law enforcement forty years ago. While it takes a peek into the adverse mindset of *yesterday's* police officer, every law enforcement professional can relate to portions of these descriptions and has first-hand knowledge, having seen this persona in themselves and those they work with. While law enforcement personnel should certainly be physically and mentally tough, the days of denying one's emotional health and ignoring physiological wellness are over.

Today, as policing changes, becomes more sophisticated, and develops to meet contemporary challenges, health, wellness, and emotional intelligence (EI) for law enforcement is substantially important; even life-saving. The President's Task Force on 21st Century Policing highlighted six primary areas of focus surrounding six pillars. The sixth pillar is **Officer Wellness and Safety**. The [Law Enforcement Mental Health and Wellness Act](#) of 2017 (LEMHWA) was signed into law in January 2018, recognizing that law enforcement agencies need and deserve support in their ongoing efforts to protect the mental health and well-being of their staff. An enlightened organizational culture, quality training, and available stigma-free resources for good mental and psychological health is just as vital as good physical health for law enforcement officers. To enjoy the success and longevity of a quality law enforcement career, officers should consider a holistic approach to wellbeing; the whole package—mind (EI) and body (wellness).

Holistic & Systemic Wellness: The Whole Package

Officer suicide can be preventable. Some common officer illnesses like colon cancer or diabetes can be preventable. Depression, PTSD, and chronic fatigue can be preventable. Bankruptcy can be preventable. Divorce, morbid obesity, or shortened life spans can be preventable. The best approach to prevention is holistically and systemically. **Prevention** is paramount and in an interview with law enforcement's leading authority on prevention, Gordon Graham, Mr. Graham generously offered a valuable tool to help officers achieve that "whole package" approach to wellness and quality of life.

The Ten "F"s for Success: Maximizing Quantity & Quality of Your Life

1. FAITH	Believe in a higher power.
2. FAMILY	Take care of your family – <u>always</u> .
3. FRIENDS	Friends and Acquaintances. Having 2 or 3 great friends who will always be on your side is fantastic.
4. FITNESS	Keep yourself in shape – just walking an hour a day is wonderful. Regular MD visits – even if you are feeling great. Mental and physical concerns – take care of yourself.
5. FOOD	Everything in moderation. General Rule: If your grandmother would not recognize it – don't eat it.
6. FUN	Laugh a lot. There are a lot of benefits to being happy and laughing a lot.
7. FUNDS	Financial planning early on and try to retire debt free.
8. FREEDOM	Be grateful you are here in the United States of America. Protect the freedoms that so many have died for over the centuries.
9. FUTURE	Time flies by quickly – strategic thinking is essential.
10. FULFILLMENT	Make every day count. Make every contact count. Be humble – it is not all about you. You get the opportunity every day to make a difference in someone's life. Simultaneously, you are " <u>Building your Dash</u> ." Take a look at the poem of that name by Linda Ellis.

Gordon Graham – [Graham Research Consultants](#) & Co-Founder of [Lexipol](#)

The premise of this chapter and the Summit participant's focus on wellness and EI, suggest that for officers to most successfully de-escalate the vast variety of problems they might encounter, they will be much more effective if they themselves are enjoying optimum personal mental and physical health

and wellness. How can an officer skillfully deal with the often intense and difficult issues of another if they are distracted by or troubled with physical illness/limitations or suffering from fatigue or unhealthy emotional or psychological stress? [Dr. Kevin Gilmartin](#) offered the following valuable insight.

"It is asking for the impossible to expect a Police Officer who has been chronically ignoring emotional and physical wellness to be able to professionally de-escalate intense confrontations. Just one variable; protracted sleep deprivation alone can severely impact Officers. 24 hours of sustained wakefulness has Officers functioning, in terms of judgment and reaction time, at a .10 - blood alcohol content - equivalent. 18 hours is at a .08 BAC equivalent. Waiting until the confrontation takes place is too late. Not having significant investment in Emotional Survival throughout a police career is like teaching firearms skills after the lethal confrontation has taken place."

– Kevin M. Gilmartin, Ph.D.

Author of Emotional Survival for Law Enforcement:
A Guide for Law Enforcement Officers and Their families

In the course of their careers, some officers should battle with chronic fatigue/exhaustion, cynicism, poor nutrition, apathy/indifference, substance abuse, cumulative stress/anxiety, troubled relationships/divorce, anger, physical pain, burn-out, insomnia, suicide, illness, PTSD, depression, fear, or isolation. These adverse conditions, among others, can have a significant and cumulative negative impact and make it more difficult for officers to de-escalate difficult or challenging encounters. Herein lies the extraordinary necessity and value of wellness and EI.

Law enforcement has made great strides over the years toward officer wellness and the importance of EI, but they have only scratched the surface. There is still stigma, fear, and misunderstandings that deter officers from knowing it's okay to ask for help.

"If I break my arm, people are glad to sign my cast. If I say I'm depressed, people don't want to come near me. We think there is something different between mental health and physical health, when in fact there is not. How we change that in the law enforcement, that's the big question and the greatest challenge."

John Violanti, Ph.D.

Officer Health and Organizational Wellness
Department of Epidemiology & Environmental Health,
State University of New York/University of Buffalo

Knowing the Rules to Achieving Wellness

A Police Chief who was teaching a career development course covering assessment center testing said, *“Assessment centers are about gamesmanship...the better you know the rules, the better you play the game.”* When it comes to an officer’s emotional health, they need to know the rules so they can play the game better. Succeeding at mental health and wellness involves understanding how to identify problems early (introspection/self-assessment). Officers should know where to go, who to speak to, and what will happen. Officers need to be aware of the many resources and support systems that are available, both formally and informally. Officers should be trained and the culture of the organization should not support an environment of stigma toward the legitimate challenge’s officers face.

These are some of the “Rules” officers should be aware of; knowing their options and taking action without fear. This is the challenge for law enforcement organizations. Most agencies have a contracted or in-house psychologist(s) who minimally assessed new hires, conducts fitness for duty cases, and provides post shooting officer evaluation. Most agencies maintain an in-house formal Peer Counseling or Employee Assistance Program (EAP). Some (few) agencies offer an on-duty or incentivized off-duty physical fitness program. In most law enforcement organizations, these efforts are the sum total of their overt commitment to officer wellness and EI. Most [emphasis added] officers have no contact with the Department Psychologist after being hired. Most officers do not use the resources of Peer Counseling or their Employee Assistance Program. And, for the majority of organizations that have no internal/external fitness programs, personnel fitness is separated from the organization; something that officers do at home and on their own time, if at all.

When it comes to mental and emotional health, fitness, and wellness, officers know very little, as they have limited or no exposure to this vast highly valuable information. **This lack of information, support, and resources are part of the problem.** The absence of this information, agency-sponsored support, and internal programs create potentially damaging misinformation, fear, stigma, and silence. Officers who work day after day in anguish or frustration or in pain, under stress, or depressed, and do so in prolonged silence may suffer the risk of cumulative damage.

The first step in solving a problem is accepting that there is a problem.

The second step is knowing how to solve the problem & seeking help when it’s needed.

The third step is taking robust action to solve the problem.

The first step is pretty easy. Losing your temper, exhaustion from insomnia, abuse of alcohol resulting in sick-leave abuse, or an inability to communicate with your family are recognizable problems. The second step is often where the difficulty occurs and without the second step, the third step is nearly impossible. Today more than ever, law enforcement organizations should consider the great value and risk prevention of top-down support and a full commitment to the health and wellness of their officers.

“Historically speaking, LEO’s stuffed away their emotional human reactions to the traumas they witnessed on a weekly basis. The thought was that physical fitness was the only way to handle the stressors of the job. However, there were still so many early retirements, on the job injuries, alcohol related problems, high divorce rates, and suicide, that they began to realize that their mental health was a contributing factor to these problems. Implementing behavioral health and wellness programs such as, peer support, Chaplains, and mental health professionals (the helping triad) as part of the culture, has changed the stigma that it is “weak “ to have a human reaction to the horrendous events they are exposed too. It is not weak. The positive impact and acceptance for reaching out to someone for help, began at the academy level, teaching them from the beginning of their careers that talking to someone or getting help for a problem shows strength. It begins at the academy level, and the training they receive throughout their careers now focuses on the importance of their mental well-being. Departments also began to include their most important “back-up;” their families from the beginning, so families would learn and understand the LEO career and how they can be supportive and how they can also get support. A healthy family can help provide a healthy cop to a very demanding profession.”

Nancy Bohl-Penrod, Ph.D.
The Counseling Team International

Wellness Programs & Training

In the absence of formal internal programs or assistance options within the agency, officers **should** make it a priority to attend specific training through their agency or on their own volition. Officers are well trained to protect themselves—officer safety is paramount—and they have protective armor, high-tech communications, back-up, weapons, and an abundance of training to fight, survive, and win. But, how do officers defend themselves against threats that come from within? How do they survive an attack they cannot see? What armor or weapons will protect them from stress, depression, or disease? Training, a dedication to self-preservation, and self-directed education provide the armor, weapons, and back-up to wellness and emotional survival. In the California POST Management Course, one of the blocks of instruction is called, “Wellness in the Workplace & Leisure.” The instructor, Nancy Bohl-Penrod, Ph.D. ([The Counseling Team International](#)) presents a very impactful 8-hour course of curriculum for police managers. During the presentation, the students learn a variety of things they did not know, some of which include the following:

- ***A common cancer*** prevalent in law enforcement is colon cancer, in part, because officers eat so much fast food over a prolonged period of time. Try looking in the trashcans where officers clean their patrol units out.
- **Officers should read the labels on their energy drinks. Most don’t even know the ingredients of what they are consuming and never realized that many of these drinks are supposed to be two servings.**

- Officers should know what nomophobia is and assess and prioritize how their precious time is spent or could be better spent.
- Officers should know how to recognize stress they cannot see, identify what is causing unhealthy stress, how stress impacts officers physically, chemically, and mentally and the many simple ways to counter it.
- Research shows that a supervisor’s leadership behavior, or lack thereof, can be toxic and induce stress. The body does not know the difference between the stress from a prolonged wild pursuit and the stress from continually struggling through an embattled relationship with a supervisor.

This information is only a fraction of what officers can learn in wellness training. This information (knowledge) can be considered officers’ internal body armor for their physiological, emotional, and mental well-being.

“Nothing will add more to your success in everything you do than a healthy, tranquil, and rested mind supported by a strong, flexible, and nutritionally fit body.”

California has a number of quality training resources surrounding physical and emotional wellness. Most law enforcement personnel on the west coast have experienced and benefitted from Dr. Kevin Gilmartin’s powerful emotional survival training. While training like this is valuable, taking a few 8-hour seminars over the span of a 30-year career pales by comparison to an organization that has made officer wellness an organizational priority and an ongoing and foundational part of their culture. This culture should be reinforced through supervision and management and through formal programmatic efforts (Hiring process, policy, FTO program, formal mentorship, team-building, roll-call training, enhanced performance evaluation, and continually providing information and resources, to name a few). For organizations, the ROI of this commitment is immeasurable and can be considered a valuable form of human risk management.

Knowing the rules to achieving wellness includes knowing that it’s okay to break the silence. The problems officers have are most often treatable, but officers have to know what to do and where to go to get treated. Officers should feel safe knowing that when they reach out for help that there will be no stigma and they will not be viewed as weak or defective. The real battle in officer wellness and EI is not just getting well or healthy; but also knowing *how* to do it, *where* to turn, and that it’s *okay* to get help.

Social Worker Althea Olson and her husband, Officer Mike Wasilewski wrote an [article](#) for [PoliceOne.com](#): *How to tell if you are depressed & when to get help*. Regarding depression, the authors offer a great example of what officers should know; “The Rules” of sorts and what organizations should support.

- **Depression is not a life sentence**
- **Depression is not a sign of weakness**
- **Depression is not something you “just get over”**
- **Depression is not something you should be ashamed of**
- **If you suffer from depression, you are not a failure, weak, or defective**

As Summit participant’s discussions progressed, the importance of wellness and EI, as it relates to de-escalation, became evident. They recognized that officer behavior was strongly connected to and influenced by their wellness and emotional intelligence (EI). An officer’s wellness also impacts community wellness through a diverse array of interactions and through many levels and types of communication. The group recognized that in order for police agencies to improve de-escalation skills, they need properly rested, well-trained officers, and officers who are healthy, both physically and mentally.

What is Emotional Intelligence?

While there are many definitions, sources, and approaches to the meaning and application of EI, according to [Psychology Today](#), emotional intelligence refers to the ability to identify and manage one’s own emotions, as well as the emotions of others. Emotional intelligence is generally said to include at least three skills:

- **Emotional awareness or the ability to identify and name one’s own emotions.**
- **The ability to harness those emotions and apply them to tasks like thinking and problem solving.**
- **The ability to manage emotions, which includes both regulating one’s own emotions when necessary and helping others to do the same.**

(Note: Helping others manage and regulate their emotions = DE-ESCALATION)

Officers’ who are angry, indifferent, or impatient in their actions will likely invoke the same actions from those they are trying to control or de-escalate. However, with the ability to assess and self-regulate their own emotions and external behavior, they have a much better chance to influence the actions and behavior of those they are dealing with.

“In any policing controversy—excessive use of force, racial profiling, police suicide, discourtesy—separating human emotions from that controversy’s cause is difficult. An officer’s emotional intelligence—whether the lack of emotional awareness or the inability to control emotions—will emerge. There can be no escaping one’s emotions; indeed, if repressed, they cause even more problems. This is of particular concern to law enforcement, due to the myth that an officer should grin and bear emotional crises and shake them off at the end of the shift.

That myth has been contradicted by research, which has uncovered a much different reality. Contemporary psychological research shows that the strong, silent type (typical of many police officers) cannot suppress human emotions without suffering serious consequences. Emotional intelligence is just as serious in training.”

By Gregory Saville - Emotional Intelligence in Policing
(International Association of Chiefs of Police (IACP) Police Chief Magazine)
Senior Partner, Alternation Consulting, and Adjunct Professor, University of New Haven,
New Haven, Connecticut

What is Officer Wellness?

Wellness can be considered a heavy word in that it has a lot of moving parts and it means different things to different people. While in its most simplistic terms, wellness is the absence of any illness, injury, or adverse problem; physically, emotionally, or mentally, but it is more than that. Wellness is a proactive course of action that includes being self-aware and making good decisions and balanced choices to lead a healthy and fulfilled personal and professional life.

“Wellness is not just surviving; it’s thriving.”

For the purpose of this publication, wellness is the sum total of everything officers can do in collaboration with a proactive and supportive organization to prevent, mitigate, or eliminate general emotional, mental, or physical health problems. Wellness is not just surviving; rather it is thriving. Wellness is more than being free from disease or emotionally sound, it is a focused and deliberate process of improvement and growth. Best practices for wellness is reaching a level of total physical, mental, and emotional well-being; it’s achieving the best possible you.

Example

Officer A is an exemplary 10-year veteran and one of the most beloved and admired officers in the Department. Officer A is an FTO, a medal of valor recipient, an effective mentor to younger officers, and his evaluations consistently exceed standards in every category.

Officer A has gained 70 pounds since graduation from the academy and was just warned by his Doctor that he is pre-diabetic. The officer has a large family including a new baby and lives paycheck to paycheck to make ends meet.

As such, he works a lot of overtime and when he is not working, or going to court, or attending training, he is physically and mentally exhausted and tries to spend his free time with his wife and children, thus has little time, energy, or motivation to exercise. As a result of this ongoing scenario, the officer continually feels like there is a weight around his neck, he has trouble sleeping, and his wife asked him why he never laughs anymore. He has little energy and for no apparent reason, while driving on patrol, he started crying and had trouble stopping. Officer A was worried more that someone would see him than he was about why he lost control of his emotions.

This scenario depicts an officer in crisis and nobody knows about it except him. His problems are not uncommon and each problem, individually, are less impactful and easier to address. In this scenario; however, the problems the officer is suffering from are compound, cumulative, and ongoing and over time, with no internal action or external intervention, they can collectively cause serious damage.

Being bitten by a rattle snake can be dangerous

Being bitten by 5 rattle snakes can be deadly

Being bitten by 5 rattle snakes & doing nothing about it will kill you

The agency Officer A is employed by and the supervisors and partners Officer A works with have no idea he is suffering. His wife knows something is wrong, but he won't talk about it for fear of looking weak. His Doctor wants to prescribe medicine that will address the symptoms, but not the problem. Officer A operates day-to-day in silent frustration and does not know how to ask for help or even if help is available, after all this is his fault for being weak. Officer A knows very little about nutrition or finances and despite his professional reputation, he fears that he is failing.

What if... Officer A dedicated a couple weekends and became self-educated about the basics of fitness, diet and nutrition, and exercise. He researched some inexpensive workout equipment and developed an exercise strategy and routine that was dually and specifically designed to involve his family (hiking, biking, sports, trampoline, etc.). He watched instructional videos of how to cook healthy food, fitness life hacks, how to interpret the nutritional facts on food labels, and how to do portioned meal-prep to save time and to bring meals to work to avoid fast food. He made it a disciplined habit—a personal ritual he committed not to break—to walk one hour 5 times per week with his wife and spend that hour communicating and laughing together. He contacted his Doctor and inquired about the hospital's free programs and seminars on nutrition, health, and fitness. At work during his lunch break, he would spend a majority of the break in the department gym on the elliptical machine. Officer A also committed himself to the untold benefits of hydration and made “the art of rest and sleeping” a life-priority.

Result... Officer A lost 50 pounds in eight months. He did not become diabetic, thus had to take no medication. He felt physically great, had increased confidence and energy, slept better, and his family loved spending time with him doing fun physical activities. Officer A's disposition and mood skyrocketed. **This is wellness.**

What if... Officer A attended a few personal finance and wealth building seminars, listened to “Financial Health” radio shows, and read financial blogs. He watched educational videos on how to budget, save, and reduce spending or increase earning. He ordered an inexpensive subscription to Money Magazine and bought a few discounted books on Amazon about how to build personal wealth. After meeting with several recommended Certified Financial Advisors (CFA), he selected one and they developed a custom creative plan of action that would allow Officer A to better manage his money, taxes, spending, and do so without having to work overtime on all his days off.

Result... Officer A had more time to enjoy his days off. After a single year, other than his home mortgage, he became debt free. He became self-educated about finances and learned ways to generate passive income. He utilized the help of a professional CFA who helped him begin to save money with no impact to his quality of life. Officer A no longer worried about money and he felt much better about his family’s future and financial security. As part of his strategy, he returned to school to get his Master’s Degree so he could teach part-time as an Adjunct Professor in college or for the academy making a few extra thousand per month. The degree would also make him more competitive for promotion to Sergeant, which ultimately would net him an additional \$1,800 per month. **This is wellness.**

Lastly, Officer A attended several Officer Health and Wellness Training seminars and learned about avoiding becoming cynical or burned out. In addition to losing another 20 pounds, he learned about how to avoid becoming overinvested in his career, the affects of hyper-vigilance, and how his physiology was impacted by the nature of his job. He educated himself about the dynamics of fatigue and how to be a better communicator and listener with his family. He befriended the Department Chaplain and they had great conversations. Finally, after Officer A earned his graduate degree and promoted to Sergeant, he used his life-changing experience, knowledge, and strategies to develop and successfully propose his agency’s first Wellness and Fitness Program.

Wellness is most often a multi-prong approach; a spoke in the wheel. In our example, Officer A was in crisis; stressed, unhealthy, exhausted, had financial difficulties, and could not communicate with his wife. With a simple strategy (direction and action plan), time and proactive dedication, and some guidance and training, this “*whole package*” approach to wellness can substantially improve an officer’s life. Wellness is a byproduct (the prize) of controlling yourself and your future. It doesn’t just happen; you create it.

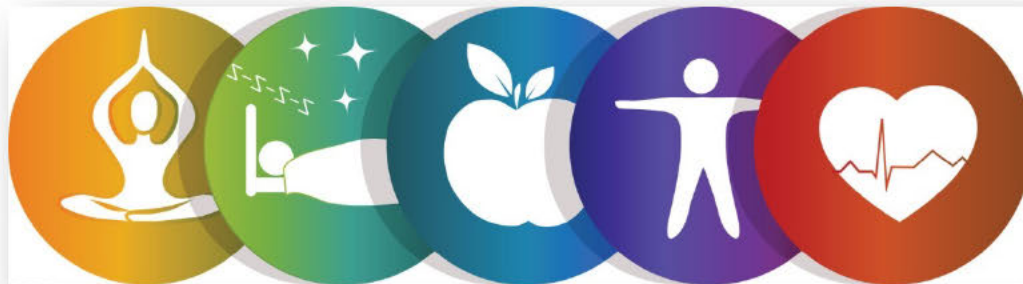
“The best way to predict the future is to create it”

– Peter Drucker

“Officer wellness is critically important because this is truly about survival – both on and off the job. This is life and death, and it’s not just about de-escalation. This is about your physical health, your emotional survival, the health of your family, friendships, finances, and your ability to thrive when the stakes are high. Those who serve and protect face extraordinary pressures and demands so we should equip officers with the best tools and resources for lifelong officer wellness and resilience. Nothing is more important.”

– Dr. David Black
Founder and Chief Psychologist of CORDICO

Professional law enforcement personnel dedicate themselves to their careers, to specialties and expertise; narcotics, traffic, defensive tactics, or training. They dedicate themselves to an expensive and time-consuming academic education or to being a great husband, wife, father, mother, friend, or volunteer. They take the time to focus on a variety of priorities, but often they themselves are not on the list. They don’t dedicate the time to focus on their own wellbeing. Wellness is the sum of everything (multi-level approach) an officer can do to be physically, emotionally, and mentally healthy and happy. **Thriving is wellness achieved;** meditation, sleep/rest/leisure, nutrition, exercise/fitness, physical health.



When you study tragedies in law enforcement operations and get beyond the “proximate” cause and look for the “problems lying in wait” - too many are linked to “wellness” issues. I believe we have always been concerned with “physical” wellness (although there is so much room for improvement in this arena particularly in the area of diet, exercise, and lifestyle) - but we have ignored other components of “wellness” for decades. Of late we have started to talk about “mental” wellness, but for too many admitting that they have a “mental” issue - is a sign of weakness and they need to “toughen up.” But we have totally ignored “financial” wellness. I fervently believe these are all linked - and our failure to fully and adequately address these issues is causing too many tragedies. In my opinion for too many leaders in law enforcement, this is a “black swan” - instead of viewing this as a “gray rhino.” A lack of “wellness” is an identifiable risk - thus a manageable risk. It is Predictable and Preventable.

– **Gordon Graham**

Graham Research Consultants & Co-Founder of Lexipol

Summit participants identified important questions to answer:

- *“Specifically, how can positive mental, psychological, and emotional traits promote favorable outcomes in the area of de-escalation?”*
- *“How might de-escalation training support the strengthening of self-governance to support morality and attitude?”*
- *“How do we build healthy habits in our people so they can successfully resolve an encounter?”*
- *“How do we maintain physical wellness in our officers/people so they can successfully resolve an encounter?”*

Emotional intelligence is achieved through the collaboration between the emotional brain and the thinking brain. It is being able to recognize your emotional state and being aware of personal triggers and internal or applied bias and maturity. Participants believed that officers lacking in EI can adversely impact collective morale, cultural, flexibility, adaptability, communication within agencies, customer service, officer safety, and the ability to accurately assess situations. Officers should have self-awareness that is adequate enough to recognize and redirect them if they are being drawn into incidents or volatile encounters that may otherwise compromise their emotions.

Emotional State or State of Mind

Proper emotional intelligence incorporates the ability to accurately assess and recognize your own emotional state or state of mind. The better officers can maintain a good cognitive process and regulation of their feelings, the better they can properly assess and thus influence the emotional state of others (subjects, victims, and partners) through de-escalation. An emotional state is, in part, the

level of being content or happy; feeling good or maintaining a balanced rationale or stable disposition. It is shown through an officer's mood, persona, demeanor, and language. State of mind can impact patience and might determine the length of time it takes to become triggered or angry, if at all.



There are often noticeable clues to someone's emotional state and some are obvious while others are latent. An officer handling a problem with tears in his or her eyes is clearly a powerful indicator of a strong emotional state that might require intervention (help). Excessive profanity, yelling or anger, impatience, tunnel vision, irrational decisions, and compromising professionalism are indicators (red flags) of an adverse emotional state. Emotional intelligence, gained through experience, instinct, and training allows officers to self-identify and then self-regulate their own

thoughts and behaviors. Officers with strong EI are often consistent in their mood and temperament. Their attitude is usually balanced, positive, and void of extremes. EI helps prevent officers from being happy on Monday, angry on Tuesday, sad and withdrawn on Wednesday, highly motivated on Thursday, and disgruntled and paranoid on Friday. The Doctor Jekyll and Mr. Hyde persona defeats effective policing, eliminates quality supervision, and makes de-escalation very difficult.

Contributory Factors to an Adverse Emotional State

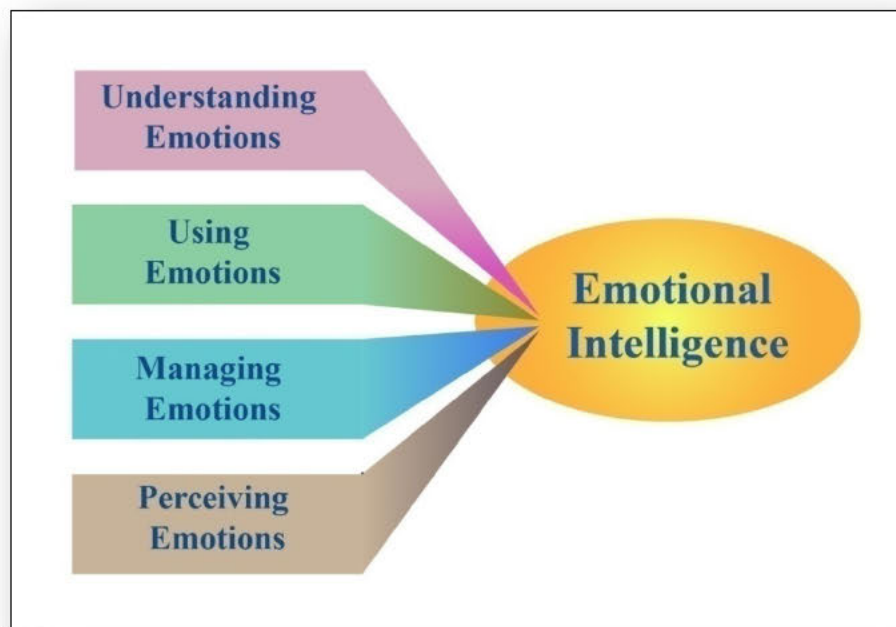
There is no list that exists that can capture all the causal factors that contribute to an officer's mood or state. In short, life happens and the day-to-day difficulties and stress sometimes transfers into an officer's behavior, language, or performance. State of mind is not just impacted by the in-service problem in front of the officer; it can also be carried over from the previous shift, from home, from poor supervision, or from contributory factors from the past or that are ongoing. The diversity of these causal factors is immense. Their impact can be mild or intense, temporary or ongoing, and they can be compound and/or cumulative in that officer fatigue is bad, but officer fatigue + a conflict with a supervisor + a pending divorce could be much worse. The key is to identify these causal factors. Once identified, their influence can be assessed and self-regulated, thus better controlled.

“Life happens and the day-to-day difficulties and stress sometimes transfers into an officer's behavior, language, or performance.”

Assessment and Self-Regulation

Emotional Intelligence, at its root, is the ability to recognize and self-manage emotions. It is evident when officers are able to accurately recognize their emotional state and having awareness of whether they are being influenced by bias, a variety of triggers (present or past), anger, or simply being rushed, impatient, or overwhelmed by the circumstances. Its' okay (normal and human) if a subject makes an officer angry. If officers identify why they are feeling that way and think, not feel, their way through it, their anger can be better managed. Anger managed is anger processed, thus it does not become external or applied. The officer's focus is on the objective—thinking through the process rather than acting on emotion. This is a critical area when officers determine whether or not to use force. Force is best applied by the thinking officer (assessing and self-regulating), not the emotional officer. Failure occurs when the actions or influences of others control an officer's state of mind. Success occurs when the actions or influences of others are considered, evaluated, and then the officer rationally determines the most professional and effective path to reach the objective. Officers who self-regulate (control) their emotional state of mind, master their actions and behavior.

Summit participants believed that officers who lack EI have the potential to lower the moral of a team, a shift, or even a division. Those lacking EI may also have difficulties with cultural flexibility and adaptability, intercommunication between agencies, customer service, officer safety, and the ability to accurately assess situations. Officers should be self-aware (introspective). Their assessment and self-regulation should be adequate enough to recognize problems and redirect themselves if they are being emotionally compromised or drawn into an unwanted scenario. EI = Emotions that are understood, used appropriately/effectively, managed and controlled, and accurately perceived both internally and in others.



Emotional intelligence is about recognizing emotional state (self, subject, and partners). It involves officers using active listening to better understand and to establish rapport (commonality and mutuality) by having the ability to change their own behavior, thus better influencing others. Self-regulation and assessment techniques might include breathing, taking your time, using resources, conferring with partners or a supervisor, or considering multiple options. This greatly helps to avoid jumping directly into a use of force as an immediate resolution. Personnel should understand the importance of being able to assess an escalating situation, slow or calm it down if safe and when possible, and then re-engage with a different tactic or technique to repair the situation.

Officers who are emotionally well have resiliency and adaptability, which prevents burnout, better fitness, and better communication skills. These officers typically have a positive attitude, are confident, and feel valued. Officers deficient in emotional wellness may fail to adequately engage in situations or may hesitate, lose control, have uncertainty about being supported, all of which may result in negative and unproductive outcomes. The lack of attention to officer emotional intelligence/wellness may also result in the lack of self-initiated activity, burnout, feeling unsupported by the community or the agency, loss of credibility, and de-policing. The failure to provide officers with mental wellness tools can result in increased suicide, divorce, complaints, substance abuse, and a decrease in morale, public trust, staffing, and reputation.

De-policing, also known as the “Ferguson Effect,” as used in this narrative, is a work slow-down or giving up, both of which are detrimental. It depicts a negative mindset, fear, or frustration followed by inaction (no self-initiation, non-proactive, and reactionary-only policing). De-policing may occur when an officer believes that his or her actions may result in complaints or discipline, a lack of departmental or public support, failure in other areas of the justice system, or heightened negative media (including social media) attention.

Emotional wellness is strongly promoted through adequate governance of agency culture and support. Wellness is fostered by peer support, developmental supervision, employee assistance programs, and peer officers who can recognize someone in distress. Emotional wellness is improved by effective internal communications within agencies and employees thrive when they feel valued. This is accomplished minimally with attention to an equitable and appropriate hiring process, hiring quality personnel who fit-in with the organization, and supervision/management awareness and involvement in employee activity and their careers.

Officers lacking physical health, suffering from fatigue, injury or pain, burnout or cynicism, contemplation of suicide or hopelessness, or a poor work/life balance may compensate with an improper use of force, decreased ability to de-escalate, or engage in self-defeating behavior. These problems may have an adverse impact to agencies; health insurance costs, increased medical retirements, increased workers compensation cost, increased sick leave use or abuse, impaired judgment, civil liability and litigation, recruitment challenges, and organizational reputation.

Wellness has a critical impact on the implementation of appropriate techniques and tactics by officers and the inclusion of a wellness component in all training will encourage a shift in culture and assist in promoting self-care and the care of others. As it relates to wellness, the presence of in-house clinicians (permanent or contractual) as a resource helps reduce stigma of counseling, builds rapport among staff, and may help with early identification of potential problems. Police departments should recognize that by supporting the comprehensive health and wellness in their officers, agencies can enhance the officers’ abilities to utilize techniques and tactics toward best-practices de-escalation.

Healthier officers lead to healthier communications and interactions, both internally and externally. Officers who are healthy and thriving are likely to make better personal and professional decisions. Few things reduce problems, conflicts, or organizational liability more than good decision-making.

Key components of an agency’s efforts toward officer health, wellness, and EI are diverse. Minimally, such efforts or program would be a multi-level approach that involves training (internal/external), an adoptive organizational culture, expanded supervision and performance evaluation, de-escalation skills, and a focus on specific topics that might **minimally** include those components found in the following table. Each area of training is a consideration for implementation and even the application of one or two of the below listed items would likely have significant positive impact on an agency.

Officer Wellness Program Considerations-Components

Emotional Intelligence	Stress/Anxiety (Management)
Depression/PTSD	Burn-out/Life Balance
Suicide (Prevention)	Resiliency/Mental Toughness
Nutrition/Diet	Mindfulness
Substance Abuse/Addiction	Physical Fitness
Officer Wellness Resources	Peer Support/Employee Assistance Program
Emotional Survival (Gilmartin Book)	Anger Mitigation/Management
Influence/Persuasion/Negotiation	Chronic Fatigue
Retirement Transition Planning	Family Support/Communications
Prevention of Common Police Illnesses	Financial Tactics for Police

In addition to these wellness considerations, it is important that Supervisors and Managers receive training in these areas that provides a larger perspective that is organizational, includes evaluation and oversight, training of staff, and knowledge of diverse resources. Supervisors and Managers should be accountable to maintain an assertive effort toward recognizing and intervening with issues related to officer wellness.

Organizational wellness efforts & programs should be:

- **Realistic** (Represents actual real-world policing and is timely and relevant.)
- **Achievable** (Goals and objectives should be realistic, measurable, and staff should have the ability, time, support, and means to successfully accomplish agency expectations.)
- **Custom fit to the agency** (There should be nothing generic or a one-size-fits-all program. Wellness programs/philosophy should not be obtained, but rather designed.)

To the extent possible, police agencies should consider establishing budgetary funding of a formal and continuous wellness program—integrated—that might be as simple as sending staff to specific training annually or the development of a robust and comprehensive multi-phase wellness program with in-house instructors (subject matter experts).

Other considerations might include therapeutic exercises as simple as light stretching and maintaining a counseling protocol for threshold or traumatic incidents (shootings, certain fatalities, children victims, difficult crimes/scenes/victims). Officers should be given occasional breaks or pauses away from their immediate duties that are facilitated by the supervisory after a difficult, stressful, or challenging incident to relax, talk, call family, or refocus. From a health and performance perspective, policy should set a limitation on the amount of overtime officers can work in a specified time period. Incentivized fitness programs or on-duty exercise may also be a consideration to explore. If not already available, public safety related vaccinations should be allowed on-duty.

Officer wellness efforts/programs can include technology supported by smart phone apps (see resources at the end of this chapter), contract clinicians or staff/peer support that is cross-trained as a fitness and/or nutrition advisor (advocate). Some progressive agencies have extended their exploration of officer wellness to include breathing, meditation, and yoga. In an article titled, "[5 Reasons First Responders Should Take Yoga Seriously](#)," author Olivia Kvitne, Founder and Director, Yoga for First Responders, writes:



“Yoga allows people to increase their ability to focus and problem-solve, gives them heightened situational awareness, and helps them make intelligent gut reactions to situations.”



Financial wellness is also a critical component of overall life-work wellness. Personal finance and wealth building is often overlooked as part of a whole-package approach to successful wellness. Financial training, assistance, planning, and resources are abundant and might include basic budgeting and long term saving or investing options, optimal tax planning, emergency savings, growth, insurance, family trust/will, money management, and investments for retirement planning or long-term care.

Such financial training or assistance can be for informative and employee awareness purposes or option-based rather than promoting commercial or specific financial products/services. Agencies could also arrange for a Certified Financial Advisor (CFA) to provide a financial awareness seminar for staff to attend on their own volition.

The Summit group collectively placed significant emphasis on the idea that officer wellness should be a primary theme in any de-escalation training. The strategy behind this emphasis was twofold. First, officers will likely be safer and more effective given a comprehensive understanding of appropriate de-escalation techniques. Second, a focus on officer wellness/EI and its substantial benefits, serves to develop a personal and professional connection or “buy-in” to the concepts of de-escalation.

Wellness and Organizational Culture

The organizational culture of a police agency consists of many things; among them, what the employees believe in and what they hold individually and collectively as valuable. It is defined by agency pride, ideologies, and principles and is influenced by leadership or lack thereof. Culture can be fueled by morale, diversity, and it is impacted by policy and practice. Culture includes hierarchy, unit or division structure and team compatibility (are there divisional lines or divisional walls?), and the seniority or youth of its employee generational composition. The culture of the workplace controls the way employees behave amongst themselves as well as with people outside the organization and often has a nexus to an organization’s formal reputation—good or bad. Police culture and their internal socialization is often seen as a sub-culture as it is unique in society and determinative of how a particular organization does business.

Police culture is rich with a sense of family well beyond contemporary “co-worker” relationships; they fight together, survive because of each other, and share the same extremes that *regular people* only see on television. The selection process to enter law enforcement is grueling and not many can handle this challenging profession, which adorns it with exclusivity—deemed special under the law of scarcity. This “*Thin blue line*” characterization and guardian (Sheep Dog) of society persona adds strength to the cement of internal law enforcement culture and subculture. Lastly, culture is determined by what is rewarded. Are officers rewarded for professionalism, community policing, and civility or are they honored for being indifferent, autocratic, or representing an image of, “*Us or them?*”

Participants discussed how agency culture can significantly influence an officer’s actions and *how to or whether to* utilize de-escalation. Agency culture starts in the academy and is reinforced, in part, through training, mentorship, formal and informal leaders, and departmental (supervision/management) expectations. Summit participants saw culture and officer wellness as interconnected and both greatly

influence de-escalation, through buy-in and practice. To achieve officer physical, mental, and emotional wellness, agencies should normalize it as a standard foundational part of the organization like an FTO program, advanced officer training, or performance evaluations. A strong and healthy culture can positively influence officer wellness. A fragmented, divisive, and weak culture can have an adverse influence on officer wellness.

Officer Health & Wellness Resources

PUBLICATIONS

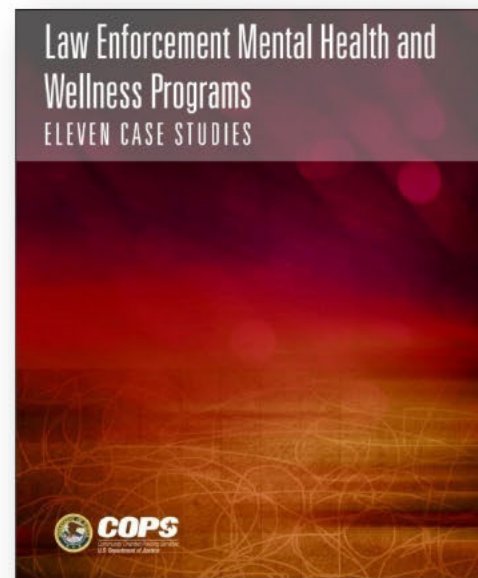
The U.S. Department of Justice – Office of Community Oriented Policing Services (COPS) provides a free downloadable publication called, “[Law Enforcement Mental Health and Wellness Programs: Eleven Case Studies](#).”

This publication was published in 2019 and provides case studies of police organizations with regard to their collective mental health and wellness units, programs, and services for their public safety personnel or services provided for public safety. The report is, “*an important measure and reflection in our ongoing commitment to protect those who protect us*” (Phil Keith, Director – COPS).

The case studies include a variety of program related mental health and wellness information and offers key learning points for the content information to be replicated by other organization to help develop, expand, or improve their own respective programs and services.

The organizations examined include:

- Bend Police Department
- Charlotte-Meckleburg Police Department
- Cop2Cop
- Dallas Police Department
- Indianapolis Metropolitan Police Department
- Las Vegas Metropolitan Police Department
- Los Angeles County Sheriff's Department
- Milwaukee Police Department
- Metropolitan Nashville Police Department
- San Antonio Police Department
- Tucson Police Department



NOTE: The U.S. Department of Justice – [Office of Community Oriented Policing Services](#) (COPS) has a comprehensive collection of publications, groups, and resources covering all aspects of officer safety, wellness, and mental health.

PUBLIC SAFETY WELLNESS TECHNOLOGY RESOURCES

David Black, Ph.D. is the founder and CEO of [CORDICO](#). CORDICO is a world leader in wellness technology for high-stress professions, providing trusted, confidential, 24/7 proactive and preventative wellness support that is wholly comprehensive and specially developed for law enforcement, firefighters, dispatchers, and others serving in the most demanding and critical roles. They offer customized and continuously updated wellness platform solutions and provide handheld access to anonymous self-assessments, peer support, instructional videos, geo-mapping of vetted therapists, one-touch calling, and on-demand tools targeting the vast information detailed in the columns below. This appears to be a great technological step to serve as part of an organization’s efforts toward employee wellness.

Alcohol Abuse	Anger Management	Anxiety, Panic, Worry
Brain Health/Cognitive Strength	Chaplain Support	Compassion Fatigue
Critical Incidents	Depression	Emotional Health
Family Support	Financial Fitness	Grief & Loss
Healthy Habits	Injury Prevention	Major Life Events
Marriage Guidance	Mental Toughness	Mindfulness
Moral Injury	New Hire: Keys to Wellness	Nutrition
Officer Wellness	Parenting Tips	Peak Performance
Peer Support	Physical Fitness	Posttraumatic Stress
Psychological First Aid	Relationship Success	Resilience Development
Retirement Preparation	Self-care Checklists	Sleep Optimization
Stress Management	Stress Response	Substance Abuse
Suicide Prevention	Supporting Children Fear	Trauma
Wellness Self-Assessment Tools	Work-Life Balance	Crisis Intervention

OFFICER RESILIENCY PROGRAM

International Association of Chiefs of Police, University of Pennsylvania, & Bureau of Justice Assistance [VALOR Initiative](#)

Police work is physically, emotionally, and mentally demanding. In order to protect the communities they serve, law enforcement officers should receive the tools and resources they need to protect their own health and safety. One tool law enforcement agencies can use to support overall officer health and wellness is resilience training. Resilience is the capacity to prepare for, recover from, and adapt to stress, and adversity. The IACP, in partnership with the University of Pennsylvania (Penn) and the Bureau of Justice Assistance (BJA)'s VALOR Initiative, is customizing a program specifically designed to help officers and agencies by enhancing resilience skills. The program, based on the [Penn Resilience Program](#), equips individuals with a set of skills that can be immediately applied to everyday life to strengthen one's ability to overcome adversity and challenges, manage stress, maintain peak performance, and thrive in their personal and professional life.

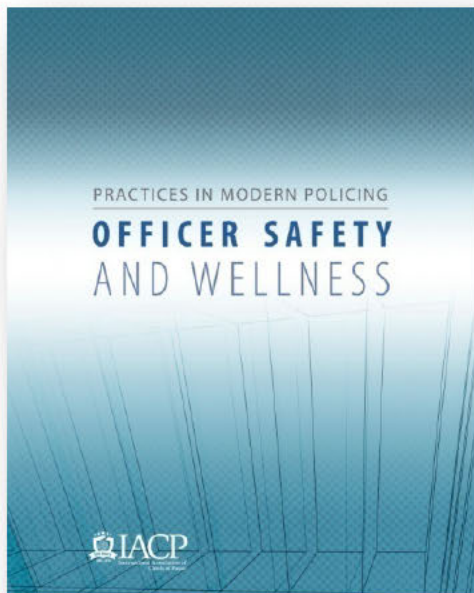


The Law Enforcement Agency and Officer Resilience Training Program is one of the seven programs currently within BJA's VALOR Initiative.

PRACTICES IN MODERN POLICING: OFFICER SAFETY AND WELLNESS

International Association of Chiefs of Police Publication

https://www.theiacp.org/sites/default/files/2018-11/IACP_PMP_SafetyandWellness.pdf



This publication focuses on improving officer safety and wellness, featuring case studies of programs in San Antonio, Texas; Camden County, New Jersey; and Columbia, South Carolina.

The aforementioned resources are offered as a small representation to illustrate the abundance of resources available for law enforcement to explore officer health, safety, and wellness. Officers, trainers, and their respective agencies are encouraged to seek out and utilize the diverse and broad information available to assist in creating, developing, or enhancing their unique programs and efforts toward the mental health and wellness of their organizations.

CHAPTER 7

DE-ESCALATION: METHODS, TECHNIQUES, & TACTICS

There is no all-inclusive list that identifies all the methods and techniques officers might employ to de-escalate an incident. Some de-escalation methods might work for some officers and not others or in specific situations, but not all situations. Such a list might contain a broad array of options, countless approaches, and hundreds of methods that may be wholly dependent on the situation at hand, which could change in an instant. Some techniques may be based on an officer's communications skills or the assistance of a Police Chaplain. Other successful de-escalation may be achieved based on the officer's experience or confidence that other officers might not possess. De-escalation techniques that might effectively diffuse one situation very quickly might take time and prolonged efforts for the next.

“The most successful officers possess situational flexibility and spontaneous adaptability.”

The most successful officers possess situational flexibility and spontaneous adaptability. Their techniques and methods are not an assortment of preplanned actions; they don't react, they respond and do so in a fluid manner. They revise their approach on the fly and continually adapt, assess, and reassess until something starts to work. This trial and error approach enjoys the most flexibility and success when officers have a broad and varied assortment of methods and techniques to choose from like tools in a toolbox. The more options officers have, the more effective they are at de-escalation and such options can range from applied empathy and a yielding friendly approach to immediate physical force. The key is to ebb and flow; never be static until success has been realized or the objective has been accomplished.

“Be like water making its way through cracks. Do not be assertive, but adjust to the object, and you shall find a way around or through it. If nothing within you stays rigid, outward things will disclose themselves.

Empty your mind, be formless. Shapeless, like water. If you put water into a cup, it becomes the cup. You put water into a bottle and it becomes the bottle. You put it in a teapot, it becomes the teapot. Now, water can flow or it can crash.

Be water, my friend.”

– Bruce Lee

The following list of de-escalation methods and techniques are neither new nor exclusive. However, collectively they can serve as a solid foundation; a menu of sorts, for de-escalation ideas and strategies that are effective and when formalized and understood, adopted, and applied, could serve officers well in their de-escalation efforts to reduce force and better manage difficult encounters. This list is not all-inclusive, but rather serves to add ideas and connect methods to officers' pre-existing experience, knowledge, skills, and abilities. The more tools in an officer's Swiss Army knife, the more options they have to apply.



We settle for Compliance. We enjoy Cooperation. We strive for Collaboration.

Pre-Contact Assessment of the Situation and the Subject

When possible, determine the causal factors of the conflict or problem. **Why** is the subject acting confrontational, uncooperative, or uncommunicative? Is it intentional to fight or escape or is it simply out of malice, violence, or hate? **There is a difference between anger, rage, violence, or criminal incentive and mental illness or disability.** Dispatchers should focus on pre-call interviewing or information gathering for responding officers. Time permitting, officers can speak to third-parties at the scene or ask specific questions to help classify what type of person they are dealing with. Consider if the conflict or problem is intentional or related to something other than criminal associated behavior. Peripheral considerations might include:

- Is the subject impaired by mental illness?
- Are their indicators of developmental disabilities?
- Is there a language barrier or cultural conflict?
- Is the problem caused by a medical condition?
- Is the subject under the influence of drugs or alcohol?
- Is the person suffering from an emotional, personal, or trauma-based crisis?
- Could the cause be from a physical limitation, pain, or a perceived emergency?
- Is the subject suffering from fear, panic, or acute anxiety?

Identifying any of these listed factors would assist in how the subject might be approached and better dealt with (de-escalated) and would greatly assist officers in determining if and how force might be applied or avoided. This information is critical in illustrating the officer's actions in an arrest report, after action report, use of force report, or WIC 5150 hold.

Pre-contact assessment also includes knowing the call history for the subject or the location, thus a team-approach working with the Dispatchers is vital. Dispatchers can start the de-escalation process on the phone and assist officers in the field by passing on key information that might aid their de-escalation efforts. New training or enhanced training for Dispatchers should include dealing with mental illness and tactics that involve more than just broadcasting calls for service, but rather doing everything possible to assist the officer in *their* (Dispatcher and Officer) team response to a call. Consider providing Dispatchers with job-aid checklists or tabbed action binders that provide immediate reference to a wide variety of possible calls. Lastly, these areas should be focused on and reinforced through quality supervision and effective performance evaluation.

Pre-Contact Assessment Technology: *Pre-arrival can include the use of technology for officers including the Drone as a First Responder (DFR). Chula Vista PD launches drones to appropriate calls-for-service before officers arrive to provide live-stream video of subject/suspect/incident. Officers can view a subject's actions before they arrive and receive updates from drone operator and live 9-1-1. Chula Vista Police can live stream 9-1-1 calls directly to officers in field. Officers hear calls first-hand in their immediate vicinity instead of getting the information second hand from the Dispatcher (Example: Boy in the park with a gun. The caller states they think the gun is a toy, but this statement is not relayed to the officers). With live-stream 9-1-1, the officers would get all the information and with a drone, might be able to determine if the gun is real or an obvious toy for better assessment of the threat-level.*

Officers should not have a preconceived notion of what to expect, as this leads to complacency or letting their guard down. Keep an open mind. Make your pre-contact assessment and situation/subject classification a standard protocol; a habitual tactic. **YOUR** situational awareness drives **YOUR** approach and actions taken.

Move, Distract, or Isolate

Attempt to move or distract the subject away from the source of hostility, anger, embarrassment, or cause of adverse emotions. Creating distance or isolating the subject from the source of the problem may likely de-escalate or eliminate the subject's antagonism. Control your call to the extent that you are able. Move the subject where you want them. Determine your escape routes. Mind your footing. How long will it take assisting officers to arrive? Where is your cover and concealment? Create the desired immediate environment you are about to work in and move, distract, or isolate your subject; always looking for your advantage. Distraction does not have to be trickery or misdirection; it can be stalling for time for other officers to arrive or using time to let your angry subject vent, tire, or calm down.

Give Them a Voice

When appropriate and safe, take the time to give subjects a voice (a key component of procedural justice). Often called venting, sometimes people just want to tell their side of the story. Even if the content is irrelevant or will not change your actions or decisions, taking the time and having the patience to listen, can be an effective tool in de-escalation. In Dr. Stephen Covey's 7 Habits of Highly Effective People, habit five teaches, "*Seek first to understand; then be understood.*" Covey suggests that we often don't listen with the intent to understand, but rather, with the intent to respond. People find satisfaction in being listened to and heard and this shows respect to the person (another key component of procedural justice). Giving someone a voice and respect provides officers improved chances to de-escalate hostility.



Use Your Supervisor Effectively

Commonly, a subject's hostility is directed toward the contact officer(s) who is making the arrest or actively handling the situation. During an arrest or in handling a call for service, if a subject becomes angry, uncooperative, or passively aggressive toward the officers, assistance from a supervisor might benefit the situation in a number of ways.

Sometimes people get satisfaction from speaking to the officer's supervisor about what they think the officer is doing or not doing that upsets them. While the officer is gathering evidence, helping a victim, or storing a vehicle, the supervisor serves as a buffer between the hostile subject and the officer. As the officer works through the call, the supervisor has the opportunity to explain or educate the subject on what they are doing and why. Community members see what officers do, but don't always know why they are doing it that way, which often serves as a source of misunderstanding and frustration. It is not uncommon for a supervisor's support, approval, or explanation of an officer's actions to quell a subject's dissatisfaction, as it may tend to officially legitimize the officer's actions or behavior in the eyes of the subject.

If the use of de-escalation increases risk or decreases officer safety, then it's not being done correctly

It's Not What You Say, It's How You Say It

The tone or tonality of your voice accounts for a large percentage of your communication effectiveness. Master your tonality and you control the message; this is communicative power. A Motor Officer can pull over a traffic violator and at the end of the contact can say, “*Have a nice day.*” Said correctly, this statement would be viewed as a polite and professional parting statement. However, said with a specific tone and influenced by inflection, volume, pitch, variance of diction, and facial micro-expressions, the exact same spoken words could clearly express contempt, indifference, or sarcasm.

Your Goal is Control

Police officers use their command presence among other skills and in part, to establish control. There are many levels of control outside of physical control. Asking a driver politely to step out of a car and the driver complies is control and ordering a suspect out of a car at gunpoint is also control. Police officers enjoy a wide range of discretion in how to handle (control) a situation. Lack of control can get an officer hurt and over-control, especially when not needed or justified, can cause hostility or draw a complaint. Physical control or force used for expediency in most cases should not be preferred over the use of skills and techniques of de-escalation that might otherwise take more time, but achieves the same desired result; control.

When attempting to de-escalate a situation to gain control, consider giving yourself enough time to do so. Physical force can always be used in a split-second to establish control, but if you have time, avoid rushing and let force serve as the last resort when all else fails. When feasible, consider the application of civility, demonstrated equity, expressed impartiality, appropriate humor, or any one of a hundred other skills or techniques talented and experienced officers possess to gain control.

“When de-escalating a situation to gain control, give yourself enough time to do it properly and safely.”

Be Explanatory

Experienced police officers may handle a call for service that they have handled 100 times before and they are quick and efficient at solving problems. Unfortunately, the people involved in the problem may be experiencing it for the first time and depending on the circumstances, their demeanor or emotions could range from mildly upset or scared to outraged or physically combative. The involved parties may be substantially impacted and not know or understand what the officer knows or may view as a routine call.

When tactically safe and appropriate, be explanatory. Take the time to educate and explain why you are doing what you are doing and what is going to happen. Let them know what their options are and provide resources and assistance if possible. Your explanation helps them understand and puts the situation in proper perspective. Take the time to answer their questions and provide explanatory answers. Adding patience and explanatory skills can greatly add to an officer's successful de-escalation efforts.

Being explanatory also includes providing context to a situation. Context is very important and serves as the informative framing of information that illustrates an event or situation and offers clarifying details for improved interpretation. Context improves understanding and helps others see things more accurately.

Identify the Source of Hostility

Focus directly on the source of hostility, anxiety, fear, or emotion as an external catalyst that might be infuriating your contact. Mitigate or eliminate the external source (problem) and you may resolve the hostility of your contact.

Control Non-Verbal Communication

Non-verbal communication accounts for a substantial percentage of your communication effectiveness or lack thereof. When there is a conflict between what you say and what you do, people tend to believe what you do over what you say. Your facial expressions (physiognomy), your stance, your hand gestures (gesticulation), and the way you act (demeanor/persona) all communicate messages to others, but **you** control your physicality, thus **you** control the message. Have you ever stood with a suspect who was verbally cooperative, but you knew the suspect was about to run or fight? The suspect, though not intentionally, was communicating some obvious non-verbal messages that experienced officers are skilled at recognizing. Can you tell when somebody is going to start crying or is distracted or in a bad mood absent any verbal clues? Are police officers good at detecting when somebody is lying? Non-verbal communication offers insight and insight renders the officer an advantage and can assist greatly with de-escalation.

Non-verbal cues are powerful. In poker, a non-verbal cue is called a “*tell*.” A *tell* is a subconscious physical action that relays a message to others. If a poker player has a *tell*, it may reveal something about the player’s thoughts or intentions and it betrays/defeats their attempts at deception. A player who is bluffing might reveal their bluffs to other observant players through their unintentional *tell*. Police officers are often experts at identifying deception (tells) in others based wholly on their physical actions.

When applying non-verbal communication to de-escalation, control your face and control your body and in doing so, you control your message. Avoid rolling your eyes, looking at your watch, letting off an obvious exhalation of air (Pssshhh), or maintaining a disingenuous smirk (expression of disrespect). The dynamic effect of just a hard stare could make a bad situation worse, while a genuine or manufactured tactical smile and calm demeanor could render a bad situation better. Control your body and your face and you control the message.

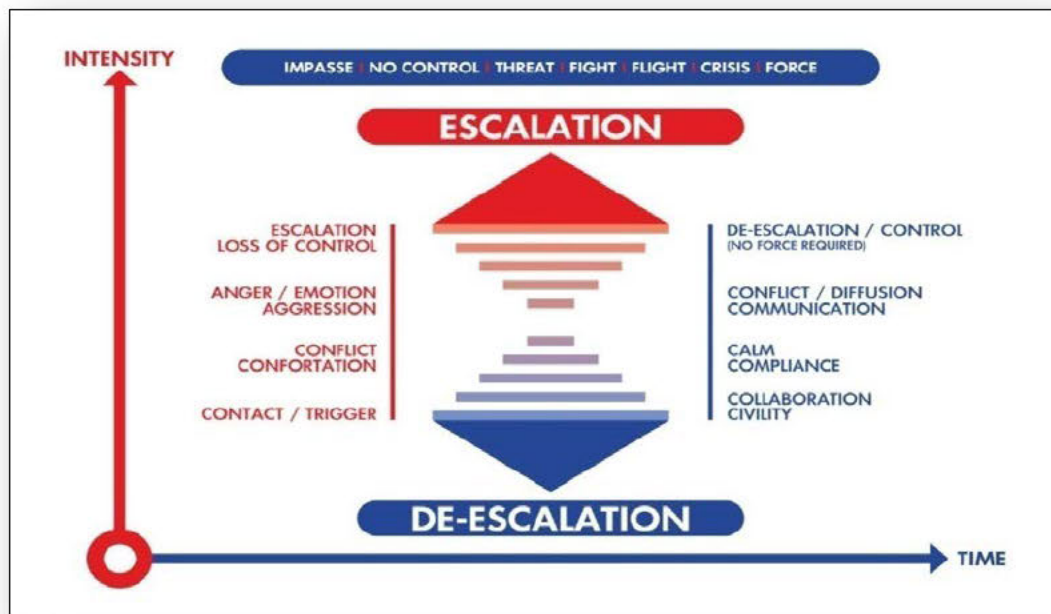
Take Your Time – Slow Things Down

The huge advantage of “The Police” is they have time (24/7/365); they are always working. They have communications utilizing highly technological \$5,000 hand-held radios, unit-to-unit chat via their mobile data terminals (MDTs), and they have cellular phones and all of this is supported by a team of professional Emergency Operators/Dispatchers operating in a high-tech communication center. Lastly, the police are heavy in number. Any number of officers needed is possible, given time. In-service back-up, assistance from bordering agencies, a formal mutual aid call-out, or even in the most extreme circumstances, the police can be supplemented by the California National Guard (Los Angeles Riots, 1992, national riots, 2020, and COVID-19 Pandemic, 2020).

Most calls for service are non-emergent and officer have the time to work through the problem at hand and to use whatever resources are needed to address any situation. De-escalation often takes some time and communications are needed to gather resources, and it helps to have assistance to divide the work and increase safety.

Agencies should employ de-escalation and interpersonal communication training, including tactical methods that use time, distance, cover, and concealment, to avoid escalating situations that lead to violence.

When de-escalating a non-emergency situation, big or small; take your time (fools rush in). Use every source of communication that might assist you, make you more effective, or provide you a higher degree of advantage. Use your numbers; all of us are smarter, more effective, and safer than one of us. Take the time you have to try different tactics and varied approaches. Intensity tends to decrease with time. See **Intensity-Time Model**



Winning by Losing

At your discretion and when the circumstances allow for it, consider letting others win. This means letting them save face, keep their ego intact, especially in front of their friends or family, or to have the last word. Police officers have power and authority, but it should be applied like a scalpel; with precision and only when truly needed. When possible, temper enforcement with grace, civility, and humility and consider the subtle advantages and de-escalation benefits of losing the trivial moment to win the significant day. The best fighters don't need to fight because they already know the outcome.

The Power of Civility

We are very familiar with terms like civil service, civil unrest, and civil rights, but when it comes to civility, we practice it haphazardly, sporadically, and unintentionally, if at all. Civility should be practiced with well-focused purpose and deliberate intent. This can be considered applied civility.

Civility is treating others with respect. It is good manners and considering the feelings of others, their position, and the vast human situations—good or tragic—that they find themselves in. Civility is self-disciplined behavior and having patience with those who may not deserve it. It creates behavior that reduces conflict and stress and is void of self-interest.

Civility should not be confused with weakness. Practicing civility does not suggest officers should display gushing kindness in all situations. Similar to the application of force, civility can be applied at a very low level if at all or it can be applied with such depth that it has the power to change another's life.

The practice of civility has been around for centuries. As a 14-year-old, George Washington copied 110 “Rules of Civility and Decent Behavior in Company and Conversation” from an English translation of a French book of manners. The first rule reads, “*Every Action done in Company, ought to be with Some Sign of Respect, to those that are Present.*” Dale Carnegie's (1888-1955) bestseller, “How to Win Friends and Influence People” and other best sellers have sold more than 50 million copies in 38 languages. Carnegie's work is largely based on the practice of civility. In his “Golden Book”, he discusses the simplest components of civility: smiling, controlling criticism, avoid arguing, sincerity, overt appreciation, listening, consideration of all opinions, seeing the point of view of others, and sympathy. Imagine the value of a police officer who possessed and exemplified such traits.

Civility in de-escalation is most effective when it stems from who you are, rather than perceived from what they see. **Perspective + Perception is Key.**

PERCEPTION – OBSERVATION



What They See

Who You Are

Let Them See You

Show the person you are contacting, and the community, who you are through empathy and caring statements. They may see you as just a uniform so it will be important to show that you are as they are – a human being that is trying to do the best they can in the job they have.

Update Your Contact – Give Them Information

It is not uncommon for a subject/suspect to experience a great deal of stress or pre-custody anxiety from not knowing if they are going to be arrested and are going to jail. If an officer knows for sure that the subject being contacted is not going to be arrested or if during the officer's investigation, determines that no arrest will be made, the officer should consider notifying the subject that they will be free to go at the end of the contact. Doing this, in selected circumstances, may calm the subject down, prevent the person from running or fighting, or immediately lessen common pre-arrest stress or hostility.

POST Basic Course Workbook Series: Student Materials – Learning Domain 20

When trainers present curriculum on de-escalation, consider providing staff/learners with copies of the de-escalation learning domain (#20/version 4.2) that is provided for new officers in the police/sheriff's academies. This learning domain should especially be provided for and used by Field Training Officers to assist training their new officers.

Chapter 2

De-Escalation

Overview

Learning need Peace officers must understand how the principles of de-escalation can enhance contacts with the public and may result in improved decision-making, reduction in situational intensity, and opportunities for outcomes with greater voluntary compliance.

Learning objectives The chart below identifies the student learning objectives for this chapter.

After completing study of this chapter, the student will be able to:	Objective ID
• discuss <i>de-escalation</i> .	20.02.1
• recognize the four core concepts of de-escalation.	20.02.2
• understand the components of a Critical Decision-Making Model.	20.02.3
• recognize how time may affect peace officer planning and tactics.	20.02.4
• recognize how strategic communication may enhance de-escalation.	20.02.5

Identify Your Potential External Allies

Under ideal circumstances, consider utilizing an ally. When confronting an uncooperative or hostile subject, sometimes a friend, family member, spouse, or a Police Chaplain can assist you in calming someone down. De-escalation might be accomplished by getting another person who speaks the irate subject's first language or in sensitive circumstances, getting assistance from a different gender or vocation (Fire personnel, nurse, clergy, and neighbor). Determine who you can be aligned with to assist you in moving forward.

Special Populations Job Aid

Consider developing a "ready-ref" or quick reference job-aid in the form of a laminated informational listing of common traits and characteristics of those with special needs or mental illness challenges (autism, schizophrenia/bipolar, acute anxiety or panic disorders, drug-induced mental trauma, PTSD, excited delirium, depression, obsessive-compulsive disorder, etc.) that are the most common contacts in police work. The job-aid could be miniaturized, foldable, and fit within a uniform breast pocket.

Crisis Intervention Team (CIT) Techniques/Training

Trainers should consider learning about and adopting relevant techniques used by Crisis Intervention Teams (CIT), particularly for training to help or de-escalate those with mental illness. Such techniques and training are designed to divert those with mental illness or suffering from a mental health crisis away from jail custody and the judicial system and into the more appropriate health care system. The objectives of CIT programs are to increase officer safety and better serve those in crisis with health or medical intervention, rather than criminal incarceration.

After Action Debriefings/Reports are Critical for Future Success

Train supervisors and officers the team-building and skill-developing benefits of de-briefing their collective efforts at de-escalation or dealing with a confrontational or difficult people. Conduct quick post-incident de-briefings of incidents at the rear of a patrol car in the field or discuss incidents the following day at shift briefing as a form of roll-call training. Such facilitated de-briefings are very effective for improvement, providing or reinforcing expectations, and developing teamwork and are as simple as minimally covering:

- ***What worked well?***
- ***What didn't work?***
- ***How can we do it better next time?***

The Value of De-briefing: *After teaching a very successful 4-day prototype training course on terrorism, one of the four very experienced instructors was exhausted and ready to go to a nice coastline restaurant for dinner. After the last student left the room, the primary instructor placed five chairs in a circle (4 instructors and the POST Course Coordinator). For the next 90 minutes, this cadre became fully engaged, discussing every aspect of the past 4 days; self-critiquing, assessing, recommending, improving, note-taking, and detailed planning for next presentation improvements. This interaction (de-briefing) was wholly intense, even grueling, filled with professional energy, challenging, and extremely productive. This process carried over to the next training and vastly improved it. This debriefing was repeated after each presentation concluded for nearly a decade. The primary instructor was subsequently honored as the recipient of the Governor's Award for Excellence in Peace Officer Training. Well executed team debriefings are powerful, effective, and highly recommended.*

After Action Reports (AAR) can be formalized and shared on multiple levels. Debriefing is NOT just for sworn personnel; include Dispatchers and any other staff members who might learn and benefit from an after-action assessment. Dependent on the significance of the incident, AARs can be shared organizationally, through inter-agency information sharing, through state-wide training, or through national publication or video training. **Learning from the missteps from others in the past allows for sidestepping landmines in the future.**

“After action reviews are aimed at improving American policing response to similar critical incidents through changes in policy, practice, organizational culture, and an increased understanding of the nature of preventable error.”

— Chief (ret.) James Bueermann,
Past President National Police Foundation

“In 2013, we completed an after-action review of a large-scale manhunt which led to a nationally televised lethal force encounter, and we studied AARs from other incidents to see where we could improve. We had no idea that two years later we'd respond to a terrorist attack with many other allied agencies across our county. The lessons we all learned significantly enhanced our coordination, teamwork, and overall response. All of our law enforcement and fire partners continually work together to learn, train, and improve.”

— Sheriff John McMahon
San Bernardino County (CA) Sheriff's Dept.

Successful De-escalation is De-escalation Well Documented

The word, “de-escalation” can mean a lot of different things to different people. Most would agree this word and its concept have a lot of metaphorical moving parts. An important aspect of de-escalation is first, what it means to the officer who applied it and second, what it means to the reader (approving supervisor, District Attorney, media, or civil attorney) who need to rely on the written documentation to understand what happened. Absent video, they (the reader) only know what the officer tells them through the written word and the message should be clear, explanatory, concise, detailed, accurate, and illustrative.

If I told my partners that my new Sergeant was smart and then someone asked my partners why the new Sergeant was smart, they would have no answer. The reason they cannot answer the question is because I did not tell them. My message was delivered, but it was lacking, cosmetic, and has no depth, detail, illustration, or example. So, if I want them to know my Sergeant is smart, I would say my Sergeant is smart *because* she has a Master’s Degree, speaks four languages, has authored two published books, and has a photographic memory. Different levels of confrontation or hostility require different levels of de-escalation and different levels of that de-escalation require description and documentation that is unique to the circumstances.

When describing de-escalation in writing, in training, in explanation to a supervisor, or in testimony, provide the *Why* or *Because* behind the *What*.

Here is what I did...(this is where most of us end the description and the “why” or “because” is left open to speculation or individual interpretation).

Here is what I did...and this is why I did it that way...

*Here is what I did...because...*Remember, officers may do the right thing and do it brilliantly; within policy, training, and law, but if it is not documented well and the intended message is not delivered or delivered poorly, then the officer’s brilliant performance might not matter.

Control Your Message or Someone Else Will

Concluding Your Contact – Developing an Effective Exit Strategy

Officers are most effective when they approach any type of contact or problem with a plan or a strategy. Planning, strategy, or a pre-determined methodology based on training is the difference between being prepared or being caught off-guard or being tactical or aimless. Part of de-escalation and problem-solving is the conclusion or the officer’s disposition of the call (exit or end game).

Once the police contact is over, there should be a resolution or conclusion to the interaction. How the officer leaves the situation and the person(s) involved can dictate a negative or positive experience. The powerful impact (good or bad) officers have on those they encounter should not be taken lightly

and a good conclusion could have diverse and lasting benefits. The conclusion might include a handshake, a handoff or referral to helpful resources, a thank you, or simply the officer's exemplification of neutrality.

Officers should try and end the contact positively regardless of the previous difficulties of the encounter (i.e. even after an arrest). Officers need to consider ensuring they leave a person with their dignity at the conclusion of a contact. This can include not handcuffing in front of their children, allowing the subject to put clothes on, or provide them with information or options. After each call or incident, officers should refocus and reset and reflect before the next contact. It is natural to carry over emotions and demeanor from one call to the next unless an effort is made to reset and start fresh.

Summit participants stressed the value of eliminating this carry over, "*Unload the baggage so that we don't carry it to the next call.*" Officers can and should learn from every interaction. Actionable Items for conclusions can emphasize how the ramifications can go well beyond the encounter itself and training should recognize and highlight the importance of this.

De-escalation During Civil Unrest/Protests

Controversial Groups | Marches | Protests | Civil Unrest/Riots



While the tactics/techniques, dynamics, and pre-planning strategies for law enforcement's approach to dealing with the diverse forms of protest and civil unrest could aptly fill the pages of its own publication, de-escalation bears an integral nexus to this subject matter.

All the techniques and comprehensive information in this publication should be considered as adaptable and used to benefit a variety of crowd management or organized disobedience events. The many tenets of de-escalation; communication, officer safety, respect, impartiality and so on can apply to an angry individual during a call for service, but also effectively apply to dealing with the organizers or shot-callers of a march or planned protest. While the de-escalation concepts and techniques are the same, the application of it should be modified to meet the prevailing circumstances (i.e. event leaders/organizers, speakers, crowds/marches, or rioter). De-escalation and communication dexterity are paramount.

It is recommended that agencies consider integrating the most relevant concepts of de-escalation and the most applicable information from this publication to enhance and expand their civil unrest and crowd and riot control in-service training. The best riot is a riot prevented or mitigated to a peaceful protest through successful de-escalation.

It is important to remember that in many cases, the de-escalation of large groups, angry protesters, or those simply standing up for what they believe, is most effectively done through the civic leaders of our community; mayors, council-members, county supervisors, and even police leadership. In this vein, it is important to have a consistent and unified message from those in leadership positions so law enforcement personnel and the community know and understand the expectations of the police function in society.

CONCLUSION

As stated several times throughout this publication, there are innumerable ways to carry out the “art” of de-escalation. There are a myriad of tools within the officer’s knowledge and skills they (you) will be able to employ in the journey to successfully addressing and concluding in the best possible manner, many, if not most, of your contacts and calls for service. Terms like Procedural Justice or Police Legitimacy are significant and should not be treated lightly and related contemporary terms such as De-escalation and Duty to Intercede also carry significant weight. California law enforcement operates under very strict rules with each agency providing hundreds if not thousands of policies and procedures to follow. Laws are to be followed and the constitution of both California and the United States is paramount – our citizens must be protected. One truly significant and proven way to work through any contact, whether it is with a fellow citizen, a crowd, a co-worker, or supervisors and managers, is to adopt and apply the valuable techniques of de-escalation.



SUMMIT ATTENDEES

Alpert Geoffrey, Professor
University of South Carolina

Andrew Alvarez, Commander
Santa Ana Police Department

Manual Alvarez Jr., Executive Director
Commission on POST

**Veronica Beaumont, Supervising
Dispatcher**
San Diego Sheriff's Department

Carrie Berg Hollar
Commission on POST

Michael Belz, Sergeant
San Diego Police Department

**Nancy Beninati, Supervising Deputy
Attorney General**
California Department of Justice

Michael Bishop, Officer
San Diego Harbor Police Department

Craig Bond, Officer
Escondido Police Department

Brenda Buren, Director/Assistant Chief
Tempe Police Department

John Carli, Police Chief
Vacaville Police Department

Meagan Catafi, Legislative Liaison
Commission on POST

Angel Cedeno, Sergeant
Coronado Police Department

Timothy Delapena, Sergeant
San Diego Harbor Police

David Demurjian, Attorney
Law Offices of David Demurjian

Allison Elgart, DAG
California Department of Justice

Eric Esturban, Police Officer
Los Angeles Police Department

**Gerald Fernandez, Law Enforcement
Consultant**
Commission on POST

Al Ferreira, Officer - Program Manager
Chicago Police Department

Manuel Garcia, Lieutenant
University of California San Diego Police

Matthew Giordano, Director
Arizona Peace Officer Standards and Training
Board

John Gliatta, Independent Reviewer
City of Fresno

Jerry Goodspeed, Sergeant
Huntington Beach Police Department

Carmen Green, Executive Director
CA State Sheriffs' Association

Jim Grottkau, Bureau Chief
Commission on POST

William Hancock, Sergeant
Elk Grove Police Department

Levi Harbin, Officer
San Diego Police Department

Steve Harding, LEC I
Commission on POST

Hassan Hassan
Survival Skills Coordinator

Ashley Heiberger, Senior Policy Advisor
Rosenbaum & Associates

SUMMIT ATTENDEES

Alejandro Hernandez, Lieutenant
National City Police Department

Steve Hernandez, Police Officer
Los Angeles Police Department

Heidi Hernandez, Analyst
Commission on POST

Steve Higgins, Assistant Sheriff
San Bernardino Sheriff's Department

Lynn Holland, Outreach Project Manager
SAIC

Carrie Hollar, Analyst
Commission on POST

Jamie Hudson, Dispatch Supervisor
Elk Grove Police Department

Stephen James, Assistant Professor
Washington State University

Chuck Kaye, Chief of Police
Coronado Police Department

Sean Kenney
Line Driven Strategies

**Marla Kingkade, Law Enforcement
Liaison**
San Diego County District Attorney's Office

Tanya Koshy, Deputy Attorney General
California Department of Justice

Dustin Kulling, Captain
San Joaquin County Sheriff

Ronald Lawrence, Chief of Police
Citrus Heights Police Department

Kevin Lehan, Lieutenant
Carlsbad Police Department

**Scott Loggins, Assistant Executive
Director**
Commission on POST

Jeannine Loucks, MSN RN-BC PMH
St. Joseph Hospital

Katherine Lynch, Lieutenant
La Mesa Police Department

Aili Malm, Dr.
California State University, Long Beach

Mark Marvin, Director
Psychiatric Emergency
Response Team – San Diego

Katherine Mathews, Staff Attorney
Disability Rights California

Orrlando Mayes, Lieutenant
Sacramento County Sheriff's Office

Leslie McGill, Executive Director
California Police Chiefs Association

Tracy McKenzie, Training Sergeant
Newport Beach Police Department

Andrew Mendonsa, LEC - I
Commission on POST

Sylvia Moir, Chief of Police
Tempe Police Department

Victor Mora, Researcher
Arizona State University

**Marlene Nadler-Moodie,
Psychiatric Mental Health Nurse Specialist**
Scripps Health Care

Dan Nelson, Sergeant
Seattle Police Department

Brent Newman, Chief
California Highway Patrol

SUMMIT ATTENDEES

Brad NewMyer, LEC-I

Commission on POST

Carlena Orosco, Police Research Data Analyst

Tempe Police Department

Nader Oweis, Chief of Police

UC Santa Cruz Police Department

Peter Pascual, Captain

Carlsbad Police Department

Mike Radford, Bureau Chief

Commission on POST

Rusty Rea, Lieutenant

Chula Vista Police Department

David Robinson, Sheriff

Kings County Sheriff's Office

Stephen Ryals, Trial Attorney

United States Department of Justice

Maria Sandoval, Assistant Executive Director

Commission on POST

John Schmitt, Trainer-Researcher

ShadowBox Training

Brian Schopf, Sergeant

Elk Grove Police Department

Matt Sheppard, Captain

CPOA Board of Directors/Fountain Valley Police Department

Trak Silapaduriyang, Officer

Chicago Police Department

Robert "R.C." Smith

Commission on POST

Seth Stoughton, Professor

University of South Carolina School of Law

Katie Strickland, Analyst

Commission on POST

Ray Sweeney, Captain

La Mesa Police Department

Mike Teeter, Captain

Seattle Police Department

Eric Thunberg, Lieutenant

Chula Vista Police Department

Monica Tombar, Police Officer II

Los Angeles Police Department

Virginia Tomek, Special Consultant

Commission on POST

Robin Urbanski, SDAG

California Department of Justice

Edward Varso, Assistant Chief

Escondido Police Department

Jonathan Wender, Dr.

Polis Solutions, Inc.

Michael White, Professor

Arizona State University

Thomas Wilkins, Sergeant

National City Police Department

Jeff Wright, Detective

Ontario Police Department

Greg Yee, Deputy Chief

San Francisco Police Department

Please note that this document is a work product of the Government Training Agency. The above-listed Summit attendees have neither approved nor disapproved of the contents of this document.

From: [NCRIC](#)
To: [Doherty, Bill](#)
Subject: 2020 National Fusion Center Association's Annual Training Event
Date: Monday, November 23, 2020 4:37:53 PM

Dear Partner,

Registration is now open for the National Fusion Center Association's Annual Training Event that will be on December 8, 9, and 10. If you would like to attend, please register for the 8, 9, and 10 training days only by December 7 at:

https://web.cvent.com/event/0cee76c6-f2bd-4d37-a3fa-8ec8cfeda7d1/summary?tm=zWNPdWe9JXn5vcltEyFFp-WDH0_nACIm12Bi5xdOo8k.

Cost: \$195

This virtual training event brings together federal, state, local, and territorial fusion center personnel, public safety, and intelligence partners to share innovative ideas and business practices to enhance fusion center capabilities and the National Network of Fusion Centers' contribution to public safety. Please see the agenda and sessions below for more details.

Sessions

Alone Together, Navigating Criminal Activity During a Period of Civil Unrest - Presented by Alabama Fusion Center and FBI

Description: During the session, we intend to cover the best practices the Alabama Fusion Center used during the May 2020 period of significant civil unrest, using very limited resources while ensuring the continued protection of individual's civil rights. Within approximately one week's time the AFC and FBI addressed AOR issues including:

<!--[if !supportLists]--> <!--[endif]-->The murder of a police officer
<!--[if !supportLists]--> <!--[endif]-->An incident reported quickly over social media as a police officer hitting and killing a black female (proven to be an accident)
<!--[if !supportLists]--> <!--[endif]-->Issues across the state with rioting, looting, and criminal opportunists
<!--[if !supportLists]--> <!--[endif]-->Regular first amendment demonstrations where rumors of ANTIFA, agitators, hidden bricks, etc. abounded Throughout this period of time, the AFC and FBI worked together to ensure that all threats were addressed and all civil liberties and rights were fully respected, with a virtual command post stretching across four counties, two agencies, and with only a small group of individuals available.

Session Date & Time: 12/8/2020 2:00 PM - 2:50 PM

Introduced by: Chorus Intelligence

Agency: Alabama Fusion Center (AFC)/ FBI

Speaker(s): AFC Director, *Jay Moseley*, AFC Analyst, *John Bennett*, ALEA Chief of Dignitary Protection, *Stephen Tidwell*, FBI Analyst *Jennifer Andrus*

A Local Perspective on Countermeasures to the Misuse of Unmanned Aerial Systems (UAS) at Special Events

Description: The strategic team at the Northern California Regional Intelligence Center (NCRIC) is supporting the San Francisco Police Department (SFPD) to address possible threats from unmanned aerial systems (UAS) at annual San Francisco Fleet Week events. Leveraging partnerships across public and private sectors, and state, local, and federal government partners, the NCRIC and SFPD built a comprehensive picture of the possible risks presented by UAS and corresponding countermeasures that could be applied in various localities. Derived from a NCRIC Intelligence Note, this NFCA presentation will explain the risk of UAS specifically to manned aircraft, landmarks, and people at special events like San Francisco's Fleet Week. It will also show how strategies aiming to detect, disrupt, and prevent unauthorized UAS operations at such events will likely improve public safety.

Session Date & Time: 12/8/2020 1:00 PM - 1:50 PM

Introduced by: ACISS

Agency: Northern California Regional Intelligence Center (NCRIC)

Speaker(s): Officer *Oliver Lim*, San Francisco PD Homeland Security Division and *Diana McKibben*, Strategic Intelligence Analyst, NCRIC/NCHIDTA

Advancing Analytic Tradecraft in the NNFC

Description: Analytic tradecraft is a perishable skill critical for fusion center analysts to provide timely and actionable intelligence to stakeholders across the country. The National Network of Fusion Centers (NNFC) Analyst Council established the Analytic Tradecraft Task Team to analyze existing tradecraft guidance and materials, identify issues affecting analytic tradecraft skills and capabilities, and provide recommendations to address identified issues. The Tradecraft Task Team identified four solutions to advance analytic tradecraft in the NNFC, which include expanding training that enhances analysts' understanding of and familiarity with analytic tradecraft, promoting ongoing professional development, and implementing evaluative processes to assess the application of analytic tradecraft. These solutions are reasonably achievable, immediately attainable, and easily implemented by analysts, analyst managers, and fusion center executives without significant changes to existing practices or investment in new or additional training.

Session Date & Time: 12/8/2020 1:00 PM - 1:50 PM

Introduced by: AT&T/FirstNet

Agency: National Network of Fusion Centers (NNFC) Analyst Council

Speaker(s): Fusion Intelligence Analyst, *Trevor Knight*, NTIC and Intelligence Analyst, *Heaven Henwood*, DVIC

Advancing Insider Threat Awareness and Mitigation in the Fusion Center Landscape

Description: This session will provide a 30-minute presentation on how NFCA members can advance enhanced awareness of insider threats both in their own Centers and in region-specific stakeholder organizations. The presentation will cover threats/risks of insiders in Fusion Center contexts, and best practices and considerations for Fusion Center leaderships. Insider threats are widespread and state/local or corporate organization is immune. The Federal Government has extensive experience with insider threat mitigations programs for Federal departments and agencies and many of the lessons will apply directly or indirectly to Fusion Centers themselves and their stakeholder.

Session Date & Time: 12/8/2020 1:00 PM - 1:50 PM

Introduced by: Chainalysis

Agency: National Insider Threat Task Force, National Counterintelligence and Security Center, Office of the DNI (US Government)

Speaker(s): Presenters TBA

Assessing the Threat of Domestic Terrorism and Mass Attacks at the State Level

Description: In August 2019, the State of Texas experienced two mass attacks only weeks apart, one a domestic terrorism event. Following these tragedies, Texas Governor Greg Abbott directed the Texas Department of Public Safety (DPS) to work with local, state, and federal partners to produce a state intelligence assessment on the threat of domestic terrorism in Texas. He later expanded that request to include a separate document on the threat of mass attacks in Texas. Assessing the threat of domestic terrorism and mass attacks at the state level presented a unique set of challenges. These challenges included the nationwide lack of standard definitions for what constitutes a mass attack or domestic terrorism event, often resulting in conflicting or insufficient empirical data normally used to evaluate related threats and trends. This session will provide an overview of how the Texas Fusion Center addressed these challenges to produce both reports and provide best practices for organizations seeking to do the same. Presenters will also discuss the assessment process and findings for both reports, released in January 2020.

Session Date & Time: 12/8/2020 2:00 PM - 2:50 PM

Introduced by: CISCO

Agency: Texas Fusion Center (TxFC)

Speaker(s): Texas Department of Public Safety, Intelligence and Counterterrorism Senior Manager, *Kimberly Jones* and Intelligence Manager, *Adam Bradley*

Cryptocurrency Intelligence Collection: Applying Blockchain Analysis to Fusion Center Crime Threats

Description: Threat actors use cryptocurrencies like Bitcoin to facilitate a range of illicit activity to evade law enforcement. What is often misunderstood is that the public blockchain presents a real-time, open-source intelligence collection opportunity for fusion centers and a complement to existing intelligence. In this session, the presenters will describe how blockchain analysis can be leveraged to investigate threats including terrorism, human trafficking, ransomware, organized crime, among others. Dave Berry, criminal investigator at Santa Clara County Office of the District Attorney – REACT Task Force, will share lessons learned from investigating an ongoing SIM swapping case and tracing the flow of cryptocurrency. Learning objectives include: Understand key elements of blockchain analysis for cryptocurrency intelligence collection; Recognize indicators of cryptocurrency involvement in threat types; demonstrate the value of cryptocurrency intelligence through law enforcement case studies.

Session Date & Time: 12/8/2020 2:00 PM - 2:50 PM

Introduced by: Clearview.ai

Agency: Santa Clara County Office of the District Attorney REACT Task Force

Speaker(s): Criminal Investigator, *Dave Berry*, Santa Clara County Office of the District Attorney REACT Task Force and *Kevin Pooman*, Training Specialist, Chainalysis

Fusion Center Collaboration on Counter Intelligence Threats

Description: This presentation covers the Texas Department of Public Safety (DPS) Texas Fusion Center's (TxFC) collaboration with the ODN's National Counterintelligence and Security Center (NCSC) and other federal partners in support of national counterintelligence priorities. This presentation will update the 2018/2019 presentations. It will describe the counterintelligence threat posed by transnational criminal organizations to U.S. law enforcement and the TxFC's efforts to collect, analyze, and mitigate this threat through intelligence products, training and defensive awareness briefings. Finally, the presenters will describe the role that fusion centers and law enforcement can play in supporting national counterintelligence efforts. These initiatives have received high-level support and interest from the law enforcement community in Texas and also within the Intelligence Community.

Session Date & Time: 12/8/2020 3:00 PM - 3:50 PM

Introduced by: Cobwebs Technologies

Agency: Texas DPS

Speaker(s): *Megan Janner*, TxFC

Geospatial Tools for Fusion Centers

Description: Fusion Centers across the country are often relied on for public safety issues in their states due to their technical and analytical capabilities. This session will go over how different fusion centers have used dashboards and other geospatial technologies for various public safety issues in their states.

Session Date & Time: 12/8/2020 3:00 PM - 3:50 PM

Introduced by: ESRI

Agency: NFCA GIS Committee

Speaker(s): Disaster Intelligence Officer, *Nicholas Gray*, Illinois Statewide Terrorism & Intelligence Center, Deputy Director, *Ryan Walsh*, Boston Regional Intelligence Center and Deputy Geographic Information Officer, *Jared Bostic*, AFC.

Growing Your Liaison Network Across Public Safety Public Health Disciplines

Description: The Eastern District of California is one of the largest judicial districts in the country, both in terms of population and landmass. It has almost eight million residents and encompasses six large urban areas: Sacramento, Fresno, Bakersfield, Stockton, Vallejo, and Fairfield. It extends over 87,000 square miles, 45% of which is federal land. It includes 34 counties reaching from the Oregon border in the north down to Bakersfield in the south, and from the coastal mountains in the west, to the Nevada border in the east and this is the AOR for the Central California Intelligence Center (CCIC). In this region there are 34 Sheriffs and more than 150 Chiefs of Police. Not to be forgotten are the hundreds of fire, ems, and public health organizations within these boundaries. As fusion centers serve as primary focal points within the state and local environment for the receipt, analysis, gathering, and sharing of threat-related information among federal, state, local, tribal, and territorial (SLTT) partners it stands to reason that the broader we reach into each of the areas within our AORs the more likely we are able to effectively build resiliency within our communities and our nation. We invite you to an interactive presentation by team members from the Central California Intelligence Center on how we continue to evolve our approach to maintaining and growing our network of Terrorism Liaison Officers and participating agencies.

Session Date & Time: 12/8/2020 3:00 PM - 3:50 PM

Introduced by: CODY Systems

Agency: Central California Intelligence Center

Speaker(s): *Christopher Quinn*, CCIC

How the Ohio Watchlist Team Supports DHS in Enhancing Subject Records

Description: The Ohio Watchlist (OWL) Team works with DHS, the Terrorism Screening Center and other federal partners to enhance subject profiles who have a nexus to terrorism. In this session, an OWL Team analyst and Ohio's DHS Intelligence Analyst will detail the various ways in which requests for information are received, how subject workups are conducted, and what happens with that information once the workups are completed. The Ohio Watchlisting program is an excellent example of a statewide fusion center partnering with DHS and other partners to enhance the understanding of individuals in the United States who have a nexus to terrorism.

Session Date & Time: 12/8/2020 1:00 PM - 1:50 PM

Introduced by: Datawalk

Agency: Ohio Statewide Terrorism Analysis & Crime Center

Speaker(s): *Patrick Friscone*, Regional Director, DHS and *Alexandra Miller*, Public Safety Intelligence Analyst, Ohio Homeland Security

Human Trafficking: An Analyst Perspective

Description: This presentation will focus on the daily roles as an analyst involved in human trafficking investigations. In addition, an overview of what it was like working with a task force assigned to combat human trafficking during the 2020 Super Bowl in Miami, Florida.

Session Date & Time: 12/9/2020 1:00 PM - 1:50 PM

Introduced by: Kaseware

Agency: Pennsylvania State Police

Speaker(s): Intelligence Analyst *Jessi Tingler*, Pennsylvania State Police, Pennsylvania Criminal Intelligence Center

Identifying Vulnerabilities of Intentional Vehicle Ramming Attacks in the COVID-19 Environment

Description: Vehicles have increasingly become a weapon of choice for a range of criminal actors and violent extremists seeking to inflict mass casualties domestically and abroad. Mitigating threats of vehicle ramming attacks during the COVID-19 environment is critical due to increased outdoor activity, including the proliferation of outdoor dining, to circumvent public health challenges. Intentional vehicle rammings, both ideological and criminal, have increased in the last several years in part due to ideological instruction and accessibility. COVID-19 and related restrictions implemented by municipal and state authorities have served to fuel violent extremist propaganda, especially online, calling for vehicle ramming attacks inspired by ISIS propaganda and past incidents including the attack at a 2017 political rally in Charlottesville, Virginia. In 2018, the NCRIC and the FBI partnered to identify areas in the city of San Francisco that were vulnerable to vehicle rammings and possible response measures. Building on the findings from this study, this presentation highlights efforts to protect public spaces in the current COVID-19 environment that presents new opportunities and soft targets for intentional vehicle ramming attacks.

Session Date & Time: 12/9/2020 1:00 PM - 1:50 PM

Introduced by: NetAbstraction

Agency: Northern California Regional Intelligence Center

Speaker(s): *Anya Watford*, NCRIC and *Diana McKibben*, NCRIC

Incorporating NTOC Threat to Life Reports into Fusion Center Operations

Description: In 2019, the FBI National Threat Operations Center (NTOC) began collaborating with fusion centers to pilot the dissemination of threat to life suspicious activity reports to the state and local level. This session will discuss how the Texas Fusion Center (TXFC) engaged in this process, and the best practices learned for incorporating NTOC reports into our daily operations. Presenters will provide an overview on some of the unique challenges experienced by the TXFC during this process, including:

- <!--[if !supportLists]--> <!--[endif]-->Coordinating preferred dissemination methods with seven regional fusion centers and four FBI Field Offices
- <!--[if !supportLists]--> <!--[endif]-->Identifying overlaps in areas of responsibilities (AORs) among eight fusion centers and four FBI Field Offices to determine all involved stakeholders on a near county level basis
- <!--[if !supportLists]--> <!--[endif]-->Adapting to the idiosyncrasies of the eGuardian system
- <!--[if !supportLists]--> <!--[endif]-->Establishing internal coordination procedures between the TXFC headquarters and field personnel
- <!--[if !supportLists]--> <!--[endif]-->This session will offer the audience insight into the steps taken by the TXFC to address these challenges and establish a robust process for incorporating NTOC reports into our daily operations.

Session Date & Time: 12/9/2020 2:00 PM - 2:50 PM

Introduced by: SAS

Agency: Texas Fusion Center

Speaker(s): Texas Department of Public Safety Intelligence and Counterterrorism Senior Managers *Kimberly Jones* and *Lexi Quinney*.

Information Laundering Series: How Fake News, Conspiracy Theories, and Lies Continue to Threaten Public Safety

Description: Last year, we provided an overview of how intentional, harmful falsehoods spread in the virtual world can influence public discourse and physically manifest as threats to both public safety and homeland security. This year, from deep fakes to QAnon, COVID-19 to nationwide unrest, information laundering continues to be a significant threat to public safety and homeland security. We will provide an update on recent trends and emerging technologies, outline potential indicators of concern, and discuss threats posed to fusion center operations as well as the broader law enforcement and first responder community. We will conclude with smart practices and possible mitigation measures.

Session Date & Time: 12/9/2020 2:00 PM - 2:50 PM

Introduced by: ACISS

Agency: Northern California Regional Intelligence Center

Speaker(s): *Katelyn Mason* and *Samantha Korta*

Is Your Fusion Center Complying with the Law? Supply Chain Risk Management

(SCRM) Best Practices to Mitigate Threats

Description: Sophisticated threat actors are systematically assaulting our institutions and infrastructure by exploiting our supply chains. Unknown to their targets, they insert malicious equipment or malware into key systems, steal vast amounts of sensitive information, and compromise our critical infrastructure. U.S. law now prohibits all organizations – including fusion centers – from using federal funds to purchase certain equipment and services produced by specified entities. The National HIDTA Program Office – working with all HIDTAs, the National Counterintelligence and Security Center (NCSC), and others – developed supply chain risk management (SCRM) program guidance based on best practices. The Northern California Regional Intelligence Center (NCRIC) has applied these practices in innovative ways. In this workshop you’ll hear about these threats; learn SCRM best practices to protect your technology, data, and operations; and know what to do to help your fusion center comply with the law.

Session Date & Time: 12/9/2020 2:00 PM - 2:50 PM

Introduced by: AT&T/FirstNext

Agency: National Counterintelligence and Security Center (NCSC)

Speaker(s):

Mike Sena, Director – NCRIC/NCHIDTA; Pres., NFCA; Chair, CICC

Andrew Coffey, Ph.D., Deputy Director, National HIDTA Program Office, ONDCP

Joyce Corell, Assistant Director, NCSC Supply Chain & Cyber Directorate

Matt Halvorsen, FBI Detailee, NCSC Supply Chain & Cyber Directorate

Juvenile Gang Intelligence - An Analytical Approach

Description: This presentation focuses on the development of the Texas DPS Juvenile Gang Intelligence Collection initiative led by the Texas Fusion Center, and highlights the initiative’s role in filling identified intelligence gaps surrounding juvenile involvement in gang activity. The initiative was developed to increase the collection and sharing of information between agencies and law enforcement personnel who interact with juvenile gang members, and bridge the intelligence gap between street and detention settings to better understand juvenile gang member activity, and shed light on methods gangs use to recruit and exploit juveniles.

Session Date & Time: 12/9/2020 3:00 PM - 3:50 PM

Introduced by: Chainlysis

Agency: Texas Fusion Center

Speaker(s): *Samantha Stephens*, Criminal Intelligence Analyst I, Texas Fusion Center, Texas Department of Public Safety

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Leveraging Community Resources to Prevent Threats of Targeted Violence

Description: A look inside the Utah Statewide Information & Analysis Center's Threat Management Unit and their process of identifying, assessing, and managing threats of targeted violence by leveraging community based resources.

Session Date & Time: 12/9/2020 3:00 PM - 3:50 PM

Introduced by: Chorus Intelligence

Agency: Utah Statewide Information & Analysis Center

Speaker(s): Director *J. Tanner Jensen*, Agent *Jen Faumuina*, Analyst *Cody Dunn*

Managing Your Intelligence Analysis Services Towards a Successful Result

Description: There is a need to give career analysts the tools and skills they need for advancing into management. This session will describe the traits required of supervisors and managers of intelligence analysts, including: the knowledge of agency mission and priorities, familiarity with intelligence processes and products, the ability to step back to think about underlying trends, forces and assumptions, the ability to effectively present analytic products to management, and how to inspire analysts to do great things. It will offer the standards for supervisory-level analysts as recommended in the Analyst Professional Development Roadmap and the Core Criminal Intelligence Training Standards, including: understanding the criminal intelligence process, intelligence-led policing, and their roles in enhancing public safety; understanding the legal and privacy issues surrounding the criminal intelligence environment; describing how tactical products and strategic support enhance the analytic operations; applying agency policy in analytic operations and assessing impact on the analytic process; and articulating the impact of organizational design on the analytic process.

Session Date & Time: 12/9/2020 3:00 PM - 3:50 PM

Introduced by: CISCO

Agency: International Association of Law Enforcement Intelligence Analysts

Speaker(s): *Gregory Thomas*, Training and Development, IALEIA and *Ritchie Martinez*, Advisory Board, IALEIA

Navigating and Understanding the Rapid Evolution of Technology Available to Fusion Centers

Description: Director Sena, Deputy Director Rodrigues, Captain Steve Serrao and EVP David Heffner will discuss how NCRIC has navigated the rapid evolution of technology available to US Fusion Centers. The NCRIC uses SAS® and CODY Systems in its fusion center and HIDTA office to drive decision making and for investigative case support. This session will present strategies for using technology and advanced analytics for informed decision making, intelligence and information collection and sharing. Also discussed will be challenges associated with sharing data across local police departments, HIDTA offices, fusion centers and the intelligence community. This session will examine data management, analytics and reporting challenges throughout the information-sharing environment that are exacerbated by the continuous growth in data volume, data sources, and the advancement of technology. Whether your focus is public safety, the opioid crisis or emergency management, your decisions increasingly rely on analytics and technology for the best possible outcomes.

Session Date & Time: 12/10/2020 1:00 PM - 1:50 PM

Introduced by: Clearview.ai

Agency: Northern California Regional Intelligence Center with SAS Institute Inc.

Speaker(s): Director *Mike Sena* - Northern California Regional Intelligence Center, Assistant Deputy Director *Brian Rodriguez* - Northern California Regional Intelligence Center, *Steve Serrao* - SAS Institute Inc., *David N. Heffner* - CODY Systems

One Team/One Fight: Leveraging Faith-Based Intelligence

Description: Over the last two decades, incidents of targeted violence in the United States have increased in both frequency and severity and often target houses of worship and

vulnerable communities. According to the latest FBI hate crimes report, 57.8% of hate crimes motivated by religious-bias were due to anti-Jewish bias. As such, the need for strong relationships and information-sharing between law enforcement and faith-based communities, specifically the Jewish community, has never been more vital. This presentation will highlight the important collaborative work of the NJROIC and the Secure Community Network (SCN), a national nonprofit which serves as the official homeland security and safety initiative of the organized Jewish community in North America. Specifically, in order to highlight the importance of such partnerships for other fusion centers, presenters will discuss:

<!--[if !supportLists]--><!--[endif]-->The January 2020 Agudath event, hosted in NJ, that brought together the largest gathering of Orthodox-Jews outside of Israel. In addition to partnering with federal and SLTT partners, the NJ State Police found tremendous value engaging with SCN, to include pre-event briefings by members of the SCN team.

<!--[if !supportLists]--><!--[endif]-->The value of information sharing and collaboration with intelligence and security liaisons in the faith-based community, particularly in the aftermath of incidents. Through this presentation, attendees will gain a better understanding of the value for fusion centers in partnering with SCN and other non-governmental organizations and their unique resources.

Session Date & Time: 12/10/2020 1:00 PM - 1:50 PM

Introduced by: Cobwebs Technologies

Agency: New Jersey Regional Operations & Intelligence Center (NJ RIOIC)

Speaker(s): Major *Daniel Engelhardt*, Director of the NJ ROIC and *Patrick Daly*, Principal Deputy Director & COO, NJ RIOIC

Presentation: California STAC Travel Security Program

Description: The California State Threat Assessment Center (STAC) will provide a presentation of the STAC Travel Security Program. Among the first of its kind, the Travel Security Program (TSP) seeks to support enhanced principal security, executive protection, and counterintelligence efforts in California by conducting research, education, and outreach on security threats facing California state officials traveling abroad, and potential threats involving foreign delegations visiting California state agencies. 2019 marked the first full year of operation for the California STACs TSP program.

Hundreds of delegation visits were requested (with more than one-thousand foreign delegates vetted) from scores of countries in 2019, most notably from China. The STAC identified suspicious incidents of interest that could have been indicative of foreign intelligence tradecraft. In addition to the identification of derogatory information, refusal to submit delegate documents, last minute delegation requests, and itinerary changes were the most frequently identified anomalies. Also, senior state officials requested pre-travel threat briefings to more than a dozen counties.

This presentation will discuss the purpose, processes, and partner engagement used to facilitate the State of California TSP, and offer best practices to inform similar programs.

Session Date & Time: 12/10/2020 1:00 PM - 1:50 PM

Introduced by: Datawalk

Agency: California State Threat Assessment Center

Anticipated Speakers: *Mike McCarthy* and *Michael Johns*

Reframing the Narrative: How Fusion Center Leaders Can Create a Culture that Embraces P/CRCL

Description: Fusion centers must balance privacy, civil rights and civil liberties with their efforts to gather criminal intelligence information. This is what stakeholders expect. External compliance measures related to transparency and oversight are critical to ensuring that proper balance; however, if leaders fail to develop a culture that adequately embraces this balance, uncertainty and traumatic changes may result. This presentation will analyze the dynamics within security-based organizations and offer fusion center leaders with options to better develop organizational cultures that embraces P/CRCL considerations so that they are better prepared to work with their stakeholders.

Session Date & Time: 12/10/2020 2:00 PM - 2:50 PM

Introduced by: ESRI

Agency: Florida Fusion Center

Speaker(s): Deputy General Counsel, *Jeff Dambly*, Florida Department of Law Enforcement; Privacy Officer, Florida Fusion Center

Threat Assessment for Social Media and Graffiti Threats for the 2020-2021 School Year -- An Example from Hawaii

Description: This session will inform Fusion Center leaders about how the Hawaii State Fusion Center (HSFC) helped Hawaii K-12 public schools respond to threats of targeted school violence during the 2019-2020 school year.

The session includes a mini-brief of HSFC's Threat Assessment for Social Media and Graffiti Threats in the 2020-2021 School Year. The Hawaii Department of Education (HI-DOE) is a state-wide school district with schools on seven different islands and approximately 180,000 students. In September 2019, HSFC, via the Hawaii Office of Homeland Security (HI-OHS), began working with HI-DOE to establish and operate threat assessment teams in schools.

HSFC also acts as a conduit for HI-DOE to bring complicated threat cases to Threat Team Oahu (TTO). TTO is a multi-disciplinary, island-wide, tiered threat assessment team.

Just this year, HSFC co-founded Threat Team EDU (TTE), which is intended to become a state-wide threat team similar to TTO. TTE consists of not only representatives from K-12 public school system (HI-DOE), but also K-12 charter schools and post-secondary institutions. HSFC facilitates TTE meetings and has presented to members on topics like threat assessment tools and the possible interplay between new Title IX regulations and threat teams.

This session seeks to present information to attendees about school threat patterns via a mini-brief while also demonstrating how HSFC developed its relationship with HI-DOE and other partners.

Session Date & Time: 12/10/2020 2:00 PM - 2:50 PM

Introduced by: Kaseware

Agency: Hawaii State Fusion Center

Speaker(s): *Patricia Kickland*, Program Manager

<!--[if !supportLineBreakNewLine]-->

<!--[endif]-->

Threats vs. Protected Speech

Description: This presentation will focus on the analysis completed by Ohio Statewide Terrorism Analysis & Crime Center (STACC) analysts in differentiating true threats from protected speech, such as political hyperbole, while reviewing comments on social media. Discussion will also focus on the balance required to meet the needs of the fusion center/law enforcement (e.g., protecting public safety, security, furthering criminal justice) while also protecting individuals' privacy, civil rights, and civil liberties.

Session Date & Time: 12/10/2020 3:00 PM - 3:50 PM

Introduced by: NetAbstraction

Agency: Statewide Terrorism Analysis & Crime Center (STACC)

Speaker(s): *Heather Frient*, Privacy & Compliance Officer, STACC

<!--[if !supportLineBreakNewLine]-->

<!--[endif]-->

Understanding the Intelligence Needs of Fire and Emergency Medical Services

Description: The September 11th attacks illustrated that terrorism prevention and response can no longer be solely the responsibility of law enforcement. Fire, EMS, and emergency management agencies have a vital role in these efforts. Nearly 20 years later, fire/EMS agencies still struggle to find a “seat at the table” with intelligence and law enforcement. With the advent of integrated law enforcement/fire/EMS operations in complex coordinated attacks; fire/EMS personnel are more frequently operating alongside law enforcement without the understanding of the threat environment, latest terrorist TTPs, or access to intelligence that law enforcement has. This is often due to a lack of understanding of fire/EMS information needs and the ways in which these agencies use intelligence. This panel discussion will provide fusion centers with an understanding of the fire service's intelligence needs, the ways in which fire/EMS agencies utilize intelligence, and common hurdles that impede information sharing.

Session Date & Time: 12/10/2020 3:00 PM - 3:50 PM

Introduced by: SAS

Agency: Maryland Coordination and Analysis Center

Speaker(s):

Thomas Currao – Chief of Counterterrorism – Fire Department of New York

Lawrence Schultz – Assistant Fire Chief – Anne Arundel County, MD Fire Department

Timothy Carroll – Captain/Field Intelligence Officer, Fire Department of New York

Alex Cardella – Senior Intelligence Analyst, Emergency Services, Health & WMD –

Maryland Coordination and Analysis Center

<!--[if !supportLineBreakNewLine]-->

<!--[endif]-->

Update: Domestic Extremist Use of Blended, Incorporated, or Appropriated Symbology

Description: In the wake of recent domestic terrorism related events, including an increase in threats and activities in the midst of the COVID-19 pandemic it is more important than ever to understand the current and evolving extremism threat. Texas continues to combat this threat, to include looking at, and increasing law enforcement awareness of, the use of symbology by extremists. With the emergence of movements that are reliant on aesthetic and visual cues and

mainstream social media platforms routinely purging extremists or restricting content, symbology takes on greater significance in understanding and recognizing extremist indicators. As an update to last year's NFCA presentation on this topic, this presentation will discuss how domestic terrorists continue to use imagery and symbols to convey ideology, signify group affiliation, provoke opposition groups, or intimidate targeted populations. As presented last year, some U.S. extremists are merging long-established images with foreign or even contradictory images to create customized symbols. Since last year's presentation, domestic terrorist symbology continues to evolve and blend, to include co-opting less overt or otherwise benign images not traditionally associated with extremism. This blending of symbols can signify a merging of extremist ideologies or belief systems, suggest a common cause between groups, or personalize a standard image. The use of blended symbology, although not new, continues to be on prominent display during and after recent violent clashes between white supremacist extremists and anarchist extremists. Blended symbology is also used in online extremist messaging and propaganda, as well as at demonstrations and rallies.

Session: Date & Time: 12/10/2020 3:00 PM - 3:50 PM

Introduced by: Kaseware

Agency: Texas Fusion Center

Speaker(s): *Layla McKinnon*, Criminal Intelligence Analyst I, Texas Fusion Center, Texas Department of Public Safety

Virtual Walkthrough Simplified and the InSIDEr application

Description: The SD-LECC has developed a cost-effective method to develop Virtual Walkthrough's of critical infrastructure and infrastructure of interest to provide responders a 360-degree visual of facilities accessed from a secure, online law enforcement portal. This presentation will provide basic steps to create a Virtual Walkthrough using the camera equipment for imagery capture and post-processing procedures. The presentation will continue with a brief discussion of the secure portal used to disseminate Virtual Walkthrough's and other visualization products to responders. Examples of other visualization products that might be included are fire pre-plans or floor plans, when available, to improve responder's understanding of the layout. Potential new visualization products will conclude the presentation.

Session: Date & Time: 12/10/2020 2:00 PM - 2:50 PM

Introduced by: Cody Systems

Agency: DHS OCIO HSIN Program

Speaker(s): *Phil Oglesby* and *Alex Morgan*

Day 1 - December 8, 2020

Pre-Event Broadcast - Day 1

12/8/20

10:00 AM-12:00 PM EST

Welcome and Keynotes

12/8/20

12:00 PM-12:50 PM EST

Break

12/8/20

12:50 PM-1:00 PM EST

Training Sessions – Three Concurrent

12/8/20

1:00 PM-1:50 PM EST

Break

12/8/20

1:50 PM-2:00 PM EST

Training Sessions – Three Concurrent

12/8/20

2:00 PM-2:50 PM EST

Break

12/8/20

2:50 PM-3:00 PM EST

Training Sessions – Three Concurrent

12/8/20

3:00 PM-3:50 PM EST

CISCO Introduction and Day 1 Closing

12/8/20

3:50 PM-4:10 PM EST

Sponsor Networking

12/8/20

4:10 PM-5:00 PM EST

Day 2 - December 9, 2020

Pre-Event Broadcast - Day 2

	12/9/20
10:00 AM-12:00 PM EST	
Welcome, Keynotes and Kaseware Introduction	
	12/9/20
12:00 PM-12:50 PM EST	
Break	
	12/9/20
12:50 PM-1:00 PM EST	
Training Sessions – Three Concurrent	
	12/9/20
1:00 PM-1:50 PM EST	
Break	
	12/9/20
1:50 PM-2:00 PM EST	
Training Sessions – Three Concurrent	
	12/9/20
2:00 PM-2:50 PM EST	
Break and Sponsor Networking	
	12/9/20
2:50 PM-3:00 PM EST	
Training Sessions – Three Concurrent	
	12/9/20
3:00 PM-3:50 PM EST	
ESRI Introduction and Day 2 Closing	
	12/9/20
3:50 PM-4:10 PM EST	
Sponsor Networking	

12/9/20

4:00 PM-6:00 PM EST

Day 3 - December 10, 2020

Pre-Event Broadcast - Day 3

12/10/20

10:00 AM-12:00 PM EST

Awards Ceremony

12/10/20

12:00 PM-12:50 PM EST

Break and Sponsor Networking

12/10/20

12:50 PM-1:00 PM EST

Training Sessions – Three Concurrent

12/10/20

1:00 PM-1:50 PM EST

Break and Sponsor Networking

12/10/20

1:50 PM-2:00 PM EST

Training Sessions – Three Concurrent

12/10/20

2:00 PM-2:50 PM EST

Break and Sponsor Networking

12/10/20

2:50 PM-3:00 PM EST

Training Sessions – Three Concurrent

12/10/20

3:00 PM-3:50 PM EST

Event Closing

12/10/20

3:50 PM-4:00 PM EST

Sponsor Networking

12/10/20

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From: [Police1 Roll Call](#)
To: [Allen Molien](#)
Subject: Alec Baldwin charged in "Rust" shooting; PD ends night patrols
Date: Thursday, January 19, 2023 1:59:16 PM

January 19, 2023 | [View as webpage](#) | [Too many emails? Update Subscription Preferences](#)

POLICE1 **ROLL CALL**

BY LEXIPOL
The day's top police news, analysis & videos

Dear Police1 Member,

Police1 columnists continue to rack up the miles walking around the SHOT Show exhibit hall floor to report back on the newest firearms and tactical gear. They have their work cut out for them: The total exhibit space for the 2023 show is estimated to be more than 800,000 net square feet, which is enough space to park 547 F-16 fighter jets.

In today's newsletter, Lindsey Bertomen reviews Safariland's new SafariVault family of duty holsters and Ron LaPedis writes about duty gun cameras, dry fire training, CQB in a box and much more!

Bookmark Police1's [SHOT Show topic page](#) to follow all our coverage.

Stay safe,

— *The Police1 Team*

TOP STORIES



Ga. trooper shot, wounded by 'Cop City' protester as LEOs attempt to clear training center site

Officers were conducting an operation to move people away from the planned training center when someone fired at them

[> READ NOW](#)

[Minn. chief apologizes after posting thin blue line image on PD's Facebook page](#)

[Court asked to void verdict against Derek Chauvin in George Floyd's murder](#)

[Alec Baldwin to be charged with manslaughter in fatal 'Rust' film shooting](#)

[Baltimore officer faces no charges after deadly OIS of driver](#)

[Mass. PD to end night shift patrols despite new staffing grant](#)

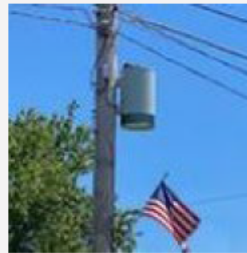
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SHOT SHOW 2023



Guns, firearms accessories and training gear to check out at SHOT Show

By Ron LaPedis

Duty gun cameras, dry fire training, CQB in a box and much more



Meet one of the most reinforced and robust duty holsters Safariland has ever designed

By Lindsey J. Bertomen

The reinforced area around the trigger guard combined with an almost complete elimination of exterior flex makes this product more secure than anything I have seen for a duty holster

HEARING PROTECTION

These newly updated earpieces deliver clearer sound with less maintenance

By Courtney Levin

Officers can enjoy comfort and convenience no matter their environment



'Huh?' 6 signs you may need help for hearing loss

By Dr. Hope Lanter

Minimize noise-related damage with prevention and early intervention

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Tools to Turn Critics into Advocates

Explore strategies to bridge the cultural gap at the tactical level, embrace conflict and change outcomes—all while increasing officer safety

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Subject: Alec Baldwin charged in "Rust" shooting; PD ends night patrols
Date: Thursday, January 19, 2023 1:59:17 PM

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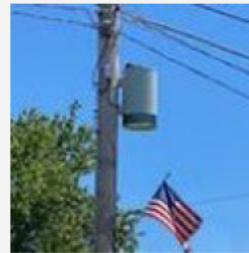
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From: [P1 Weekend Rewind](#)
To: [Montemayor, Troy](#)
Subject: Atlanta call out, "thin blue line" ban & other top stories
Date: Sunday, June 21, 2020 5:30:44 AM

June 21, 2020 | [View as webpage](#)



FEATURED CONTENT



Atlanta officer charged with murder in fatal shooting

Garrett Rolfe has been charged with felony murder and 10 other charges



After charges announced, 'higher than usual number' of Atlanta LEOs call out of work

"There are officers saying they are not going to leave the precinct unless to help another officer. Some are walking off and sitting in their personal vehicles"



Trump signs executive order on policing

The order incentivizes police to better train their officers and seeks to establish a national database tracking police conduct

On Demand Webinar: Communicating With the Community at a Safe Distance

Watch this on-demand, free webinar with AWS and Callyo to learn

Advice From Officers on Tackling 3 Productivity Barriers Head-On

Need help managing change in people and resources? Here's how



how agencies can use video calls to respond to non-emergency calls during a pandemic.

[Watch the recording](#)



technology can make a difference.

[Find out how](#)




Fla. sheriff's office bans 'thin blue line' logo

In an email, staff and officers were told they were prohibited from wearing the logo on any uniforms or agency-issued equipment



Reforming law enforcement starts with law enforcement

By Gordon Graham 

We have substantial 'problems lying in wait' in too many law enforcement agencies that we need to address



It's not time to turn away – it's time to become law enforcement change agents

By Ryan Tillman

There is no other profession that allows us to be the light at the end of someone's dark tunnel every day we go to work



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From: [PoliceOne Roll Call](#)
To: [Montemayor, Troy](#)
Subject: Atlanta LEOs call out after charges; "Thin blue line" logo ban
Date: Thursday, June 18, 2020 1:18:33 PM

June 18, 2020 | [View as webpage](#)



Dear PoliceOne Member,

While much of the national media is currently focused on stories about [police defunding and disbanding](#), officers nationwide continue to protect and serve their communities.

This week we reported on the following police heroes in action:

- [A Texas state trooper who secretly paid for an elderly woman's tires when she couldn't;](#)
- [A LEO who used a K-9 leash to rappel down cliffs to rescue two children after their suicidal father drove off the cliff;](#)
- [A California deputy who saved an infant who stopped breathing \(the child's mom had been at a protest nearby\);](#)
- [The Oklahoma officers who pulled a woman from a fiery car wreck.](#)

These are challenging times to be a police officer, but know that our country needs you now more than ever. PoliceOne remains committed to sharing all the ways in which our nation's LEOs make a difference. Email your "good news" for consideration to editor@policeone.com. Stay safe.

— Nancy Perry
Editor-in-Chief, [PoliceOne.com](#)

TOP STORIES

All NYPD disciplinary records to go public online next month

The database will include interdepartmental information, such as the charges against officers and any formal actions taken against them

> [READ NOW](#)



[Tenn. officer killed in vehicle crash](#)

[Fla. sheriff's office bans 'thin blue line' logo](#)

[Calif. police: Suspect threatens officers with knife, stabs K-9](#)

[Okla. police save woman from fiery car wreck](#)

[After charges announced, 'higher than usual number' of Atlanta LEOs call out of work](#)

Germ-Conscious Officers Need to Read This



When the prevailing advice is to avoid touching your face, does handling earpieces and putting them into your ear count?

[Find out](#)



[LEARN MORE](#)

DRSIX

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FEATURED CONTENT

[The difference between police defunding and police disbanding](#)

By Mike Walker

While these terms sound similar, the outcomes are very different – here's what you need to know



What would Sir Robert Peel do?

By Chief Joel F. Shults, Ed.D.

Peel founded London's Metropolitan Police nearly 200 years ago guided by his belief that the police are the public and the public are the police

Are Officers Satisfied With Their Firearms Training?



Check out our free infographic to find out how your agency measures up.

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Your In-Car Clutter May Prevent Airbags From Saving Your Life



Most police car-mounted components get in the way of airbag deployment zones and can endanger officers during serious collisions. Check out

the link below for more info.

[Learn how](#)

OTHER HIGHLIGHTS



LEO Near Miss: Police ambush foiled at fair

By National Police Foundation

An officer's decision not to wear his body armor while working at a local fair nearly proved deadly



Crowd control: The value of a four-officer car

By Mike Wood

This setup maximizes firepower, mobility, efficiency and safety

SPONSORED CONTENT



7 essential tools every K-9 handler needs

Do you have the right gear to outfit, train and reward your K-9 – or family pet – successfully?

FEATURED JOB

Austin-ob.jpg



Police Officer (Cadet)

Top Pay: \$96,222 annual
Austin, TX

FEATURED JOB



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\$5882-\$7507* monthly -
Vancouver, Washington.



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From: ccline@californiapolicechiefs.org
To: [Denton Carlson](#)
Subject: ATS 2023 Call for Presenters!
Date: Thursday, July 7, 2022 9:06:17 AM

[Web/Mobile Version](#)



Call for Presenters 2023

This year the ATS committee is looking for workshops that cover a wide array of subjects for presentation at the **CPCA Annual Training Symposium** that will be held on **March 12-16, 2023** in **Monterey, CA**.

Workshops are selected to best meet attendee needs. All proposals go through a review process. Our goal is to offer relevant and timely education and training to help attendees do their jobs more effectively and to make their agencies more successful. CPCA is seeking the very best, most relevant, and most thought-provoking ideas in order to deliver content pertinent to the law enforcement profession.

With a theme of **"Navigating Uncharted Waters"** and understanding that some words mean something different to different people, the ATS Committee has broken it down for you.

Current Law/New or Existing Legislation

- Emerging Legislation - What's coming up in the next year and what are the trends at the Capitol?
- CPCA's Current List of Legislative Priorities

- SB 2 - Peace Officer Certification
- SB 1000 - Radio Encryption
- Policy on Oversight Committees
- Issuance of CCW's
- Chiefs, Attorneys, Etc. - Who has had personal experience with implementation of laws/legislation that effect Law Enforcement
- OIS Investigations

Emerging Issues

- Success with Out of the Box Recruitment & Retention - What is your agency doing to be fully staffed & what incentives are you providing? Best Practices? Innovative Programs?
- Succession Planning - What happens after you write it down?
- SRO's - Reevaluating police presence in schools
- Internal Culture Changes - Redefining success and reevaluating how we hire and promote
- Rising Crime and Rising Attacks on Police Officers
- Youth Throughout the Ranks - All ranks are younger then ever before
- PEPR vs 3 at 50 - What are the issues and future trends

Public Relations

- Data Sharing (RIPA) - Strategies on how to do it effectively and how do you share in a way that's understandable?
- Critical Incident Videos - How are other agencies handling them?
- Innovative Community Outreach - How are other communities getting information? Knowing your audience and the best vehicle for releasing information to your community; How do you gauge the success of your outreach?
- Customer Service Approach to Community Relations - Surveys are not cutting it.. Apps?
- How Do We Respond to National Incidents (Active Shooters, School Safety)?

Reimagining of Policing

- Non-Police Response to Mental Health - Are there any other successful models?
- Regionalization of Resources (Drones, K9, SWAT, Etc.) - Which of these resources is still relevant to policing?

Finding the Balance Between Tradition & the Reimagining of Policing -
Keeping the passion for the job and keeping the things LE does well
while evolving; Conversations around the "Thin Blue Line"

Staff Development & Wellness

- Police Suicide
- Wellness Programs - How do you start one and who has had success?
- Fiscal (Retirement, New Opportunities, Etc.)

New Technology & Innovative Programs

- Emerging Technologies
- Wellness Programs
- Leadership Programs

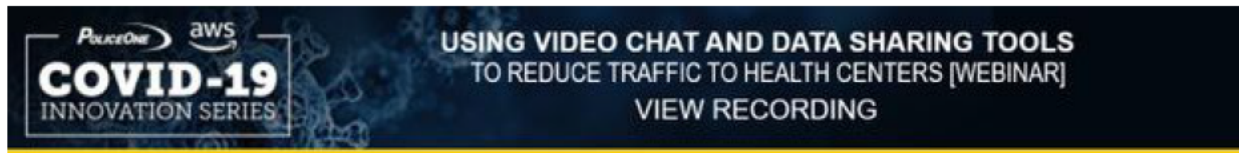
If you (or someone you know!) would be an amazing speaker for the CPCA Annual Training Symposium and identifies with one of the topics above, [click here](#) and let us know by submitting your proposal today!

[Click here to unsubscribe.](#)

PO Box 255745, Sacramento, CA 95865

From: [PoliceOne Roll Call](#)
To: [Montemayor, Troy](#)
Subject: Cadet dies after training exercise; Sheriff bans "thin blue line" flag
Date: Thursday, June 25, 2020 4:17:21 PM

June 25, 2020 | [View as webpage](#)



Dear **PoliceOne Member**,

A month ago the nation was rocked by the in-custody death of [George Floyd](#), which immediately led to several nights of civil unrest in Minneapolis and other major cities and an almost instantaneous cry to "defund" and even "dismantle" the police. Since May 25, both the Democrats and Republicans have introduced [police reform bills](#), some states are considering changes to [qualified immunity](#) and school districts are calling for [SROs to be removed from their campuses](#).

Already overworked from COVID-related personnel shortages, LEOs have faced [mandatory overtime](#) for days on end responding to hostile crowds. Officer stress may be at the highest ever seen, while many say morale is at its lowest. During the past month, the PoliceOne editorial team, along with our columnists and contributors, have sought to provide rapid analysis of current events and the long-term implications for law enforcement, as well as tactics for staying safe during [crowd control](#) and [emotional support](#) during these trying times. We recently asked, "[Will you stay or will you go](#)" and hope your answer is to stay in law enforcement and continue to do the job you love while protecting your communities.

What are your thoughts on the current state of law enforcement and what do you see for the future of the profession and your own career? [Click here to respond](#).

— *The PoliceOne Team*

TOP STORIES

Video: Conn. police officer saves man from drowning

The officer swam around 100 yards out to where the man was struggling to stay afloat



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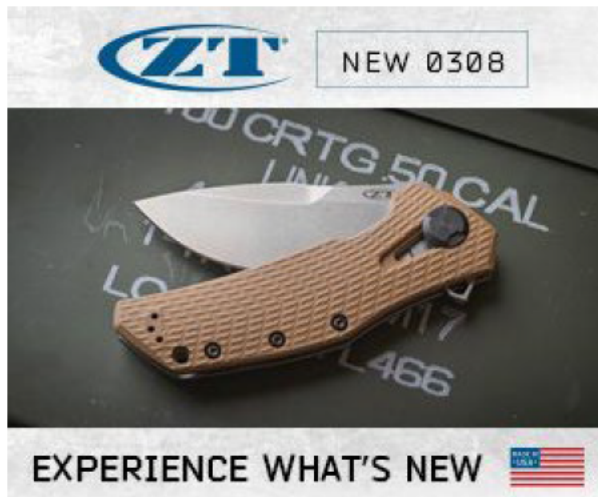
[3 NC police officers fired over racist rants](#)

[Video: Bodycam footage released in police pursuit, fatal shooting of Calif. kidnapping suspect](#)

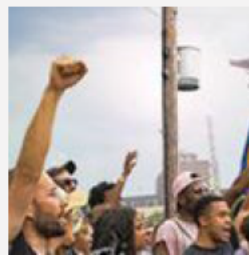
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By Jim Dudley and Joel Shults

Following a month of protests, firings, criminal charges and a chief's



resignation, there were reports of a high number of Atlanta police 'call outs'



A retired officer's view of the challenges facing police today

By Jerrod Hardy

An apology is needed as my generation failed to lead courageously into difficult topics and conversations



Remember your “why”

By Matt Walsh

For most officers, our “why” is to live a life of service to others

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The Peelian Principles of Policing: De-escalation and public cooperation

By Tim Barfield

The issue of use of force and public cooperation are inexorably linked



Training Day: Setting up use of force training for community education

By David Blake

How to educate your local media and community members about police use of force before a controversial incident occurs

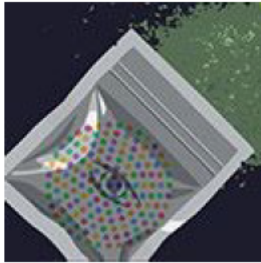


Educate your community: 3 use of force core values for police

By Booker Hodges

The more we explain to people why we do what we do, the better chance we have of turning around false narratives surrounding our profession

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4 things cops need to know about synthetic marijuana

Learn what to look for, how to protect yourself and how to gather evidence when dealing with these illicit chemicals.



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From: [Police1 Roll Call](#)
To: [Allen Molen](#)
Subject: FBI: Ambush attacks on LEOs up 100%; 50 shots fired at slain Conn. LEOs
Date: Friday, October 14, 2022 11:11:15 AM

October 14, 2022 | [View as webpage](#) | Too many emails? [Update Subscription Preferences](#)



Dear Police1 Member,

The greatest loss to our community and profession is a severe injury or death among those who protect and serve. When an officer is murdered, it is imperative that law enforcement leaders figure out what happened and why so as to examine current policing actions and determine areas of training and agency policies and procedures that might need improvement.

During an [upcoming webinar on Oct. 26](#), sponsored by [L3Harris](#), former LA County DA Steve Cooley and Los Angeles County career prosecutor Robert (Bob) Schirn, authors of the "Blue Lives Matter" series, sit down with former LAPD Captain Greg Meyer, to review lessons learned from officer-down incidents.

[Reserve your seat for this critical officer safety event.](#)

Stay safe,

— *The Police1 Team*

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Ambush attacks are up 100% over the same period last year

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[Border patrol busts suspects trafficking meth-filled pumpkins](#)



IACP 2022



[IACP 2022 preview: How university students are assisting a police agency to solve cold cases](#)

By Ashley Silver

The “scooby-doo” team receive course credit for helping detectives track down information and locate new leads



BearCat giveaway to launch at IACP 2022

By Police1 Staff

Lenco Armored Vehicles will award a BearCat tactical response vehicle to one winning organization



Motorola Solutions to unveil Incident Management for Apple CarPlay app at IACP 2022

By Police1 Staff

The app will allow officers to access critical incident details and manage key operational workflows from their fully-connected vehicles

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By Police1 Members

Dramatic skies provide the perfect backdrop for driver training in Colorado

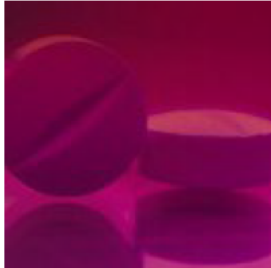
Just the Stats: Critical findings on nonfatal carjackings in the United States

By Amanda Spence

The rate of nonfatal carjackings has declined by 78% from 1995 to 2021



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From: [Apple News](#)
To: [Kyle Leano](#)
Subject: Former Japanese prime minister assassinated, new Omicron subvariant dominates U.S., and more
Date: Friday, July 8, 2022 4:38:28 AM



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The IRS asked its internal watchdog to investigate how the FBI's former director James Comey and former deputy director Andrew McCabe — both prominent Trump critics — were selected for rare intensive audits.

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The IRS asked its internal watchdog to investigate how the FBI's former director James Comey and former deputy director Andrew McCabe — both prominent Trump critics — were selected for rare intensive audits.

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WNBA star Brittney Griner, who has been detained in Russia since

February, pleaded guilty to bringing cannabis oil into the country. She could face up to 10 years in prison.

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The race to replace Boris Johnson as U.K. prime minister began after he succumbed to pressure to resign. Here are the top contenders.

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To: [Kelly Jansen](#)
Subject: Former Pleasanton Police Officer Sues City For Wrongful Termination
Date: Wednesday, February 15, 2023 6:02:46 AM

Former officer Patrick McNeff filed a federal lawsuit alleging he was fired for attending a Stop the Steal rally.

Patch Newsletter Pleasanton

Wed, Feb 15

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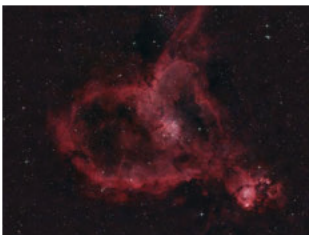
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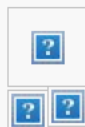


Valentine-Shaped Nebula: Danville Photo Of The Day

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Feb 16	Starting Thursday: Wines on sale for \$10-\$12.50 per bottle! See event >
Feb 16	West Coast Songwriters Awards Showcase! See event >
Feb 17	All weekend long, wines 75% off! See event >
Feb 17	Double Gold Tasting Flight See event >
Feb 17	Age Well Center Crab Feed - Dine-In & Drive-Thru 2023: Fremont See event >
Feb 17	Nomad Hustle with opener Lucas Sanchez See event >

Feb 17	Valentine's Friday Wine, Cheese & Chocolate Pairing at Darcie Kent Estate Winery See event »
Feb 18	All weekend: Wines on sale for \$10 - \$12.50! See event »
Feb 18	Yoga Headstands Workshop See event »
Feb 18	Frankie Bones Project with opening act Bobby B. See event »
Feb 19	Girls Basketball Program - Spring Session 2023 See event »
Feb 19	The Enneagram of Romantic Relationships See event »
Feb 19	Ends Monday: wines 75% off! Its our Presidents' Day Sale See event »
Feb 19	TALON SMITH 24 Preludes World Premiere Tour + Beethoven, Chopin, & Ravel See event »
Feb 19	Black History Month Comedy Jam LIVE At Tommy T's. (\$10 Promo Tix) See event »
Feb 20	Final day: Wines on sale for \$10 - \$12.50! See event »
Feb	Wheel to Survive Danville

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To: [Mark Gunning](#)
Subject: "Historic turning point": State to ban sale of all new gas-powered cars starting in 2035
Date: Wednesday, August 24, 2022 5:11:59 PM

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Wednesday, August 24, 2022

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'Historic turning point': State to ban sale of all new gas-powered cars starting in 2035



The California Air Resources Board is expected to approve landmark new rules Thursday that will re-shape the U.S. auto market.

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Q&A: What you need to know about Biden's student loan debt forgiveness plan



The White House said that since 1980, the total cost of four-year public or private college has nearly tripled, and that the typical undergraduate college student with debt now graduates owing almost \$25,000.

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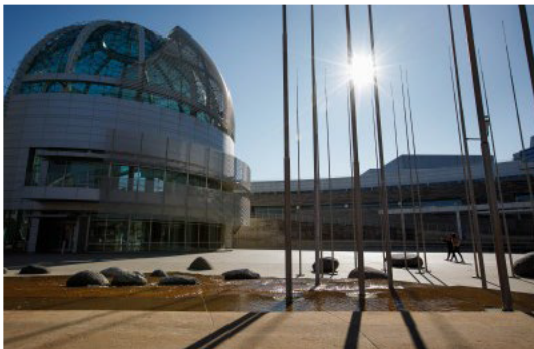
Even conservative parts of California overwhelmingly support abortion ballot measure



Overall, 71% of voters support Proposition 1, with large majorities in the North Coast, Sierras, Central Valley and Inland Empire. [**Read more**](#)



San Jose's proposal to allow non-citizens to vote could be in trouble after SF ruling



Last month, a judge struck down a San Francisco law that allowed non-citizens to vote in local school board elections.

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Gilroy councilmember sued over Halloween party shooting: 'Slow and horrible death'

Rebeca Armendariz also faces a recall and 10 city violations.

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Daughter of McKinney Fire victim sues utility: 'More people are going to get hurt'



The move marks at least the second lawsuit filed against Pacific Power in the wake of the deadly blaze. [*Read more*](#)
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San Jose: Federal civil trial underway for police officer in fatal 2017 shooting



Jacob Dominguez was unarmed when he was shot by Officer Michael Pina; police said suspicion in an earlier armed robbery led the officer to fear Dominguez was reaching for a gun.

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State law codifies town's public meeting protocol following QAnon disruptions



Los Gatos councilmembers were verbally attacked by a far-right group last fall.

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California fines Sephora \$1.2 million for data privacy violation

"I hope today's settlement sends



a strong message to businesses that are still failing to comply with California's consumer privacy law," Attorney General Rob Bonta said. [**Read more**](#)

Palo Alto council approves new safe parking lot amid resident backlash

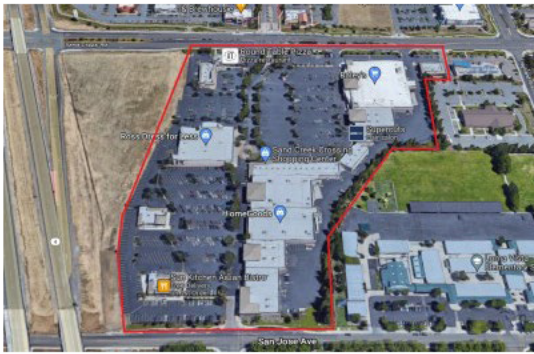


Palo Alto council members approved a plan to start a safe parking program at the First Congregational Church despite resident pushback. [**Read more**](#)



Big East Bay shopping center lands buyers from San Jose

A big East Bay shopping center that has stayed full despite economic uncertainties spawned by the coronavirus has been



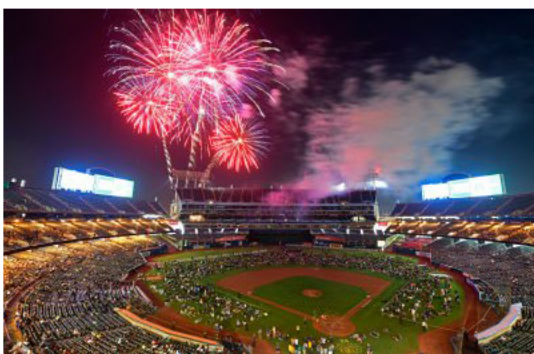
bought by a group of San Jose-based investors. [**Read more**](#)

Giants' 2023 schedule: Opener at Yankee Stadium, fewer games vs. NL West



The Giants will open the 2023 season with three series against AL opponents. [**Read more**](#)

A's 2023 schedule: Fireworks dates, and which NL teams come to Coliseum?



MLB: Oakland A's manager Mark Kotsay sees positives with playing more National League teams [**Read more**](#)

Projecting the Sharks' roster: Are the top prospects being blocked out?

William Eklund, Thomas



Bordeleau, and Ryan Merkle are not locks to be on the San Jose Sharks' roster for the season-opening games in Prague.

[**Read more**](#)

What does chef David Kinch's departure mean for Manresa and luxury dining?



The restaurateur's stunning announcement has sent waves across the Bay Area. Now other Michelin-starred chefs are weighing in on what this means.

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'The Craft Brewery Cookbook': 70 great beer pairings from around the country



Cookbook author and celebrated beer podcast host John Holl explores the best pairings for pilsners, wheat beers, IPAs with recipes from independent breweries.

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What to watch: George Miller's 'Longing' creates an arresting love story

Also worth seeing: "Bad Sisters, "



"Breaking," and "Good Boss" with
Javier Bardem. [***Read more***](#)



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To: [Denton Carlson](#)
Subject: How much should CA spend to build up public transit?
Date: Tuesday, February 28, 2023 6:20:59 AM

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Good morning, California.

How much should CA spend to build up public transit?



A BART train heads south towards the Fruitvale station in Oakland on Sept. 15, 2022. Photo by Jose Carlos Fajardo, Bay Area News Group

To get more riders on public transit, you need more service. But to fund additional service, you need more riders.

That's the conundrum transit agencies have long encountered. The COVID-19 pandemic's impact on the state's workforce and the end of federal funds [put some agencies in an even more difficult financial position](#) — and the [governor's proposal to cut or delay \\$4 billion in transportation and transit funding](#) doesn't help.

So how does California invest in public transit for the future to support commuters and low-income riders, attract new users and reduce its carbon footprint?

Monday, Assemblymembers and state senators on the chambers' transportation committees [convened jointly to discuss those issues](#).

One big takeaway, albeit not a new one: The farebox recovery funding model may not be the most viable.

For example, while the Metro system in Los Angeles has recovered about 70% of its ridership, the agency expects a \$400 million deficit in 2025, and \$1 billion in 2026.

In addition to the pandemic's toll, transit officials cited other impacts on their bottom lines, including rising fuel costs and funds needed to address homelessness.

- **Michael Turner**, executive officer for government relations at Metro: "These problems are not unique to Metro. They're impacting all transit agencies."

Agencies' ability to get their full share of state funding also relies on meeting farebox goals. But Michael Pimentel, executive director of the California Transit Association, noted that factors such as more people working remotely and the popularity of ride-hailing apps are ones that transit agencies can't address by themselves.

Some ways that state funding could help: improved reliability, more seamless contactless payment options, more dedicated bus lanes to improve timeliness and studying consolidation, or at least better integration between systems.

But a statewide approach often leaves much to be desired for those in less urban areas, noted Assemblymember [Corey Jackson](#), a Democrat from Riverside County.

- **Jackson**: "We keep saying we need to plan on a statewide level. I think we'll be missing too many people if we do that. How do we

plan based on the unique geographic areas of California?”

What’s next? In addition to budget negotiations, Assemblymember [Laura Friedman](#), a Burbank Democrat and chairperson of the Transportation Committee, has introduced [Assembly Bill 761](#), which would create a Transit Transformation Task Force to work further on the issue.



BART, the Bay Area’s loved and hated mass transit system, is a case study of the challenges.

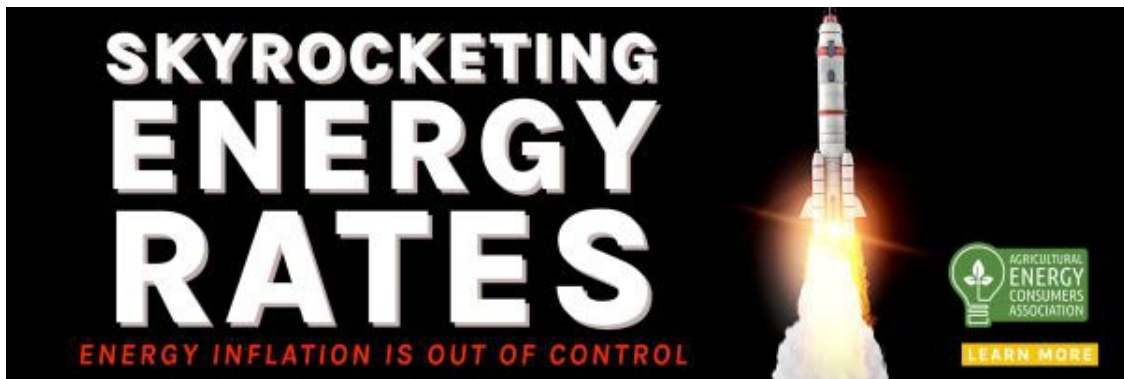
Bay Area Rapid Transit is [staring at a deep financial crisis](#) — years of \$300 million deficits as monthly ridership hovers at 40% of pre-pandemic numbers, the San Francisco Standard reports. Options are limited, barring a windfall of state or federal cash, or a funding ballot measure. The BART board is [mulling possible fare increases](#) as soon as January 2024, on top of 3.4% hikes last year, according to the Chronicle.

And in [a provocative piece published Monday](#), the Standard pointed out that homeless individuals are using BART trains as temporary shelter, and the agency is spending \$30 million a year on social service interventions. But at the same time, it’s trying to lure back commuters. In a recent rider survey, BART got the worst marks on addressing homelessness — a crisis even more top of mind than public transit.



California mobile home park residents: Do you know where to file a complaint when things go wrong at your park? We want to hear from you for a CalMatters story. Send an email to manuela@calmatters.org

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OTHER STORIES YOU SHOULD KNOW

1 + CA's hazardous waste handoff



The South Yuma County Landfill in Yuma, Arizona on Nov. 29, 2022. Photo by Miguel Gutierrez Jr., CalMatters

State lawmakers are [planning an oversight hearing](#) to look at hazardous waste issues — including how California businesses and government agencies routinely dispose of contaminated soil in states with weaker environmental regulations, as revealed by a [CalMatters investigation](#) last month.

Reporting by CalMatters' [Robert Lewis](#) showed that those California entities dispose of waste in Utah and Arizona — including at one landfill with a [spotty environmental record](#) — as opposed to within the state, where it would need to go to specialized hazardous waste disposal facilities.

One of the biggest out-of-state dumpers is California's own hazardous waste watchdog, the Department of Toxic Substances Control. It has continued to take its toxic waste to Arizona despite the revelations,

according to information the department recently provided.

The as-yet-unscheduled hearing looking into efforts to improve the department was already in the works, but the chairperson of the state Senate's Environmental Quality Committee said it will now also probe the out-of-state dumping.

- [Sen. Ben Allen](#), a Democrat from Redondo Beach: “I think at a gut level, everybody feels as though every state should be handling its own toxic waste and not sending it across borders to other states and countries with less stringent environmental standards.”



Toxic waste: You can hear Robert on [National Public Radio's "Weekend Edition"](#) talk about his story on how [California sends nearly half its toxic waste out of state](#), which took him to tribal lands in Arizona and the shores of Great Salt Lake.



More action in the Legislature: During the nation's interstate highway construction boom in the 1950s and '60s, many urban neighborhoods were sliced apart, isolating areas largely populated by minorities and low-income residents from surrounding communities — and from economic opportunity.

Local and state governments across the nation are now exploring ways to [undo some of that harm, including in California](#), writes

CalMatters' California Divide reporter [Wendy Fry](#). Last week, Assembly Speaker [Anthony Rendon](#) appointed Assemblymember [David Alvarez](#), a Democrat from San Diego, to lead a new Select Committee on Reconnecting Communities.

[A project in San Diego will serve as a test run](#): In the Barrio Logan neighborhood, a stretch of land along Interstate 5 will become a community space and park. In coming months, the new committee will hold public informational hearings in San Francisco, Los Angeles, and San Diego to further develop proposals to address systemic injustices and inequality, according to Alvarez's office.

- [Alvarez](#): "Many communities, like Logan Heights and Sherman Heights [in the San Diego area], were devastated by the super highway system. I intend to focus the committee's work on reconnecting neighbors and creating new opportunities, like park space and affordable housing."

More inaction in the Legislature: Assemblymember [Heath Flora](#) of Lodi [introduced a motion Monday](#) to end the special session called by Gov. Gavin Newsom to enact a windfall profits penalty on oil refiners. Since Flora and other Republicans are so badly outnumbered, the [maneuver went nowhere fast](#).

But the move did allow Assembly Republicans to [immediately blast Democrats](#) for backing "the Governor's effort to deflect blame for high gas prices from the state's taxes and regulations." There was bipartisan skepticism at the [first legislative hearing last week on Newsom's proposal](#).

2+ COVID state of emergency ends



Eddie Daniels administers rapid COVID-19 tests at Greater St. Paul Church in downtown Oakland on Jan. 4, 2022. Martin do Nascimento, CalMatters

Today is the last day of California's [COVID-19 state of emergency](#). It comes more than three years after the state recorded the nation's first case — and after the loss of at least 100,000 lives in California.

So where does the state go from here?

CalMatters health reporter [Kristen Hwang](#) says it will lean on its \$3.2 billion [long-term COVID-19 plan](#), which involves stockpiling masks and vaccines, but [public health agencies will no longer serve](#) as the [primary provider of COVID-19 care](#).

For some community organizations and local public health

departments across the state, resources have already run out or will be gone by summer. Federal support will also expire when the nationwide emergency ends in May.

Public health experts say the disappearance of COVID-19 resources is merely a reminder that the [health disparities between people of different ethnicities and income levels](#) highlighted during the pandemic are long entrenched.

- **Kim Rhoads**, a physician and associate public health professor at UC San Francisco: “People who were in the gap are going to go back into the gap. There’s going to be a noticeable difference in access.”

State public health officials acknowledged the “very real toll the pandemic has taken on Californians,” but remained confident its long-term strategy would be sufficient: “California is equipped to manage the spread of COVID-19, and to continue to limit hospitalizations and deaths as much as possible.”



In other COVID-19 news: On Friday, the Food and Drug Administration issued emergency authorization for the first at-home test that can detect both COVID-19 and the flu, [NPR reports](#). Like traditional COVID-19 tests, the at-home kits include a nasal swab that can detect whether a person is positive or negative for COVID, as well as influenza A and influenza B, within 30 minutes. The test was developed by California-based Lucira Health, which in 2020 received the first [FDA approval](#) for at-home rapid COVID tests.

3+ Fight over voting machines



Dominion Voting ballot-counting machines in Estancia, N.M., on Sept. 29, 2022. Photo by Andres Leighton, AP Photo

Advocacy groups are urging Shasta County supervisors to reconsider their decision to end the county's contract with Dominion Voting Systems, which provides equipment to mark and count ballots. The nonpartisan groups say the county's termination without an alternative so close to the March 2024 presidential primary could have dire consequences on how the election is run and how accessible it is, and could further undermine voter confidence.

Dominion's voting machines became a target of election deniers following the 2020 election. A [review by the federal cybersecurity intelligence agency](#) found there were no instances of the machines

being exploited for election fraud purposes. The company is also [suing Fox News](#) for \$1.6 billion, alleging defamation in the network's airing of false fraud claims following the election.

Still, the Shasta County board — which was taken over by right-wing Republicans last year in a county that's a California hotbed for [the MAGA "Stop the Steal" movement](#) — [voted 3-2 to end the contract](#) at its Jan. 24 meeting.

- **Mary Rickert**, county supervisor and a “no” vote: “There has been no solid proof or evidence of voter fraud, and I am appalled at the waste of taxpayer dollars by discontinuing this system. It will cost over \$2 million to replace this system, at a time when we have one level of our county jail closed. These dollars could be better spent elsewhere.”
- **The advocacy groups**, in [their Feb. 23 letter](#): “Switching your county's voting system so close to a major election could result in numerous otherwise avoidable errors and administrative problems that could, in turn, erode public trust in the county's voting processes, undermining the stated intent behind the Board's initial decision.”

The groups also said a shift could impact voting accessibility for those with disabilities, in addition to the impact to the county's budget.

Dominion is one of [a handful of approved voting machine systems](#) certified by California's Secretary of State. The Secretary of State's office and county elections offices conduct in-depth testing on machines beginning months before elections.

- **Cathy Darling Allen, Shasta County Clerk**: “We would never

make the decision, absent some kind of crisis, to change voting systems prior to a presidential election.”

On Monday, Allen was already at work coordinating demonstrations of other state-approved voting systems. “I understand that to laypeople and perhaps to our board chair it may feel like the presidential election is 2 years away, but we start candidate filing for the primary in less than 9 months,” Allen said. “It’s a very heavy lift to completely change the system. It’s something we need a lot of time and resources to help us make that happen in an accurate and secure way for 2024.”

CALMATTERS COMMENTARY

[CalMatters columnist Dan Walters](#): Gov. Gavin Newsom accuses the oil industry of price gouging and wants to impose penalties on excess profits, but his proposal faces bipartisan skepticism.

Water education is vital for Latino workers, who bear the heaviest burden of keeping California’s food system functioning and who are most frequently plagued by water contamination and scarcity, writes [Victor Griego, founder of Water Education for Latino Leaders](#).

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POLICING AND POLICY



British Parliament Warns UK Police, Military At Risk Of Recruitment By Extreme Right-Wing Groups

[The Hill](#) (12/13, Shapero) reports, "The British Parliament warned in a new report that the United Kingdom's police and armed forces are at risk for recruitment by extreme right-wing terrorist groups." The Intelligence and Security Committee's annual report "said there is a risk of insider threats in both the police force and the military, given right-wing extremists' interest in 'military culture, weaponry and the Armed Forces or law enforcement organisations.'" The report faulted "the military's lack of clear direction about organizational membership and issues in the police vetting processes, particularly a lack of thorough background checks."

Experts Highlight Issues BC Government Should Consider

As It Mulls Surrey Police Decision

The [Vancouver \(CAN\) Sun](#) (12/13) reports that when the government for the Canadian province of British Columbia (BC) considers the city "of Surrey's request to halt the transition of its municipal police force and stick with the" Royal Canadian Mounted Police, "public safety will be the 'core driving principle.'" However, the debate so far has largely "focused on costs, with a recent report by Surrey city staff estimating savings of \$235 million over five years by sticking with the Mounties." Policing experts argue "local governance and what model would best serve the community are also critical issues that the government should consider."

Oregon Judge Extends Ban On Part Of New Gun Law

The [AP](#) (12/13, Flaccus) reports, "An Oregon judge on Tuesday extended an order blocking a key part of a tough new voter-approved gun law intended to curtail mass shootings, but did not immediately rule on its most controversial part — a ban on the sale and transfer of high-capacity magazines." Harney County Judge Robert Raschio "let stand an earlier temporary restraining order that blocks the permit-to-purchase provision of the law narrowly approved by voters in Oregon in November." However, "after a full day of oral arguments, the judge did not rule on a motion to freeze a ban on gun magazines containing more than 10 rounds while the courts debate the law's constitutionality. Raschio has until Friday to issue a ruling."

New Portal Transfers Some Calls From Regina Police To Mobile Crisis Services

[Global News \(CAN\)](#) (12/13, Benson) reports, "A new partnership between the Regina Police Service and Mobile Crisis Services is hoping to take some pressure off police on the ground." As of December 1, "a new 'call transfer portal' has been introduced that will transfer some calls involving suicide or mental health crisis from police to Mobile Crisis." In an effort "to help those in a crisis talk with mental health experts, rather than untrained officers," only calls "where another layer of intervention is needed" will be transferred to Mobile Crisis.

Applications Being Accepted For Fort Bend's Citizens Police Academy






The [Houston Chronicle](#) (12/13) reports, "Applications are being accepted for the Fort Bend County Sheriff's Office's Citizens Police Academy." The free, 11-week program will "accept 35 participants for the spring semester, set to run from Jan. 26


to April 13.” The goal of the academy is to offer “community members a chance to learn about law enforcement. Participants will gain a working knowledge of the sheriff’s office and its functions, case and trial preparation and investigative techniques.”

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SECURITY, CRIME, AND DRUGS

Huge Fire Destroys Much Of The Evidence Being Held At NYPD Facility



[Bloomberg](#)   (12/13, Akinnibi) reports, “A major fire at a New York City Police Department facility in Brooklyn on Tuesday likely destroyed much of the evidence that was being held there, according to police and fire officials.” According to acting NYPD Chief of Department Jeffrey Maddrey, “a full accounting of the damage won’t be possible until the department is able to go in and inspect the building.”

Vancouver Drug Trafficking Ring Disguised Fentanyl As Percocet



[CTV News \(CAN\)](#)   (12/13) reports, “A years-long investigation into a drug trafficking operation that allegedly disguised fentanyl as Percocet has resulted in the seizure of \$3 million worth of illicit substances, Vancouver police announced Tuesday.” Officers “executed multiple search warrants back in October as part of an investigation dubbed Project Torque, and seized 72 kilograms of fake Percocet pills laced with fentanyl, 16.5 kilograms of cocaine and 88 kilograms of cutting agents.” Authorities have “arrested three people in connection with Project Torque, but have not released their names or announced any charges against them.” The investigation is still ongoing, and police “anticipate multiple charges will be laid eventually.”

OFFICER SAFETY AND WELLNESS



UK Police Officers Raise Concerns About Covering For Striking Ambulance Workers

[The Guardian \(UK\)](#)   (12/13) reports, “Rank and file police officers have expressed ‘grave concern’ at being asked to cover ambulance workers during strikes this month, at a time when they say law enforcement is already facing unprecedented pressure.” Steve Hartshorn, the chair of the Police Federation, “issued a strongly worded warning to the government that requiring police to drive ambulances would push over-burdened officers ‘closer towards a tipping point’.” He said: “At a time when the thin blue line is overstretched and under pressure like never before, this request gives me grave concern for the welfare of our members. It shouldn’t need saying, but police are not ambulance drivers or qualified paramedics.”

London Police Board Chair Highlights Impact Of City’s Social Issues On Officers

The [London Free Press \(CAN\)](#)   (12/13) reports, “Problems plaguing London such as addiction, mental health and homelessness are taking a ‘heavy toll’ on police employees and there will be more challenges ahead, the city’s police board officials say.” Board chair Susan Toth “reflected on a difficult year for policing in the board’s annual holiday address to the London Police Association, the union representing nearly 900 officers and civilian employees.” In a letter being presented at Thursday’s police board meeting, Toth wrote, “Issues of mental health, addiction and homelessness have continued to disproportionately be the responsibility of police due to the lack of affordable housing, and inadequately funded social, health and community supports. We know this bears a heavy toll on officers and the behind-the-scenes staff, family and friends who support officers and civilian staff in doing their critical work.”



American Boy Pays Tribute To Fallen Officers

[CTV News \(CAN\)](#)   (12/13) reports on Zechariah Cartledge, a 14-year-old boy “behind Running 4 Heroes, an initiative he started in 2019.” Cartledge runs one “mile in honour of every first responder killed in the line of duty in the United States and

Canada.” Cartledge explained, “About an hour before the run starts, I study different information of the first responders so that when I start the run, I can tell everybody who I’m running for. Then I’ll do the mile with the flag, then afterwards I’ll send the flag to the family, and if they want to talk to us after, they can as well.” Since he started, Cartledge has “run over 1300 miles and raised over \$350,000 to help keep the memories of fallen officers alive.”

TECHNOLOGY

Meta To Share Software Tool To Help Fight Against Terrorism, Human Trafficking

[ABC News](#)   (12/13) reports Meta “said it’s opening up a piece of its technology to combat terrorism and human trafficking across the internet.” Meta’s Hasher Matcher Actioner will be a free, open-source content moderation software tool “that will help platforms identify copies of images or videos and take action against them en masse,” Meta President of Global Affairs Nick Clegg said. The tool “allows companies to find duplicated images by looking at hashes, or digital fingerprints.”

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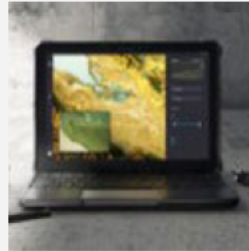
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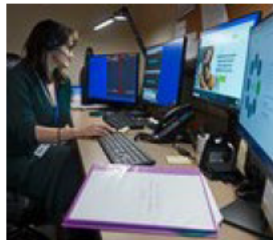
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By Sergeant Dalton Webb

Layering the latest tools and following four key steps can help you get a handle on problem locations



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By Akshay Birla

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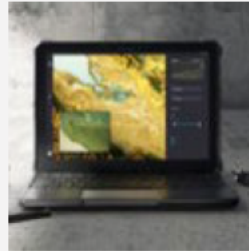
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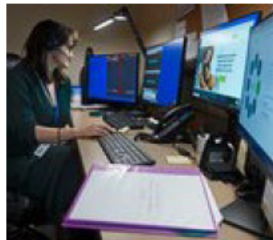
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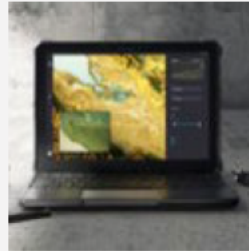
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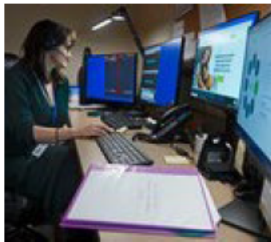
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FEATURED RESOURCES



**Alaska State Trooper
Entry/Lateral
(\$10,000 Move
Reimbursement)**

Anchorage, AK
Entry Level: \$37.13 hourly



**How to Buy
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Download to learn key steps
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implementation



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Subject: LAPD removes TBL flags at stations after complaint
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POLICE 1 **ROLL CALL**

BY LEXIPOL
The day's top police news, analysis & videos

Dear Police1 Member,

SHOT Show is finally here with Police1 columnists working hard to report back from the largest event of its kind in the world!

In today's newsletter, Ron LaPedis and Lindsey Bertomen write about the products that piqued their interest during Industry Day at the Range.

Bookmark Police1's [SHOT Show topic page](#) to follow all our coverage.

Stay safe,

— *The Police1 Team*

TOP STORIES



LAPD removes thin blue line flags from stations after receiving complaint

"The flag, to me, presents the honor, valor, dedication and sacrifice of LE to protect our communities, but that view is not universally held," Chief Michel Moore said

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[Ill. gov. tells sheriffs 'they won't be in their job' if they don't enforce gun ban](#)

[N.J. officer dies trying to rescue her 6-year-old daughter from house fire](#)

[NYPD cop shot in the arm by gunman who opened fire on unmarked PD vehicle](#)

[Ind. dad arrested after toddler seen on TV pulling trigger of loaded handgun](#)

['It is my calling': Fla. deputy hand-picked for 'Special Projects' role at sheriff's office](#)

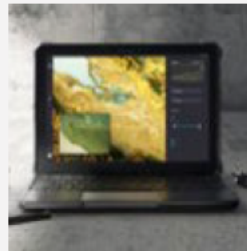
Setina with Tesla - Advanced Engineering at Work



Setina's Tesla "Model Y" offers Push Bumpers and Fender Guards, Front and Rear Partitions, Prisoner Transport Replacement Seating, "TPO" Door Panels, Firearms Mounting Systems and Rear Cargo and Electronics Storage.

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New Dell Latitude Rugged Extreme: Work without boundaries



The Latitude 7230 Rugged Extreme Tablet delivers dependability without compromise, even in the toughest environments.

[Learn more](#)

SHOT SHOW 2023



SHOT Show Industry Day at the Range: Here's what's caught our eye so far

By Ron LaPedis

Check out this drone control center, a locking magazine and a dual-wavelength rifle sight. Plus: 5.11's bag designed to carry all your stuff



4 products that stood out from the crowd at Shot Show Industry Day at the Range

By Lindsey J. Bertomen

Checking out Snakestaff Systems' keychain-sized tourniquet, a better than ever Fisher Space Pen, the RIA 5.0 USA-made 9mm and Bryna's shoulder-launched less lethal system



5.11 Tactical announces new V.XI uniform collection

By Police1 Staff

The V.XI Collection offers multiple pieces of apparel constructed to work together in layering systems



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survey resources

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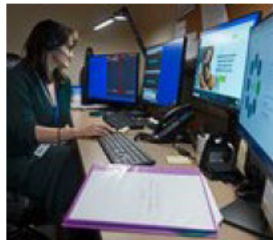
#TECHTUESDAY



Crime surging? Here's how technology can help

By Sergeant Dalton Webb

Layering the latest tools and following four key steps can help you get a handle on problem locations



How data sharing between police and mental health practitioners can improve outcomes

By Akshay Birla

Using a centralized incident management and response platform, law enforcement and mental health organizations can locate resources for individuals in crisis

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How this weapon-mounted light is different from the rest

The GL19R by Fenix Lighting is a tool every officer can rely on.

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(\$10,000 Move
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POLICE 1 **REWIND**

BY LEXIPOL

The week's most popular
and controversial stories

FEATURED CONTENT



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"The flag, to me, presents the honor, valor, dedication and sacrifice of LE to protect our communities, but that view is not universally held," Chief Michel Moore said



Calif. detective suffers medical emergency, dies while driving home from work

Steven J. Lim, a 26-year veteran of LASD, leaves behind his wife and five children



Video: Suspect takes control of Ind. cop's TASER, discharges it during struggle

The officer pulled the man over after he ran a stop sign and failed to signal a turn



What law enforcement topic are you most interested to hear about on a podcast?

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Alec Baldwin to be charged with manslaughter in fatal 'Rust' film shooting

Prosecutors are also charging a weapon's specialist with involuntary manslaughter in the fatal 2021 shooting, citing a "criminal disregard for safety"



Mass. PD to end night shift patrols despite new staffing grant

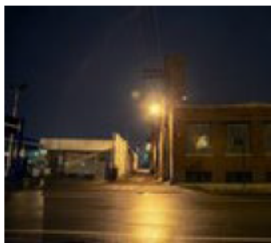
The department needs at least six police officers to staff a midnight patrol, but they currently only have two



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Dr. Tamara Herold on how place network investigations address micro hot spots of persistent violent crime

By Policing Matters Podcast

"These same micro hot spot locations that are disproportionately impacting residents and business owners in these locations also negatively impact our officers."



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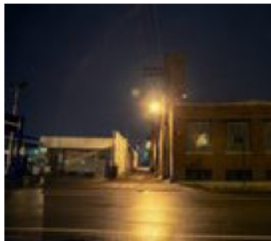
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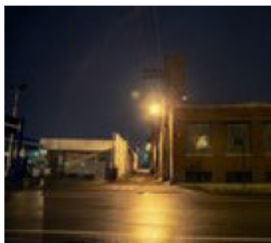
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BY LEXIPOL

The day's top police news, analysis & videos

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Stay safe,

— The Police1 Team

TOP STORIES



Ga. trooper shot, wounded by 'Cop City' protester as LEOs attempt to clear training center site

Officers were conducting an operation to move people away from the planned training center when someone fired at them

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[Minn. chief apologizes after posting thin blue line image on PD's Facebook page](#)

[Court asked to void verdict against Derek Chauvin in George Floyd's murder](#)

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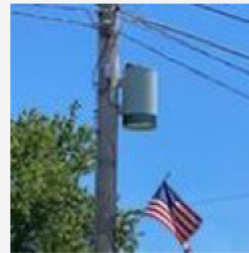
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SHOT SHOW 2023



Guns, firearms accessories and training gear to check out at SHOT Show

By Ron LaPedis

Duty gun cameras, dry fire training, CQB in a box and much more



Meet one of the most reinforced and robust duty holsters Safariland has ever designed

By Lindsey J. Bertomen

The reinforced area around the trigger guard combined with an almost complete elimination of exterior flex makes this product more secure than anything I have seen for a duty holster

HEARING PROTECTION

These newly updated earpieces deliver clearer sound with less maintenance

By Courtney Levin

Officers can enjoy comfort and convenience no matter their environment



'Huh?' 6 signs you may need help for hearing loss

By Dr. Hope Lanter

Minimize noise-related damage with prevention and early intervention

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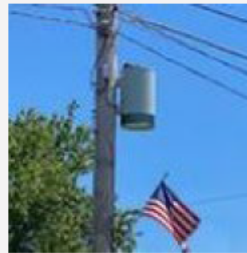
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Dear Police1 Member,

What is your main physical health goal for 2022? That is the [poll](#) question we recently asked readers. Here's what you had to say:



There's no denying that policing takes a toll on officer health. Police1's 30-day better health challenge can help you get your life back. [Click here to participate.](#)

Stay safe,

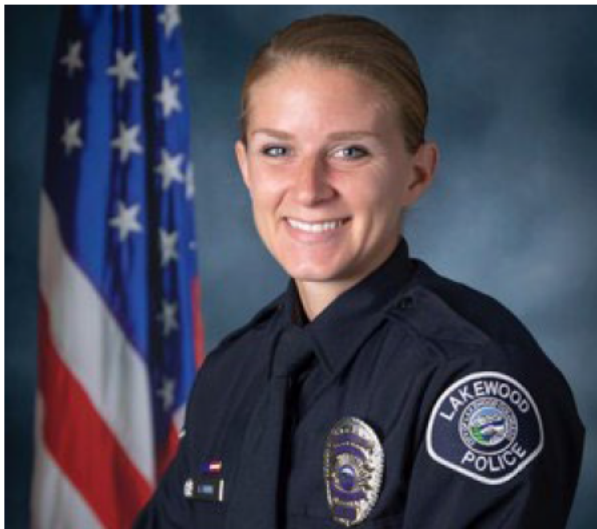
— The Police1 Team

TOP STORIES

Colo. officer shot in exchange with gunman is released from hospital

Agent Ashley Ferris was hailed a hero for ending a deadly shooting rampage last month

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[NYC to fight homeless 'crisis' in subways with more cops, social workers](#)

[GOP lawmakers announce bills targeting Washington's 'anti-policing' laws](#)

[Marvel's 'The Punisher' writer to self-publish new cop-focused comic book](#)

[Facebook sued over death of officer killed by Boogaloo follower](#)

[Sheriff's office: Slain Calif. recruit was 'everything we seek' in an LEO](#)

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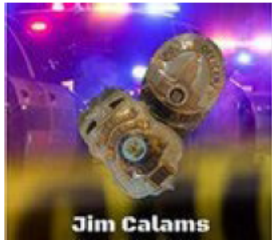
Sexual exploitation, human trafficking and the decriminalization of prostitution

By Policing Matters Podcast

Dr. Michael Shively from the National Center on Sexual Exploitation



discusses the challenges of addressing human trafficking, sexual violence and other forms of victimization



'The job I chose could cost my life': A lieutenant's on-duty death forces LEO to question own mortality

By Jim Calams

In 1987, a police lieutenant was shot and killed by a suspect on the Black Canyon Freeway in Phoenix, Arizona; the incident shook then-rookie officer Jim Calams to the core



A letter to the American public: Thank an officer on National Law Enforcement Appreciation Day

By Heather R. Cotter

This is a day to show the men and women in blue how much we value them, their service and protection of our communities

An advertisement for CARINTHIA cold weather clothing. It features a photograph of a soldier in winter gear. The text reads: "CARINTHIA SUPERIOR COLD WEATHER CLOTHING FOR LAW ENFORCEMENT IN USE WITH SPECIAL FORCES AND POLICE GROUPS ALL OVER THE WORLD IN STOCK NOW ASK US HOW YOU CAN TRY BEFORE YOU BUY". At the bottom, there is a logo for "RAMPART WE EQUIP YOUR MISSION" and a button that says "SEE THE LINEUP".

Make More Informed Hiring Decisions with Access to This National List



Part of the free Triage Center by Guardian Alliance Technologies, access to the National Decertification Index helps keep bad apples off the force.

[Learn more](#)

OTHER HIGHLIGHTS



Photo of the Week: Graveyard shift

By Police1 Members

A police officer in snowy Washington state captured the attention of a passing photographer



Poem: Tonight's Shift was Hard

By Sgt. T. Lassiter

A sergeant recounts his emotions after responding to calls where he could not save a life

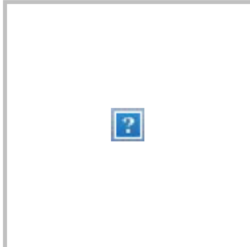
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Take a different approach to red dot sight systems

A unique platform, custom ergonomics and transition training make for a more comprehensive red dot system experience.

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Lateral Police Officer - \$10,000 Lateral Hiring Incentive

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month/Officer - Vancouver,
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Lateral Officer - \$16,000 Bonus

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From: [Police1 Roll Call](#)
To: [Montemayor, Troy](#)
Subject: Man armed with AK-47 fires on cops; DMV rejects BLUTHINL plate
Date: Tuesday, August 4, 2020 5:39:52 PM

August 4, 2020 | [View as webpage](#)



Dear Police1 Member,

Nothing has been more divisive during the COVID-19 pandemic than the donning of face masks to stem the spread of the coronavirus. In Michigan, a man wanted for stabbing another man during a [face mask dispute](#) was fatally shot by an officer after he approached her with a knife. In Tampa Bay, face mask rules have spurred [hundreds of 911 calls](#).

Police1, Corrections1, EMS1 and FireRescue1 recently surveyed public safety personnel nationwide about face mask policies and perceptions.

[View the results for analysis](#) of the nearly 4,000 responses to learn more about:

- What percentage of officers wear a face mask off-duty
- LEOs' perceptions about whether face masks keep them safe
- Policies regarding logos or emblems on face masks

Stay safe.

— *The Police1 Team*

TOP STORIES

Seattle chief asks City Council for intervention after protesters show up near her home

Chief Carmen Best said her neighbors didn't allow protesters to "trespass or engage in other illegal behavior in the area, despite repeated



attempts to do so”

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[Mich. LEO suffers fatal heart attack while on duty](#)

[Woman charged with murder in crash that killed Mich. trooper](#)

[DMV rejects former-cop's 'BLUTHINL' plate request](#)

[Another Mass. fire dept. removes 'thin blue line' flags from trucks](#)

[Pa. man charged in shootout with at least 7 cops](#)

Ensured Safety: Easy Log the Record of Duty Status



Powered by octa-core processor on Android 9, rugged mobile data terminal VIKING realizes vehicle monitoring and health readiness via CAN Bus

and GNSS/4G LTE. Relatively wide power input 9~36 VDC supported, it passes ISO7637-2 for enhanced protection.

[Find out more](#)

What Does the Next-Gen Axon BodyCam Look Like?



Register for Accelerate 2020 and attend the session “This is what situational awareness looks like” to learn how AB3 benefits officers, outcomes and

budgets. The conference is virtual and free – Aug. 25th.

[Reserve your free spot](#)

FEATURED CONTENT

Readers respond: What is the state of firearms maintenance in law enforcement?

By Mike Wood



Agency leaders have a responsibility to their people and the public to ensure officers have safety equipment that will actually work when the chips are down



Survey: How are pistol RDS performing so far?

By Jason Wuestenberg

The sample size is small, but trends are developing

Got Cameras? Get LPR



Your agency may be eligible for two free trial software licenses to add vehicle recognition capabilities to IP cameras in your jurisdiction.

[Find out how](#)

Voice-Driven Queries Improve Situational Awareness



GreenKey's natural language processing technology helps improve situational awareness for police officers by enabling them to run license plate, driver's license, and person queries using only their voice.

[Learn more about GreenKey](#)

OTHER HIGHLIGHTS



What is the prevalence of chronic traumatic encephalopathy (CTE) in law enforcement?

By Matt Walsh

Understanding the long-term effects of CTE can assist with strategies to address officer mental health

In their own words: Officers share their experiences coping with stress

By Chief Constable Neil Dubord

It's one thing for a first responder to divulge the toughest moments of their lives with a loved one – it's quite another to share that story with the world



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Ear pain? Here's how to prevent it

Learn how a lightweight, in-ear microspeaker can deliver radio communications without sacrificing comfort or situational awareness.

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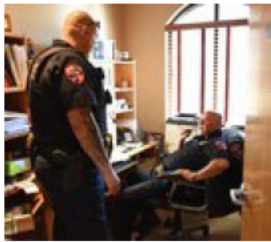
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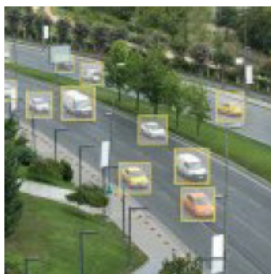


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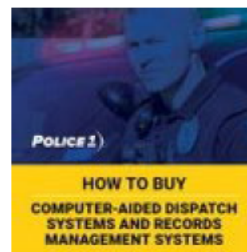
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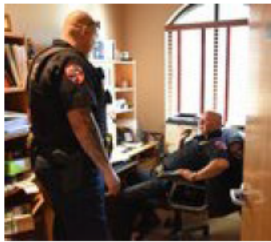


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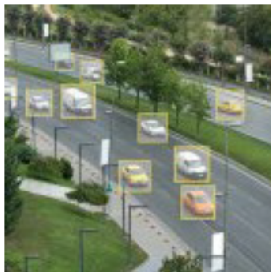


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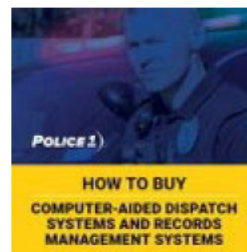
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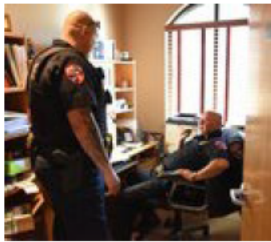
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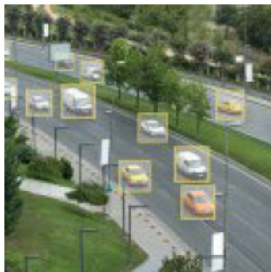


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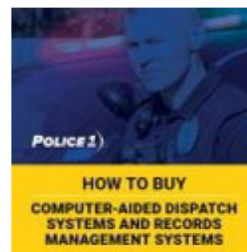
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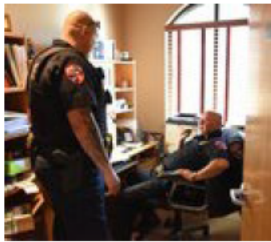
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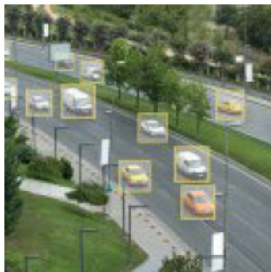


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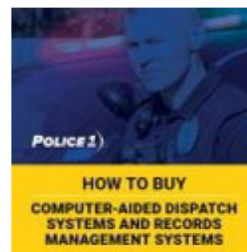
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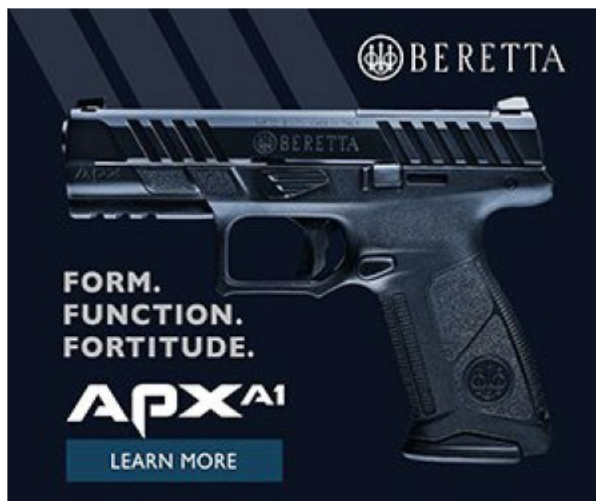
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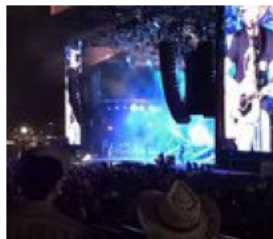
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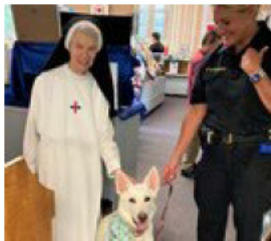


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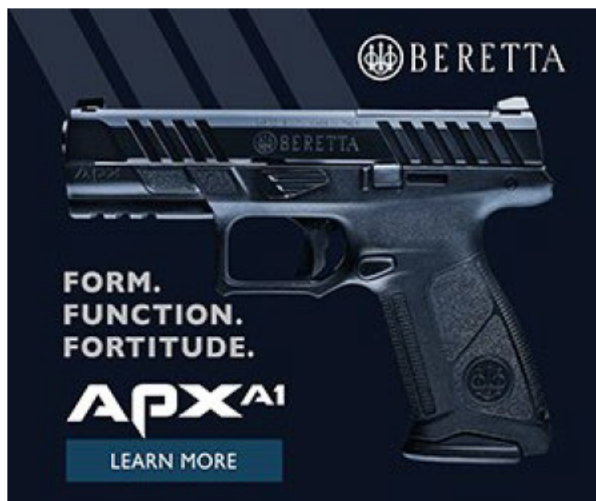
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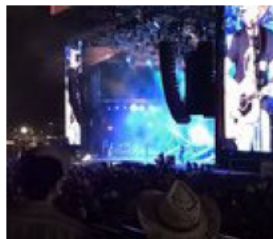
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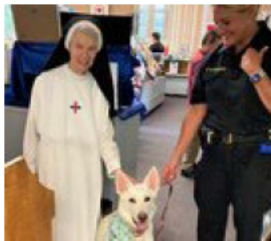


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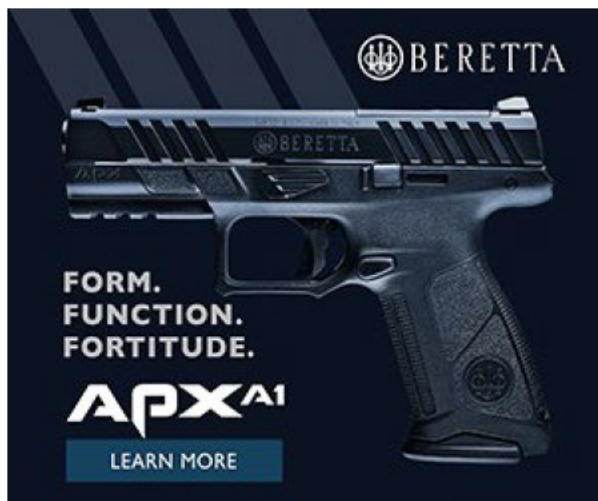
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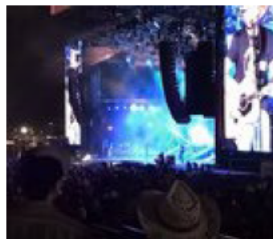
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By Police1 Staff

Even if a detailed plan for every contingency isn't possible, just having the idea of what might happen can lessen the shock and improve response



['11 Minutes' documentary features first-person stories from Route 91 Harvest festival shooting](#)

By Staff

The four-part series includes stories from first responders and new footage from the deadliest mass shooting in U.S. history

[Video: Inside Las Vegas' Reality-Based Training Center for first responders](#)

By Staff

Five years after the Route 91 Harvest festival shooting, first responders have access to a 50,000-square-foot high-tech tactical training center



How safe are your narcotics identification instruments?



Narcotics can endanger officers in the field, making it imperative to use instruments that put safety at top of mind.

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Intelligence gathering: Price of prevention lower than cost of response



Argus Corrections Solutions' Echo 2.0 raises the bar for safety and security capabilities of institutions

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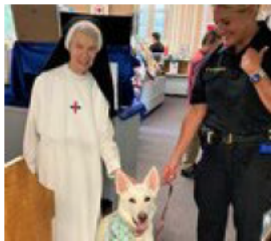


Photo of the Week: K-9 Angel meets earthly angel

By Police1 Members

"Our community policing K-9 Angel visited Our Lady of Lourdes Shrine and met an earthly angel," writes Chief Tom Wetzel



How a bad turn led to a good turn

By Honey Rand

An uneventful traffic stop was a good reminder for a young deputy that every person in a vehicle could be carrying a firearm

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Date: Friday, October 7, 2022 7:22:55 AM

Morning Report

The Mercury News | EAST BAY TIMES

Friday, October 7, 2022



Next step toward Google village, end of KGO, Twitter-Musk friction



Downtown San Jose demolition: The removal Thursday of the **beloved dancing pig sign** signaled a new phase in the coming transformation of downtown San Jose. This month, Google will begin the first building demolitions to make way for its urban village.

Goodbye to KGO: The Bay Area's KGO 810 **abruptly shut down** its talk radio programming Thursday, issuing only a cryptic message and replacing the shows with pop music.

Nobel Peace Prize: Human rights activists from Ukraine, Belarus and Russia won the Nobel Peace Prize in a strong rebuke to Russian President Vladimir Putin, whose invasion of Ukraine has outraged the international community, and to the Belarusian president, his authoritarian ally.

Climate agreement: Gov. Gavin Newsom **signed an agreement** with the leaders of Oregon, Washington and British Columbia to accelerate and expand efforts to reduce greenhouse gases and address the impacts of climate change.



Claims against mayor: An independent investigation of Antioch Mayor Lamar Thorpe substantiated **sexual harassment allegations** by two employees of the now-defunct Los Medanos Healthcare District. He denied the accusations and called the investigation faulty. ••• **Editorial:** 'It's the last straw. **He must resign**'

Santa Clara elections: Lisa Gillmor, mayor since 2016, is in a fierce race with first-term Councilmember Anthony Becker, and two council incumbents face challengers. Candidates in all three races said the **dysfunction on the city council** compelled them to run. ••• **Meet the council candidates**

- A **pedestrian who was struck** near downtown San Jose died last week, the city's 53rd traffic death of the year.
- Los Gatos' council approved a stop-gap measure amid residents' efforts to **repeal part of the town's growth plan**. ••• New **'El Gato' statue** unveiled
- An Alameda County judge dismissed 19 attempted murder charges against a man accused of trying to **blow up an Emeryville Pak 'N Save** after he was kicked out.

- President Biden will pardon thousands of Americans convicted of **“simple possession” of marijuana** under federal law, and he's urging governors to do the same for state offenses.
- Interactive graphic: The outcomes so far of **all 885 Capitol riot cases**. ••• Proud Boys member pleads **guilty to seditious conspiracy**.



Business

Twitter trial: Elon Musk **has until Oct. 28** to close a deal to buy Twitter, or else the acquisition dispute will go to trial, a judge ruled. Twitter opposed the delay, in effect saying it doesn't trust him to come through with the \$44 billion in a timely manner. ••• Larry Magid on how **Musk might affect Twitter** -- and democracy.

Facebook accusations: A new human rights report **accuses Facebook of aiding the 2017 genocide** against Muslims in Myanmar, while other reports allege it continues to allow the spread of dangerous disinformation and hate speech.

- Google **unveiled new phones** and a watch, and teased details about the upcoming Pixel Tablet.
- A former gay bathhouse in San Jose has been revamped as a **COVID-era office site**.

Good news



Sunday at the library: Sixteen of the San Jose Public Library's branches will **now be open Sundays** from noon to 5 p.m., in addition to Sunday hours at the Dr. Martin Luther King Jr. Main Library downtown.

Sports



Green vs. Poole: Warriors star Draymond Green apologized to Jordan Poole and the team after getting into a **physical altercation with Poole** at Wednesday's practice. While team leaders tend to embrace Green's emotional intensity, they made it clear his actions were inexcusable. •••

What it tells us about the team ••• **Kurtenbach:** We all know what the punch **was really about**.

49ers: More bonding time, less jet lag are two of the benefits of the 49ers' **East Coast resort week** after Sunday's game against the Panthers.

- The **Sharks' Tomas Hertl** has the huge contract he deserves. Now he needs to have patience.
- **Pac-12 football:** The conference's **four Heisman contenders**, and five other things to know going into Week 6.
- San Jose State's offense is on a roll heading into **tonight's showdown** against UNLV. ••• **What to know** before the game



Things to do



New restaurants: Concord's **Out the Dough** cookie dough shop is getting another location; a **Dunkin' is in the works** near the Berryessa BART station; and **Los Gatos' newcomers** include Hercules Draft House & Cantina and Blue Bottle Coffee.

Fall gardening: For those who want to branch out from broccoli this season, garden experts **have 11 suggestions**, including wasabi arugula, mustard and snow peas. ... Why are my **figs tiny and dry?**

- Hazy IPAs are hardly going away but there are **more West Coast IPAs** to be found.
- Step by step: How to get your **cat to be cool** with claw clipping.





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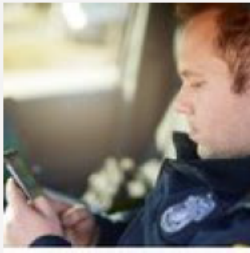
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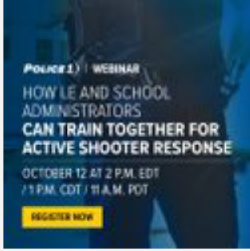
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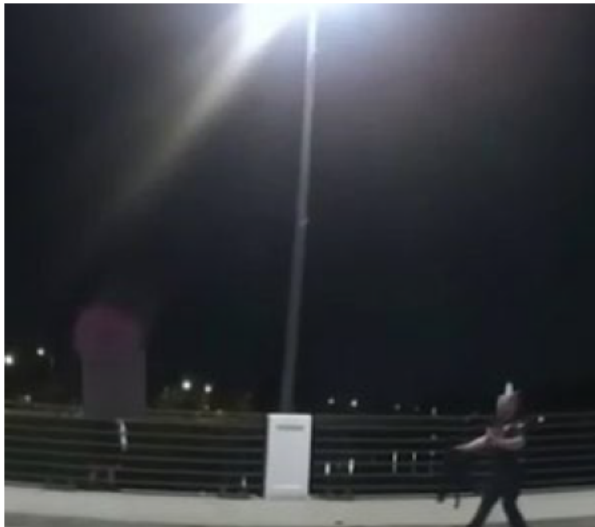
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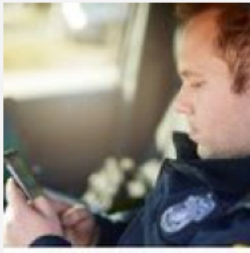
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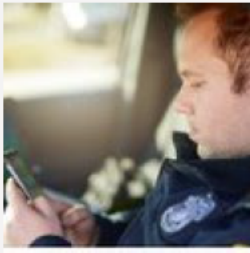


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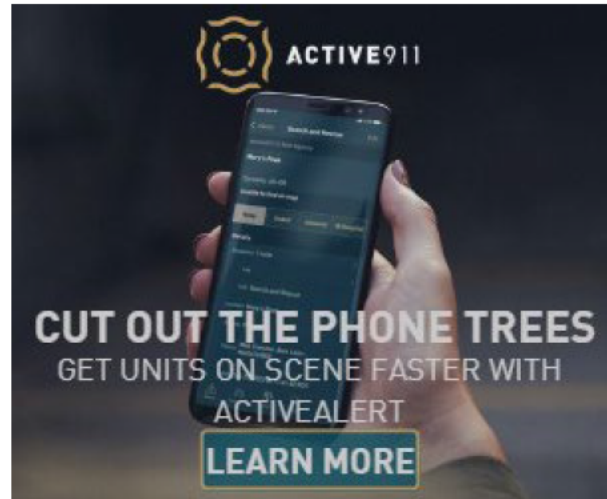
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Rural gunfights that changed their agencies

By Kathleen Dias

It's time to recognize the changes wrought by critical incidents in remote places



Traffic stop by the numbers adds up to admissible evidence

By Ken Wallentine

The court noted probable cause "is not a high bar: It requires only the kind of fair probability on which reasonable and prudent people, not legal technicians, act."

Six critical trends that will guide US public safety organizations



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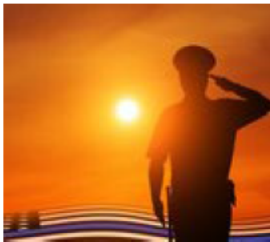
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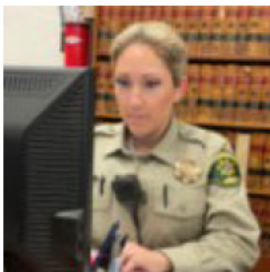


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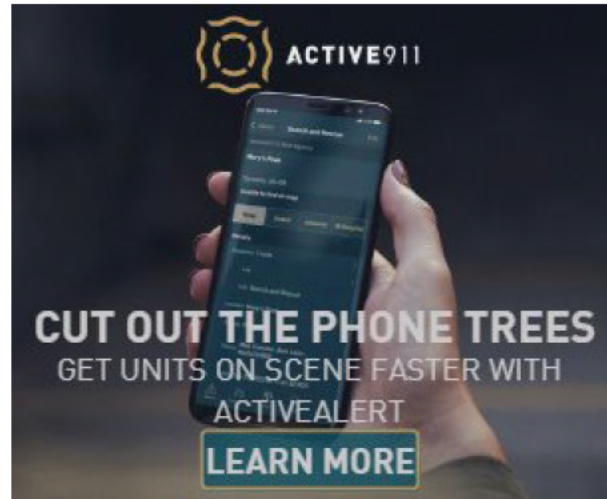
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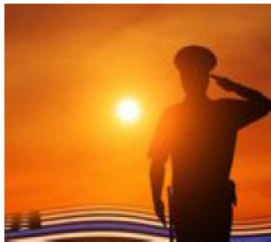
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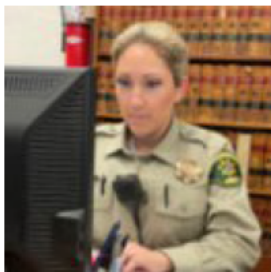


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Monday, February 20, 2023

National News

Associated Press: [Turmoil in courts on gun laws in wake of justices' ruling](#)

A landmark U.S. Supreme Court decision on the Second Amendment is upending gun laws across the country, dividing judges, and sowing confusion over what firearm restrictions can remain on the books.

The high court's ruling that set new standards for evaluating gun laws left open many questions, experts say, resulting in an increasing number of conflicting decisions as lower court judges struggle to figure out how to apply it.

The Supreme Court's so-called Bruen decision changed the test that lower courts had long used for evaluating challenges to firearm restrictions. Judges should no longer consider whether the law serves public interests like enhancing public safety, the justices said.

Under the Supreme Court's new test, the government that wants to uphold a gun restriction must look back into history to show it is consistent with the country's "historical tradition of firearm regulation."

CBS News: DHS 'very concerned' about white nationalist attacks on power grid

On the heels of a string of high-profile attempted attacks at power substations, the top intelligence official at the Department of Homeland Security (DHS) remains "very concerned" about copycat attacks on the U.S. energy grid, driven by white nationalist narratives online.

"We've seen attacks against the power grid for a number of years, and some of those attacks are simply people shooting into substations around the country for purely criminal reasons," said Kenneth Wainstein, undersecretary of the Office of Intelligence and Analysis at the Department of Homeland Security. "But some of these shootings are also being done by domestic violent extremists" who are trying to engineer a societal collapse.

This week, two individuals — including a known neo-Nazi — were indicted by a federal grand jury after allegedly plotting to attack five power substations in Maryland and Pennsylvania to "lay waste" to the city of Baltimore.

Local News

Lehigh Valley News (PA): Temple University cop killed in the line of duty is son of ex-Allentown police chief

A Temple University police officer shot and killed in the line of duty is the son of a former Allentown police chief.

The *Philadelphia Inquirer* cited sources in identifying the officer as Christopher David Fitzgerald, 31. He is the son of Joel Fitzgerald, Allentown's first minority police chief and a former Philadelphia police officer. Daryl

Hendricks, president of Allentown City Council and a retired city police captain, said he was stunned by the news.

"It's devastating to me that this involves somebody I had the pleasure of working with," said Hendricks, an Allentown police officer for 38 years. "Being a member of that (police) family, it's very difficult. Every day they go out and put their lives on the line. They are truly the heroes. They're a thin blue line between us and anarchy and too often we don't appreciate it."

[Commercial Appeal \(TN\): Memphis police officer Geoffrey Redd dies two weeks after he was shot in library, MPD says](#)

The Memphis police officer who was shot in a Memphis Public Library branch in early February died Saturday, the Memphis Police Department said in a statement.

Officer Geoffrey Redd, 49, who spent 15 years with the department, was responding to an "individual suspected of trespassing" at a business in the 5100 block of Poplar on Feb. 2, according to Keli McAlister, a public information officer for the Tennessee Bureau of Investigation.

About 30 minutes later, that same person, later identified as Torence Jackson, Jr., was "believed to have gotten into a confrontation with a citizen" inside the Poplar-White Station Library.

"According to initial reports, as the two [officers] attempted to talk to [Jackson], [Jackson] produced a weapon and shot one of the officers," McAlister said.

[CBS DFW \(TX\): 'Oldest law enforcement officer' in the world Johnson County Deputy Bill](#)

Hardin dies

Known as the “Oldest Law Enforcement Officer” in the world, Johnson County Sheriff’s Reserve Deputy Bill Hardin has died at the age of 99.

The sheriff’s department said Hardin passed away on Feb. 16 surrounded by friends and loved ones.

“It is with great sadness we announce the loss of a great friend, brother, and lawman,” they shared on Facebook.

Hardin began his career with the Fort Worth Police Department in the 40s. He worked for Tarrant County Sheriff’s Office prior to joining the Johnson County Sheriff’s Office for the last 28 years.

New York Times: [New question in Tyre Nichols case: Where were the supervisors?](#)

The five former officers accused of killing Tyre Nichols, a 29-year-old Black man pulled over during a traffic stop in Memphis last month, filed into a courtroom on Friday and pleaded not guilty to second-degree murder and other charges.

Police body-worn cameras as well as surveillance footage captured the officers punching, kicking, and striking Mr. Nichols with a baton repeatedly for about three minutes — an attack that the city’s police chief, Cerelyn Davis, has described as “a classic example of officers with a wolf pack mentality.”

But in the weeks since the attack, some activists and community leaders have said that blaming only the “mentality” of the officers involved is a way to keep the blame — and focus — from moving up the chain of command.

OPB (OR): [Portland police union,](#)

[city at impasse over 'prereview' in body camera policy discussions](#)

A years-long standoff between the City of Portland and the Portland Police Association over what policies will govern federally mandated body cameras ended in a stalemate this week. The two sides' final respective proposals were released Friday and the decision now heads to an arbitrator to make the final decision.

The impasse came after the two sides agreed to a union contract last February but failed to agree on new policies over body cameras. Negotiations have been ongoing since then. Portland has the only city police force of the 75 largest departments in the country that doesn't use body cameras.

The stickiest wicket, according to the two policies released Friday, is whether or not officers involved in use-of-force incidents will be allowed to view body camera footage before writing their initial reports, a policy known as "prereview." The union wants it; the city does not.

[CBS Austin: City memo: APD utilizes cadet training to prevent use of force, misconduct](#)

A memo from Austin Police Chief Joseph Chacon to the mayor and council members outlined two cadet training programs aimed at reducing use of force and preventing police misconduct.

The first training program, Integrating Communication, Assessment, and Tactics (ICAT), provides police officers with the "tools, skills and options they need to successfully and safely defuse a range of critical incidents." The program will help officers learn how to assess situations to make effective decisions. It will be a mix of scenario-based exercises, as well as

lecture and case study opportunities.

APD started utilizing ICAT in 2018 but received grant funding in 2022 to expand the training within the department. In August 2022, the Police Executive Research Forum trained 27 people within APD who can now train other officers.

International News

Associated Press: [Judge: Canada right to invoke emergency act in truck protest](#)

A public commission announced Friday that Canadian Prime Minister Justin Trudeau's government met the "very high threshold" for invoking the Emergencies Act to quell the protests by truckers and others angry over Canada's COVID-19 restrictions last winter.

For weeks, hundreds and sometimes thousands of protesters in trucks and other vehicles clogged the streets of Ottawa, the capital, and besieged Parliament Hill, railing against vaccine mandates for truckers and other COVID-19 precautions and condemning Trudeau's Liberal government.

Members of the self-styled Freedom Convoy also blockaded various U.S.-Canadian border crossings. And police arrested 11 people at the blockaded border crossing at Coutts, Alberta, opposite Montana, after learning of a cache of guns and ammunition.

Police Executive Appointments

WTVD (NC): [New Kenly police chief named months after police force resigns](#)

The Town of Kenly introduced its new police chief. The town made the announcement Thursday, introducing James Ayers as the new chief on its Facebook page.

Ayers has been serving in law enforcement since 1993. He served as deputy sheriff in Greene County, police chief in Enfield, and has also worked with the Department of Insurance Criminal Investigation Division.

Ayers' hiring comes after the entire Kenly police force resigned in July citing hostile work conditions under former Town Manager Justine Jones. In August, the town council voted to terminate Jones' contract.

CBS DFW (TX): [Rockwall names Interim Chief Ed Fowler head of police](#)

Rockwall is officially getting a new chief of police, officials announced on Thursday.

On Feb. 16, 2023, Rockwall City Manager Mary Smith announced that Ed Fowler has officially been named the chief of the Rockwall Police Department.

Chief Fowler is no stranger to the area. He most recently served as the interim chief after former Chief Max Geron retired from the position in August, but his career with the department actually began 33 years ago.

Good News of the Day

Montgomery Advertiser (AL): [Tyrone Anderson 'paved the way' for Black law enforcement officers](#)

The Alabama Highway Patrol hired three Black men in 1972, the first Black troopers to work for the law enforcement agency. Ret. Capt. Tyrone Anderson was one of them.

He might not have become a trooper if it had not been for his brother, Marshall. Marshall had wanted to become a trooper, but he was too short to apply. So he pressured Anderson, who was working as an art teacher, to put in an application.

"He kept on bothering me. He kept on bothering me," Anderson said.

So alongside Elvert Dawson and Leon Hampton, Anderson made history.

Photo of the Day



[Petaluma Police Department \(CA\)](#)

Our officers don't just protect and serve Petaluma — they skate in it too. Today was National Skate Shop Day and our resident skateboarder (Officer Zarate) picked up some merch from Side Room Skate Shop to support local businesses and hand out to some lucky kids at the skatepark. Officer Zarate had previously been at the park while off duty and remembered this young man (Jack) attempting to go down the big bowl. Today Jack made it all the way down, and Officer Zarate was there to reward him with some new swag.

To unsubscribe from clips, check "I do not want Daily Clips" in the [My Profile](#) section of the PERF website, or reply to this email with the word "unsubscribe."



POLICE EXECUTIVE
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From: [Police1 Roll Call](#)
To: [Troy Montemayor](#)
Subject: Potential off-duty weed ban; PD's thin blue line roll call inspection
Date: Tuesday, April 19, 2022 11:58:02 AM

April 19, 2022 | [View as webpage](#) | Too many emails? [Update Subscription Preferences](#)

POLICE1 **ROLL CALL**

BY LEXIPOL

The day's top police news, analysis & videos

Dear Police1 Member,

Facial recognition technology can be a valuable investigative tool, but it can also be a source of controversy for law enforcement agencies. Police1 wants to know more about the law enforcement community's attitudes and beliefs about facial recognition technology. [Please take a few minutes to complete our short survey.](#)

Stay safe,

— The Police1 Team

TOP STORIES



N.J. governor says he'd consider banning recreational pot for off-duty cops

The remarks came after the state attorney general last week said officers would be allowed to use legal weed off duty

[> READ NOW](#)

[Watch: Men film themselves pointing guns at cop sitting in patrol car](#)

[Milwaukee PD told to 'inspect' officers for thin blue line imagery](#)

['Impeccable timing': LAPD cops reunite with pilot they saved from oncoming train](#)

[After trauma, one officer is pushing a bill to make sure cops get the support they need](#)

Free Evidence Operations Report for Your Agency



How does your agency stack up? Complete the assessment online in about 30 minutes to get a snapshot of operations with key performance indicators

for sustainable evidence operations.

[Get the report](#)

Should You Purchase Video Systems As-a-Service?

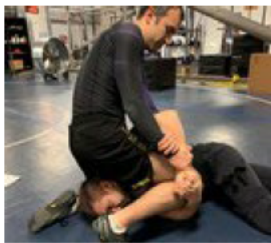


An as-a-service purchase for your next video project may be exactly what your agency needs, but before you get started, what questions should

you be asking?

[Download guide](#)

#TRAININGTUESDAY



Improve retention of defensive tactics skills with one change

By Andrew Heuett

Would you rather have officers look good on the mats or perform in the field with greater proficiency?



Why ILEETA is a must-attend event for police trainers

By Todd Fletcher

With more than 150 sessions to pick from, the ILEETA conference will change the lives of the people you train

FOOT PURSUITS



6 officer survival considerations before initiating a foot pursuit

By Calibre Press

Ask yourself these questions to assess the risk level of the pursuit

7 stages of a successful foot pursuit

By Lt. Dan Marcou



To win these encounters, it is good to look at these real world-obstacle courses as a seven-stage event

SPONSORED CONTENT



Make hiring easier with access to the National Decertification Index – for free

Putting more information at the fingertips of law enforcement agencies nationwide helps keep the bad apples out.

FEATURED JOB



Alaska State Trooper Entry/Lateral (\$10,000 Move Reimbursement)

Anchorage, AK
Entry level: \$34.98 hourly

FEATURED JOB



Monterey Police Department - Lateral, Academy Graduate, Trainee

\$93,696.00 - \$142,290 annual



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From: [Police1 Roll Call](#)
To: [Molien, Allen](#)
Subject: Sheriff condemns "thin blue line" ban; Video: Cops pepper-spray girl
Date: Monday, February 1, 2021 12:00:53 PM

February 1, 2021 | [View as webpage](#)

POLICE 1 **ROLL CALL**

BY LEXIPOL
The day's top police news, analysis & videos

TOP STORIES



Report: Hate groups in decline, migrate to online networks

Officials say the numbers reflect a splintering of extremist groups that are more difficult to track

[> READ NOW](#)

[Sheriff responds to Wis. university police force's 'thin blue line' ban](#)

[Video shows NY officers pepper-spraying 9-year-old](#)

[Mo. police officer dies on duty in apparent suicide](#)

[Ga. police chief resigns after bodycam shows him making racist comments](#)

[Boston's next police commissioner says top priority is continuing reforms](#)

Make Your Entrance as a Caped Crusader

Make your dynamic entry easy with this powerful backpack which includes big

Feb. 24: See the Leica GS18 I GNSS RTK Rover in Action

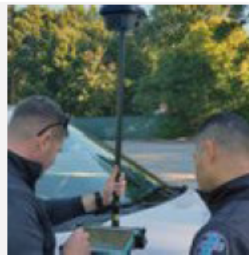
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investigator Andrew S. Klane. You'll see how to quickly capture accurate measurements and images by simply walking around a scene and how to create compelling deliverables.

[Register now](#)

the latest GNSS RTK technology in this webinar led by collision

FEATURED CONTENT



State your case: Should the thin blue line flag be banned from police departments?

By Jim Dudley & Chief Joel Shults, EdD

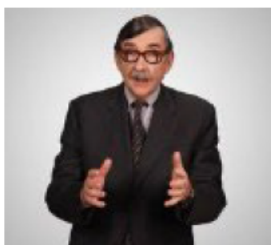
Following community criticism, two police chiefs recently announced they would be removing thin blue line imagery from display in their agencies



There's no such thing as a free lunch, but what about free speech for officers?

By Ken Wallentine

A recent case illustrates the legal test for assessing a department's ability to discipline an officer on the basis of personal social media posts



How to successfully pass a 'First Amendment audit'

By Gordon Graham

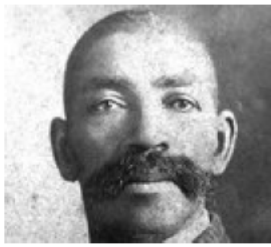
Do not allow individuals to goad you into behaving unprofessionally

BLACK HISTORY MONTH

5 cops to celebrate during Black History Month

By Police1 Staff

These five law enforcement officers paved the way and continue to inspire



Book details the life of Samuel Battle, the first Black police officer in NYC

By NLEM Staff

Samuel Battle pushed for equality in all of the city's civil services, including mentoring Wesley Williams, the first Black firefighter in the New York Fire Department

FEATURED DEAL



DRACO – Gas Delivery System for the Lenco BEARCAT

Visit J&N Tactical to learn more information about DRACO – The next EVOLUTION in gas delivery.

FEATURED JOB



Fremont PD, Now Hiring

This is your chance to give back to the community. Apply today!



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From: info@lahidtatraining.org
To: [Molien, Allen](#)
Subject: Some Upcoming Training and Online Training
Date: Tuesday, October 13, 2020 10:48:08 AM

Below is a small portion of classes listed on the LA HIDTA Training website. Make sure you check the training calendar at www.lahidtatraining.org for the all the classes posted. If you want to see only On-Line classes, click on “Live-Stream” under “Tags” on the top of the training calendar or look under “Online Training” for INSTRUQ classes/Video-On-Demand. If you have any questions or need any assistance with anything regarding training, don’t hesitate to email me at: Kenneth.cordray@laclea.ca.gov

October 15, 2020 - Thursday

Vigilant PlateSearch 101: The Basics – Free Webinar – 1100-1200 Hrs PST

[Click for Information and Registration](#)

October 15, 2020 - Thursday

Gang & Inmate Secret Codes: BGD, Crips & Misc Gang Codes – Webinar -0800-1000 Hrs PST

[Click for Information and Registration](#)

October 15-29, 2020; Thursday - Thursday

Investigative Techniques: An Investigator/Detective's Guide to Vigilant PlateSearch Tools – Free Webinar – 0800-0830 (3-Part Series – 3-Thursdays in a Row)

[Click for Information and Registration](#)

October 17, 2020 - Saturday

Digital Classroom: Equipment You Need – Webinar – 0900-1100 Hrs PST

[Download Flyer](#)

[Click to Register](#)

October 17, 2020 - Saturday

Digital Classroom: Engaging Learners – Webinar – 1130-1330 Hrs PST

[Download Flyer](#)

[Click to Register](#)

October 19, 2020 - Monday

Crisis Intervention & Behavioral Health Training – POST & STC

Certified

Corona, Ca

[Download Flyer](#)

[Click to Register](#)

October 19, 2020 - Monday

Funding Terrorism and Domestic Sex Trafficking – Free Class – POST & STC Certified

El Monte, CA

[Apply for Training](#)

[Download Flyer](#)

October 20, 2020 - Tuesday

LEARN on the GO: Vigilant LEARN Mobile & Vigilant Mobile Companion App – Free Webinar – 1100-1200 Hrs PST

[Click for Information and Registration](#)

October 20, 2020 - Tuesday

Antifa Movement & Anarchist Extremists – Webinar – 1100-1300 Hrs PST

[Click for Information and Registration](#)

October 21, 2020 - Wednesday

Title 15: Court and Temporary Holding Facilities – POST & STC

Certified

Garden Grove, CA

[Download Flyer](#)

See Flyer for Registration

October 22, 2020 - Thursday

Human Trafficking Signs & Symbols – Webinar – 0400-0600 Hrs PST

[Click for Information and Registration](#)

October 23, 2020 - Friday

The Fight after the Fight – Webinar – 0900-1200 Hrs PST

[Download Flyer](#)

[Click to Register](#)

October 26, 2020 - Monday

The Boogaloo Movement – Webinar – 0800-1000 Hrs PST

[Click for Information and Registration](#)

October 27, 2020 - Tuesday

Fentanyl & Opiates – Webinar – 0800-1200 Hrs PST

[Download Flyer](#)

[Click to Register](#)

October 28, 2020 - Wednesday

**Crisis Intervention & De-Escalation Training – POST Certified –
Webinar – Free for Most Full time POST Employees**

[Download Flyer](#)

[Click to Register](#)

October 30, 2020 - Friday

**Privacy in the Age of the Internet – POST & STC Certified - On-Line
Course**

[Download Flyer](#)

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November 02-06, 2020; Monday - Friday

Crime Analysis Core Course – POST Certified

Garden Grove, CA

[Download Flyer](#)

See Flyer for Registration

November 02-06, 2020; Monday - Friday

**Crime & Intelligence Analysis - Level I – POST Certified – Online
Course**

[Download Flyer](#)

[Click to Register](#)

November 03, 2020 - Tuesday

Impact of Trauma on Law Enforcement

Riverside, Ca
[Download Flyer](#)

[Click to Register](#)

November 04, 2020 - Wednesday
**LA CLEAR Overview & Watch Center Orientation – Free Class – A
Must for ANY Investigator**

Commerce, CA
[Click to Register](#)
[Download Flyer](#)

November 04, 2020 - Wednesday
**Warrantless Entries of Homes, Curtilage, and Open Fields – Free
Webinar – 1600-1730 Hrs PST**

[Click for Details and Registration](#)

November 07, 2020 - Saturday
**Active Shooter Situations – POST Certified – Live-Stream 0800-1700
Hrs - PST**

[Download Flyer](#)

[Click to Register](#)

November 09, 2020 - Monday
**Gang & Inmate Secret Codes: Alphabet, Pattern & Number Codes –
Webinar – 0800-1000 Hrs PST**

[Click for Information and Registration](#)

November 09-10, 2020; Monday - Tuesday
**Report Writing & Courtroom Protocol – STC Certified – Live-Stream
Course – 0800-1700 Hrs PST – In-Person Class is Full**

[Download Flyer](#)

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November 10, 2020 - Tuesday
**Policing Violent Extremism (ISIS/ISIL) – Free Class – POST & STC
Certified**

Panorama City, CA
[Apply for Training](#)
[Download Flyer](#)

November 11, 2020 - Wednesday

The Law Enforcement Promotional Interview – Webinar – 0900-1200 Hrs PST

[Download Flyer](#)

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November 11, 2020 - Wednesday

Narco Life – STC Certified – Watch In-Person or Webinar – 0800-1700 Hrs PST

Modesto

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November 12, 2020 - Thursday

Legal Update/Search and Seizure – Webinar – 0800-1200 Hrs PST

[Download Flyer](#)

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November 12-13, 2020; Thursday - Friday

Advanced Report Writing & Courtroom Protocol - STC Certified – Watch In-Person or Webinar – 0800-1700 Hrs PST

Modesto

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November 13, 2020 - Friday

Tactical Emergency Casualty Care for Law Enforcement & First Responders Course – POST & NAEMT Certified

Commerce, CA

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November 13, 2020 - Friday

Oral Interview Dynamics - Promotion Preparation

Chino Hills, CA

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November 13, 2020 - Friday

2020 Force Instructors Symposium

Newport Beach, CA

[Download Flyer](#)

[Click to Register](#)

November 13, 2020 - Friday

Confronting Implicit Bias in the Workplace – Webinar – 0900-1100 Hrs PST

[Download Flyer](#)

[Click to Register](#)

November 16, 2020 - Monday

Homegrown Violent Extremism – POST Certified – Live-Stream Course – 0800-1700 Hrs PST

[Download Flyer](#)

[Click to Register](#)

November 16-18, 2020; Monday - Wednesday

Advanced Crime Scene Investigation – POST Certified

Garden Grove, CA

[Download Flyer](#)

See Flyer for Registration

November 16-18, 2020; Monday - Wednesday

Internal Affairs Seminar – POST Certified

Garden Grove, CA

[Download Flyer](#)

See Flyer for Registration

November 16, 2020 - Monday

Funding Terrorism and Domestic Sex Trafficking – POST & STC Certified – Free Class

Corona, CA

[Apply for Training](#)

[Download Flyer](#)

November 17, 2020 - Tuesday

Supervision & Management Course

Corona, Ca

[Download Flyer](#)

[Click to Register](#)

December 01-03, 2020; Tuesday - Thursday

Use of Force/De-escalation (SB230) Force Option Simulator-Virtual Reality (Train the Trainer) – POST Certified

Dana Point, CA

[Download Flyer](#)

See Flier for Registration

December 03-04, 2020; Thursday - Friday

Policing the Mentally Ill – STC Certified

Commerce, CA

[Download Flyer](#)

[Click to Register](#)

December 07, 2020 - Monday

Duty to Intervene – STC Certified

Commerce, CA

[Download Flyer](#)

[Click to Register](#)

December 07-10, 2020; Monday - Thursday

Tactical Rope Access Course (TRAC) – POST Certified

Pasadena, CA

[Download Flyer](#)

[Click for Registration](#)

December 07-18, 2020; Monday - Friday

Crime Scene Investigation – POST Certified

Garden Grove, CA

[Download Flyer](#)

See Flier for Registration

December 10-11, 2020; Thursday - Friday

Law Enforcement Pistol Mounted Optics (RDS) Transition Course – POST Certified

Chino, CA

[Download Flyer](#)

[Click to Register](#)

December 10-11, 2020; Thursday - Friday

**Law Enforcement Armorer - AR15/M16/M4 – STC Certified – With
Master Gunsmith Bob Chavez**

Commerce, CA

[Download Flyer](#)

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www.lahidtatraining.org for Training Calendar

info@lahidtatraining.org for info/questions

Kenneth.Cordray@LACLEAR.ca.gov for Trainers and schedule new classes

<https://instruq.co> for “On-Line Training”

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From: [California Law360](#)
To: [Bill Doherty](#)
Subject: Tesla, Musk Hit With Investor Suit Over Self-Driving Safety
Date: Tuesday, February 28, 2023 2:08:44 AM



California

TUESDAY, FEBRUARY 28, 2023



TOP NEWS

Tesla, Musk Hit With Investor Suit Over Self-Driving Safety

By Lauren Berg

Tesla, its CEO Elon Musk and other executives have long touted the success and safety of their vehicles' Full Self-Driving Autopilot software despite serious risks of accident and injury that have led to a recent recall and increased regulatory scrutiny, according to a lawsuit filed Monday in California federal court.

Complaint attached | [Read full article »](#)

Walmart COVID Screening Suit Nears Collective Cert. Of 2M

By Dorothy Atkins

A California magistrate judge recommended Friday that a district judge conditionally certify an opt-in nationwide collective action of an estimated 2 million current and former Walmart employees who claim the retail giant's COVID-19 pre-work screenings violated the Fair Labor Standards Act.

Order attached | [Read full article »](#)

Dow Judge Tells Modesto: Take \$16M Or New Punitives Trial

By Bonnie Eslinger

A San Francisco judge overseeing litigation against Dow over a dry cleaning chemical that contaminated a central California city's soil and water said Thursday that a jury's \$56.3 million punitive damages award was excessive and told the city to either accept a reduced \$16 million award or face a new punitive damages trial.

2 documents attached | [Read full article »](#)



Ticketmaster Says Swifties Must Arbitrate Overcharge Claims

By Hailey Konnath

Ticketmaster and its parent company, Live Nation, have asked a California federal court to boot a proposed class action over Taylor Swift ticket sales, arguing that the fans must arbitrate their claims that the companies charged exorbitant fees using anti-competitive and deceptive tactics.

Memorandum attached | [Read full article »](#)

Robinhood Says SEC Is Probing Its Crypto Business

By Lauren Berg



LAW FIRMS IN TODAY'S NEWS

- Adsero IP
- Advisors LLC
- Akin Gump
- AlderLaw
- Alexander Morrison & Fehr
- Alston & Bird
- Altshuler Berzon
- Armstrong Teasdale
- Bartlit Beck
- Black & Weir
- Block & Leviton
- Bragar Eigel
- Brignole Bush
- Bush Gottlieb
- California Civil Rights Law Group
- Cross & Simon
- Davis Polk
- Davis Wright Tremaine
- Dentons
- Duane Morris
- Duncan Firm PA
- Faruqi & Faruqi
- Fish & Richardson
- Fitzgerald Joseph

Robinhood Markets Inc. revealed in a U.S. Securities and Exchange Commission filing Monday that the agency is taking a closer look at its cryptocurrency business following the spectacular collapse of FTX Trading Ltd. and other crypto companies.

[Read full article »](#)

Justices Spurn RJ Reynolds' Fight Over LA's Tobacco Limits

By Hayley Fowler

The U.S. Supreme Court on Monday declined to take up an appeal by R.J. Reynolds Vapor Co. and two other companies seeking to overturn Los Angeles County's ban on flavored tobacco products, leaving intact a Ninth Circuit ruling upholding a lower court's dismissal of the suit.

 2 documents attached | [Read full article »](#)

Law360 Seeks Members For Its 2023 Editorial Boards

Law360 is looking for avid readers of our publications to serve as members of our 2023 editorial advisory boards.

[Read full article »](#)

LEGAL ETHICS & MALPRACTICE

9th Circ. Says DAs Can Sue Banks Over Debt Phone Calls

By Dorothy Atkins

The Ninth Circuit affirmed Monday the dismissal of Credit One Bank NA's suit alleging that Riverside County District Attorney Michael A. Hestrin violated the National Bank Act's so-called "visitorial power" restrictions by suing the bank in state court for allegedly hiring a vendor to make harassing debt collection phone calls.

 Opinion attached | [Read full article »](#)

INSURANCE

No Jury Trial For Geico Class Action, Calif. Judge Says

By Jennifer Mandato

A jury trial won't be held for the sole remaining Unfair Competition Law claim by a class of Geico's California policyholders, a federal judge ruled Monday, agreeing with the insurer that the Seventh Amendment does not extend that right to a claim of this nature.

 Order attached | [Read full article »](#)

Cred Can Pick Up 3rd-Party Claims For Calif. Lockton Suit

By Rick Archer

A Delaware bankruptcy judge filed an opinion Monday explaining his decision that nothing prevents the liquidation trustees of collapsed crypto lender Cred Inc. from acquiring third-party creditor claims to bolster a suit against insurance giant Lockton Companies LLC.

 Opinion attached | [Read full article »](#)

PRODUCT LIABILITY

Consumers Get Class Cert. In Breyer Vanilla Row On 2nd Try

By Emily Field

A California federal judge has signed off on a class of consumers who were allegedly misled by Unilever's marketing into thinking Breyers' Natural Vanilla flavor contained only natural vanilla, after a previous denial.

 Order attached | [Read full article »](#)

Foley Hoag
Freshfields
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Gibson Dunn
Goldstein & Russell
Greenberg Traurig
Hodges & Foty
Hogan Lovells
Holland & Knight
Hull McGuire
Jones Day
K&L Gates
Kaplan Fox
King & Spalding
Latham & Watkins
LightGabler
Loeb & Loeb
Lowenstein Sandler
Mayer Brown
Miller Axline
Miller Johnson
Mitchell Silberberg
Morgan Lewis
Morris Nichols
Munger Tolles
Murphy Group CNY
Nedeau Law Firm
Nichols Kaster
Paul Plevin
Pomerantz LLP
Proskauer Rose
Quarles & Brady
Quinn Emanuel
Reese LLP
Reid Collins
Robbins LLP
Sequoia Law Firm
Sheehan & Associates PC
Sheppard Mullin
Shook Hardy
Sidley Austin
Skadden Arps
Stephan Zouras
Struck Love
Susman Godfrey
Wilson Sonsini
Winston & Strawn
Witham Mahoney
Womble Bond
Young Conaway



[PepsiCo Misbrands Gatorade Fit Drinks As 'Healthy,' Suit Says](#)

By Gina Kim

PepsiCo was hit with a proposed class action Friday in California federal court accusing it of misbranding Gatorade Fit drinks as "healthy" and an "excellent" source of vitamins with no added sugar, even though the complaint claims the drinks are basically water flavored with minimal watermelon juice concentrate and preservatives.

 [Complaint attached](#) | [Read full article »](#)

PRIVACY & CONSUMER PROTECTION

[CFPB Bans Mortgage Lender For Violating Earlier Order](#)

By Katryna Perera

A California mortgage lender was permanently banned Monday from the industry by the Consumer Financial Protection Bureau for allegedly repeatedly violating a 2015 agency order prohibiting it from sending advertisements to military families that made it seem like the company was affiliated with the federal government.

 1 document attached | [Read full article »](#)

INTELLECTUAL PROPERTY

[YouTube Fighting Uphill On Trimming Battlegrounds Claims](#)

By Craig Clough

A California federal judge indicated Monday that he is unlikely to dismiss claims against YouTube brought by a video game developer alleging the platform hosts an infringing film version of its PlayerUnknown's Battlegrounds, saying that the different forms of media make it challenging to perform an analysis of their similarities.

 Order attached | [Read full article »](#)

[Ax-Throwing Org. Wins \\$107K TM Verdict Against Blade Seller](#)

By Gina Kim

A California federal jury has found that ax-maker Cold Steel infringed a trademark belonging to the governing body of the nascent sport of urban ax throwing in the advertising and selling of its products, and ordered the company to pay \$107,260, according to defense counsel.

[Read full article »](#)

[Patent Case Over Battery Chips Ends In Texas](#)

By Andrew Karpan

A promise not to sue a California chipmaker ever again is enough to end a legal fight in the Western District of Texas between an IP Edge-affiliated patent licensing business and Power Integrations, which sells chips used in Samsung phones.

 2 documents attached | [Read full article »](#)

[Zillow Wants Out Of \\$1.9M Photo Copyright Damage Award](#)

By Greg Lamm

A Ninth Circuit judge on Monday called out attorneys for spending too much time parsing each word in a previous court opinion in a copyright dispute over the use of real estate photographs on Zillow's website and said they were sidestepping the "\$100 million question": Are the infringed photos part of a compilation subject to a single statutory damages award?

 3 documents attached | [Read full article »](#)

[A Tale Of 2 Altruists Will Proceed Unabridged In Mich. Court](#)

COMPANIES IN TODAY'S NEWS

AMC Entertainment Holdings Inc.
Altruist Corp.
Amazon.com Inc.
American Bar Association
American Snuff Co. LLC
Apple Inc.
Bristol-Myers Squibb Co.
Brookstone Capital Management LLC
ChargePoint Inc.
CoreCivic Inc.
Credit One Bank NA
Dow Inc.
Energy & Environmental Investments LLC
Epic Games Inc.
FireEye Inc.
Ford Motor Co.
Geico Corp.
Georgetown University
Google LLC
Live Nation Entertainment Inc.
Lockton Inc.
Lux Research Inc.
Magellan Health Inc.
Match Group LLC
Morgan Stanley
NASDAQ Inc.
National Association for Law Placement Inc.
New Civil Liberties Alliance
OneTrust LLC
PPG Industries Inc.
Peabody Energy Corp.
Peloton Interactive Inc.
PepsiCo Inc.
Power Integrations Inc.
R.J. Reynolds Tobacco Co. Inc.
Retrophin Inc.
Robinhood Markets Inc.
Santa Fe Natural Tobacco Co.
Screen Actors Guild-American Federation of Television & Radio Artists
Slack Technologies Inc.
Sonar Entertainment Inc.
Splunk Inc.
Tesla Inc.
The DIRECTV Group, Inc.
The Gatorade Company Inc.
The Hain Celestial Group Inc.
The New York Times Co.

By Andrew Karpan

A legal fight in Michigan federal court between two slightly different kinds of businesses that service investors and that both use the name "Altruist" will go on unimpeded after a judge on Monday refused to cut additional related allegations of counterfeiting in the feud.

 Order attached | [Read full article »](#)

MEDIA & ENTERTAINMENT

TV Cos. Win Toss Of SAG-AFTRA's Royalties Suit For Now

By Beverly Banks

SAG-AFTRA can't continue its unpaid royalties claims against AT&T and DirecTV affiliates for a television show based on Stephen King's novel "Mr. Mercedes," a California federal judge ruled, saying the union didn't properly bring allegations under federal labor law or copyright law.

 Order attached | [Read full article »](#)

EMPLOYMENT & BENEFITS

DOL To Crack Down On Migrant Child Labor

By Micah Danney

The Biden administration is launching a task force to more thoroughly vet U.S. sponsors of migrant children over concerns that minors are being forced to work hazardous jobs and night shifts, according to a Monday announcement.

 Letter attached | [Read full article »](#)

Tesla Wants Feces Evidence Nixed From Racial Bias Retrial

By Bonnie Eslinger

Tesla fought to exclude evidence of harm to other workers from a damages retrial in a California federal discrimination case won by a Black ex-subcontractor, arguing Monday that an incident involving feces on the seat of a co-worker's factory cart was too dissimilar to harm the plaintiff allegedly suffered.

[Read full article »](#)

WHITE COLLAR

Justices To Clarify Sentencing Provision In First Step Act

By Phillip Bantz

The U.S. Supreme Court agreed Monday to hear a dispute over the meaning of "and" in a case that could bring much-needed clarity to the eligibility requirements for relief from federal mandatory minimum sentencing guidelines under the First Step Act for nonviolent drug offenders.

 2 documents attached | [Read full article »](#)

SECURITIES & BANKING

Slack Investor Urges Justices To Not Undo Direct Listing Suit

By Jessica Corso

The U.S. Supreme Court should not permit Slack Technologies LLC to "evade" a lawsuit accusing it of misleading investors ahead of its 2019 direct listing on the New York Stock Exchange by arguing for an interpretation of a 90-year law that Congress never intended, the shareholder leading a prospective class action against the company argued on Monday.

 Brief attached | [Read full article »](#)

Tricida Inc.
Twitter Inc.
Unilever PLC
Victoria's Secret & Co.
Virgin America Inc.
Vyera Pharmaceuticals LLC
Walmart Inc.
YouTube Inc.
Zillow Group Inc.

GOVERNMENT

AGENCIES IN TODAY'S NEWS

California Attorney General's Office
California Supreme Court
Consumer Financial Protection Bureau
Federal Deposit Insurance Corp.
Federal Housing Administration
Federal Reserve System
Federal Trade Commission
Food and Drug Administration
National Highway Traffic Safety Administration
Office of the Comptroller of the Currency
Riverside County District Attorney's Office
U.S. Attorney's Office for the Southern District of California
U.S. Bankruptcy Court for the District of Delaware
U.S. Copyright Office
U.S. Court of Appeals for the Ninth Circuit
U.S. Court of Appeals for the Second Circuit
U.S. Department of Health and Human Services
U.S. Department of Homeland Security
U.S. Department of Justice
U.S. Department of Labor
U.S. Department of Veterans Affairs
U.S. District Court for the Central District of California
U.S. District Court for the District of Columbia
U.S. District Court for the Eastern District of California
U.S. District Court for the Northern District of California
U.S. District Court for the Southern District of California
U.S. District Court for the Southern

SEC Seeks Settlement Approval In Energy Investment Scheme

By Tom Lotshaw

The U.S. Securities and Exchange Commission said it is seeking court approval of a settlement with two California companies and their father and daughter officers, alleging that they conducted a fraudulent securities offering that raised \$9.3 million from more than 200 investors nationwide over more than a decade.

 [Complaint attached](#) | [Read full article »](#)

Splunk Execs Hit With Suit For Hiding Cash Flow Strategies

By Katryna Perera

Software company Splunk Inc. has been hit with a shareholder derivative suit in California federal court alleging several of its current and former officers and directors lied to investors about the company's operating cash flow and the strategies being used to meet cash flow goals.

 [Complaint attached](#) | [Read full article »](#)

Catching Up With Delaware's Chancery Court

By Leslie A. Pappas

Millions of investors in special purpose acquisition companies heaved a sigh of relief last week after Delaware's Court of Chancery confirmed that shares issued during their de-SPAC mergers are valid. Here's your weekly wrap-up of news from Delaware's Chancery Court.

[Read full article »](#)

COMPETITION

Google Gets Quick 9th Circ. Appeal Of Play Store Class Cert.

By Matthew Perlman

The Ninth Circuit on Monday granted Google's request to immediately appeal a ruling that certified a class of 21 million consumers in a case accusing the tech giant of monopolizing the distribution of apps on Android devices.

 [Order attached](#) | [Read full article »](#)

FTC Pushes To Hold Shkreli In Contempt

By Kelly Lienhard

The Federal Trade Commission continued urging a New York federal court to hold convicted "pharma bro" Martin Shkreli in contempt for failing to comply with document requests in an investigation into accusations he violated an order banning him from working in the pharmaceutical industry.

 [Brief attached](#) | [Read full article »](#)

BANKRUPTCY

Release Opt Out Trips Up Tricida Ch. 11 Disclosure Approval

By Vince Sullivan

Drug developer Tricida Inc. failed to receive court approval Monday for its Chapter 11 plan disclosure statement when a Delaware bankruptcy judge said he had concerns about the release of claims through a disfavored opt-out provision that would extinguish the claims of shareholders in pending securities litigation against the company's CEO without any discernible consideration.

[Read full article »](#)

DEALS

District of New York
U.S. District Court for the Western District of Michigan
U.S. District Court for the Western District of Texas
U.S. District Court for the Western District of Washington
U.S. Securities and Exchange Commission
U.S. Senate
U.S. Supreme Court
Wage and Hour Division

Loeb & Loeb, Dentons Rep SPAC Deal For \$322M Robotics Co.

By *Renee Hickman*

Rehab and robotics and virtual reality company DIH and special-purpose acquisition company Aurora Technology Acquisition Corp. announced Monday they would merge, taking DIH public at a \$321.9 million enterprise valuation, in a deal driven by Loeb & Loeb and Dentons.

[Read full article »](#)

IMMIGRATION

Calif. Judge Sees No Link Between Miscarriage And Detention

By *Rae Ann Varona*

Private prison giant CoreCivic and the Biden administration escaped an asylum-seeker's medical negligence claims following her miscarriage while in immigration detention, with a California federal judge finding no evidence directly linking the woman's treatment in custody to her pregnancy loss.

 Order attached | [Read full article »](#)

EXPERT ANALYSIS

Takeaways From Virgin's Wage And Hour Class Action Loss

A California district court recently issued a \$31 million judgment against Virgin America in a wage and hour class action brought by flight attendants, a reminder that the state Labor Code's reach extends beyond the Golden State when the facts show a strong connection to work performed there, says Julie O'Dell at Armstrong Teasdale.

[Read full article »](#)

5 Ways Fed Crypto Statement Affects State Member Banks

Although driven by concerns about state member banks' crypto-asset activities, the Federal Reserve System's recent policy statement could also affect activities of uninsured state member banks, such as trust companies, and may even extend to state banks' noncrypto activities, say attorneys at K&L Gates.

[Read full article »](#)

Steps Lawyers Can Take Following Involuntary Terminations

Though lawyers can struggle to recover from involuntary terminations, it's critical that they be able to step back, review any feedback given and look for opportunities for growth, say Jessica Hernandez at JLH Coaching & Consulting and Albert Tawil at Lateral Hub.

[Read full article »](#)



LEGAL INDUSTRY

Firms' Entry-Level Hiring Expected To Dip After Steady '22

By *Xiumei Dong*

Entry-level hiring at law firms across the U.S. remained strong last year, but many scaled back their recruitment of summer associates for 2023 in anticipation of challenging economic times ahead, according to a report released Monday by the National Association for Law Placement.

[Read full article »](#)

King & Spalding Rehires Former Senior White House Counsel

By *Andrea Keckley*

King & Spalding LLP announced on Monday that a former senior counsel and special assistant to President Joe Biden in the White House Counsel's Office has rejoined the firm as a partner in its special matters and government investigations team.

[Read full article »](#)

Quarles & Brady Moves Into Denver With Adsero Combination

By Kevin Penton

Quarles & Brady LLP is continuing its westward expansion with a combination with Denver-based Adsero IP, an intellectual property boutique, the firms announced Monday.

[Read full article »](#)

Proud Boys Attys Accused Of Not Paying For Jury Bias Report

By Andrew Strickler

A Texas research firm on Friday sued a group of defense lawyers representing members of the far-right Proud Boys group over an allegedly unpaid bill for a report about potential bias in the juror pool in the nation's capital.

 [Complaint attached](#) | [Read full article »](#)

Attys Urge 2nd Circ. To Revive Conn. Racism Rule Challenge

By Ryan Boysen

Two Connecticut lawyers who oppose a new attorney state discipline rule that prohibits racist and sexist comments want the Second Circuit to weigh in, saying a federal judge was wrong to find that their "vague," "abstract" and "subjective" fears don't confer standing to challenge the measure.

[Read full article »](#)

Interview

Mich. Chief Justice Says Election Process Taints High Court

By Carolyn Muyskens

The Michigan Supreme Court's newest chief justice doesn't hide her qualms about the way she and her fellow justices are elected, making clear suggestions of partisanship at the state's high court are a threat to its independence.

[Read full article »](#)



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From: [NCRIC](#)
To: [Doherty, Bill](#)
Subject: Upcoming Training Opportunities for January 2021
Date: Thursday, December 24, 2020 4:10:06 PM



Dear Colleagues,

I wanted to share and highlight some of the upcoming training classes that our partners at CNOA will be holding in January 2021. Please go to their registration page at www.cnoaregionaltraining.org to register.

Our NC HIDTA training calendar is starting to take shape and I hope to have some amazing training classes for you in 2021. Please check our calendar at www.nchidta.org for further training opportunities.

Happy Holidays and please stay safe and healthy.

Chad

RAMPART DIALOGUE

JANUARY 12, 2021
0800-1200

COURSE DESCRIPTION: The Los Angeles Police Department's Rampart Scandal has been described as one of the most debilitating police corruption cases in Los Angeles history. This class takes an in-depth look at the causes, events and circumstances leading up to, surrounding and beyond the scandal. The course is taught by the captain who was the commanding officer of the LAPD Rampart Division and CRASH Unit during the intense and tumultuous three years when the problems occurred, from 1995 to 1998. The instructor will present a candid, no-holds-barred, personal account of the leadership issues that he continually faced during and for years beyond that time. The dialogue will also look into the LAPD culture that existed at the time and will examine the incremental steps and specific case studies of arrests, shootings and incidents that led to corruption and the downfall and narcotics arrest of Rafael Perez. The dialogue will address the aftermath, its toll and consequences in terms of careers, reputations, family impact and, most importantly, a discussion on the leadership insights and lessons learned to impact, deter and deal with potential corruption. Law enforcement of all ranks and assignments, prosecutors, supervisors and significant others will benefit from this in-depth account and its impact.

JUVENILE OFFENDERS

January 21, 2021
0900-1300

COURSE DESCRIPTION: This course will be an introduction to the world of Juvenile Justice. The class will provide the basics of juvenile brain science and why the Juvenile Justice System is focused on rehabilitation instead of punishment, the specific laws governing interview, interrogation, detentions, and arrests of Juveniles and the differences in the path juvenile cases take through the justice system. You will also learn the specific information to obtain during your investigation of Juvenile offenses to assist the prosecutor in successfully transferring the case from juvenile to adult court in the most serious of cases.

TOPICS COVERED:

- The ins and outs of the juvenile justice system
- What to do when you arrest a juvenile and the laws that apply
- Search Warrants and their differences with Juveniles
- Miranda and the new heightened scrutiny with Juveniles
- Utilizing Juveniles as Informants
- Confidentiality of Juvenile Cases

- How to transfer a Juvenile case to Adult Court
-

ANTIGOVERNMENT EXTREMISM

January 27, 2021

0800-1200

COURSE DESCRIPTION: The issue of antigovernment extremism in the United States is considered one of the most critical threats to the safety and security of the country. While experiencing sustained growth in the 1960's and 1970's, antigovernment extremism reached its initial peak in the 1980's with white supremacist and anti-Semitic movements targeting both civilian and governments entities. After a period of stagnation in growth and activity, we have been witnessing a sustained growth of antigovernment extremism from both the far-right and far-left movements. Far-right movements such as the Posse Comitatus which flourished in the 1960's provided the foundation for the development of other antigovernment movements such as Sovereign Citizens, Militias, Identity Movement, and groups such as QANON, the Proud Boys, and Boogaloo Bois. There have been several serious violent incidents taking place by adherents of the "far-right" ideology and the threat for additional acts taking place is very high. This training will help participants to identify the various groups of the "far-right" and the ideologies that drive these groups. This training will give brief overviews of the sovereign citizen movement, QANON, Proud Boys, Boogaloo Bois, the Identity Movement, and the White Nationalist Movements which are active in the United States today.

This training will help participants to identify the various groups of the "hard left" and the ideologies that drive these groups. This will assist law enforcement in identifying possible targets of these groups. This training will give brief overviews of antifa, anarchists, single issue activists (i.e. animal rights), and racial identity groups (i.e. BLM). This training will also briefly discuss the intersection of the far right and far left in the goal of the downfall of the government at all levels.

Attachment Link(s):

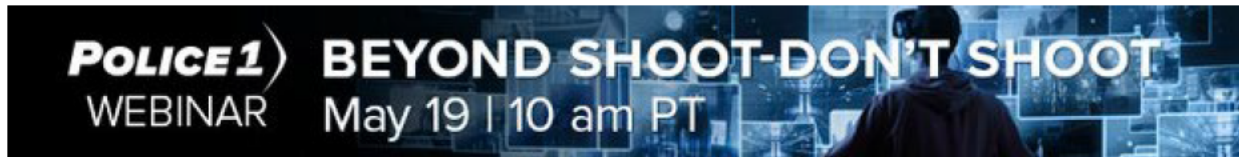
- [01122021RampDialogue.pdf](#) (1 page)
- [01212021Juvenile Offenders.pdf](#) (1 page)
- [01272021Antigovernment Extremism .pdf](#) (1 page)

Link(s) will expire on 12/31/2020

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From: [Police1 Roll Call](#)
To: [Wickman, Michael](#)
Subject: Video shows 2021 hotel gun battle; Biden's public safety spending call
Date: Friday, May 13, 2022 2:11:20 PM

May 13, 2022 | [View as webpage](#) | Too many emails? [Update Subscription Preferences](#)



Dear Police1 Member,

Each year, the names of hundreds of officers killed in the line of duty are engraved on the walls of the National Law Enforcement Officers Memorial in Washington, D.C. These names are then read aloud during the annual Candlelight Vigil to memorialize those who made the ultimate sacrifice.

This year marks the 34th Annual Candlelight Vigil, which takes place at 8 p.m. ET today. View the vigil live on the [NLEOMF website](#), [Facebook](#) page and [YouTube](#) channel.

[Click here to view](#) Police1's ongoing coverage of this year's National Police Week events, sponsored by Verizon.

Stay safe,

— *The Police1 Team*

TOP STORIES



Biden to urge local leaders to boost public safety spending

Biden will encourage communities to spend more before the summer, which typically brings a spike in violent crime

[> READ NOW](#)

[N.Y. trooper honored after crawling through burning house to rescue teen](#)

[New video shows hotel gun battle that ended in 3 cops shot](#)

[Ky. PD reverses course, reinstates strict pursuit policy](#)

[Video: Cops jump on gator roaming near S.C. school](#)



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NATIONAL POLICE WEEK



Slideshow: Police memorials around the country that honor our nation's fallen LEOs

By Police1 Staff

While each memorial is unique to its department and location, they all have one thing in common: to honor officers who have made the ultimate sacrifice



Police Week poem: Between the Monsters and the Weak

By Michael Marks

Poet Michael Marks pens a moving tribute to the men and women of law enforcement



How the National Law Enforcement Museum honors and educates

By Chief Joel F. Shults, Ed.D.

Whether you are a rookie, a veteran or a member of the public, interactive exhibits and fascinating artifacts make this museum a must-visit

Is your police vehicle fully equipped?



Equipping vehicles with AEDs can increase survival rates of sudden cardiac arrest victims by providing potentially lifesaving defibrillation

as early as possible.

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Heart Disease does not care about age. You should.



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OTHER HIGHLIGHTS



'When it's happening, you react': Top quotes from Police1 news this week

By Police1 Staff

Read about an officer who narrowly avoided getting shot in the head, boots on the ground police work and more from this week's news



Photo of the Week: Big Blue

By Police1 Members

Cpl. Demetrius German poses in front of one of the largest thin blue line flags in the country

SPONSORED CONTENT



I got to test Steiner's new Micro Pistol Sight. Here's my impression.

See why this firearms instructor thinks the design, technology and quality of the Steiner MPS are the driving force behind its performance in the field.

FEATURED JOB



**Police Officer -
\$20,000 Lateral
Hiring Incentive**
Federal Way, Washington
\$6,147 - \$8,342 monthly

FEATURED RESOURCES



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Police1 Body-Worn
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Guide to Learn Key
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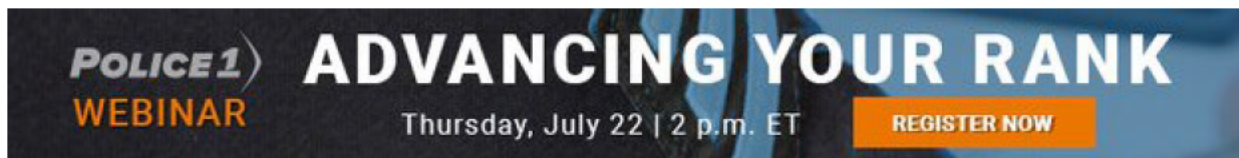
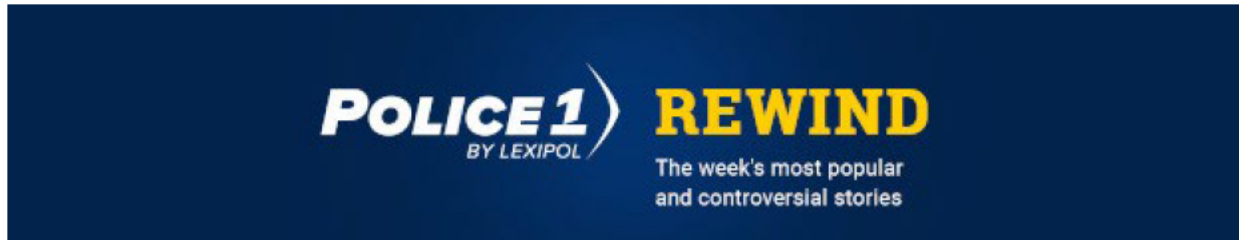
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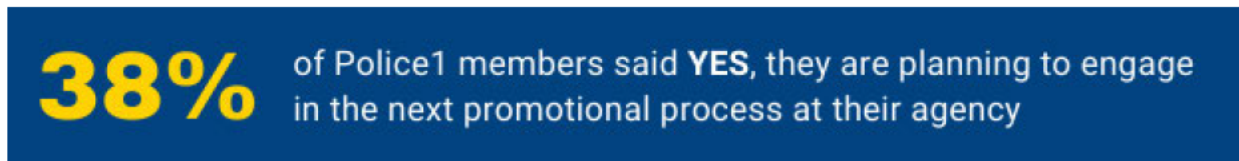
From: [Police1 Weekend Roll Call](#)
To: [Vleisides, Nicholas](#)
Subject: Video shows cop's meal being contaminated & other top stories
Date: Sunday, July 18, 2021 5:23:42 AM

July 18, 2021 | [View as webpage](#)



Dear Police1 Member,

Last week we asked Police1 members if they are planning to engage in the next promotional process at their agency. Here's how you answered:



See the full results of [last week's poll here](#) and scroll down to answer [this week's poll](#): Should non-sworn specialists replace police as primary response to calls regarding those with mental illness?

— *The Police1 Team*

FEATURED CONTENT



Rapper shot 64 times outside jail moments after he was released, Chicago police say

Londre Sylvester, a Chicago rapper, was walking to a waiting car when multiple suspects ambushed him and opened fire, police said

Video: Deputy trips and shoots as knife-wielding suspect charges



Video of the fatal shooting shows the suspect charging and falling on top of the deputy



Ohio PD removes thin blue line flag after 'unhealthy reaction'

Chief Richard Tonelli said the flag had "caused a divisive and unhealthy reaction" within the community

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SCENE JUST
CHANGED FOREVER
THE NEW GS18 I**

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Spectacles

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2021 Rise Award Nominations are open



Tell us about the officers, agencies and community programs you know that are making a difference. The RISE Awards Presented by Axon recognize the heroes among us.

[Submit your nominations today](#)



Should non-sworn specialists replace police as primary response to calls regarding those with mental illness?

[Click here to answer our poll](#)



DoorDash driver seen on video contaminating cop's meal

In the video, a man uses his bare hands to push a note into the meal that reads, "Hope that sh** tastes good"



Police release traffic stop video of Minn. lawmaker who alleged racial profiling

After reviewing the footage, police chief Todd Axtell said the lawmaker owes his sergeant an apology



Supreme Court rejects blanket warrant exception to enter home to arrest a misdemeanor suspect

By Val Van Brocklin

Sanctity of the home unites conservative and liberal justices – again

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From: [Police1 Roll Call](#)
To: [Allen Molien](#)
Subject: Video: Chief berates cops for traffic stop; LEO killed in solo vehicle crash
Date: Tuesday, October 11, 2022 4:02:48 PM

October 11, 2022 | [View as webpage](#) | [Too many emails? Update Subscription Preferences](#)

POLICE 1 **ROLL CALL**

BY LEXIPOL
The day's top police news, analysis & videos

Dear Police1 Member,

With the introduction of high potency synthetic opioids, such as fentanyl, street drugs are becoming more lethal while simultaneously becoming harder to identify.

Join us on [Thursday, Nov. 3 for a digital event](#) discussing the importance of identifying controlled substances in the field, current trends in synthetic designer drugs and more.

[Register today!](#)

Stay safe,
— *The Police1 Team*

TOP STORIES



“Your chief worked for me!”: Ga. chief faces criticism for treatment of LEOs during traffic stop

Bodycam video shows chief Jonathan Hemphill berate officers after he was stopped for a dark window tint and ghost tag

[> READ NOW](#)

[Tenn. PD mourns loss of deputy killed in solo vehicle car crash](#)

[Video: PD statements reveal new details about Austin SWAT shooting](#)

[Calif. parents, students protest removal of thin blue line flag from football field](#)

[Philly's aging police retirees: Inflation is squeezing pensions](#)

N.C. police use severed finger to ID home invasion suspect



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#TRAININGTUESDAY



Training at the speed of a fight

By Todd Fletcher

If we don't train at speed and get our brains accustomed to making decisions at that speed, we are setting our people up for failure

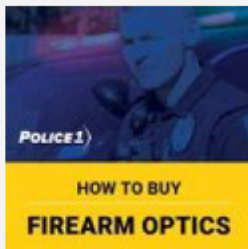


10 recommendations for minimizing injuries in police training

By Lt. Dan Marcou

“Police training is done to prevent injuries, not cause them.”

How to Buy Firearm Optics (eBook)



Download this Police1 firearm optics buying guide to learn key steps for product selection, purchasing and implementation.

[Get the eBook](#)

Training with school administrators



Learn how to create training drills, establish reaction plans and gain experience working together.

[Register now](#)

USE OF FORCE ISSUES



Watching video evidence before providing a use of force statement

By Force Science Institute

How to mitigate the legitimate risks of viewing video evidence, including the risk of corrupting an officer's memory



Why the term 'use of force continuum' is misleading

By Tyson Kilbey

Continuum does not accurately describe police response options to resistance

SPONSORED CONTENT



Why using the cloud is about more than just efficient storage

Police departments that store and manage data in the cloud can easily share it with other agencies, boosting collaborative efforts and closing more cases.

FEATURED JOB



Send Us Your Best Cops

Kent PD: Real Impact, Top Training, Team and Pay. Join Us.

FEATURED JOB



Police Officer - \$20,000 Lateral Hiring Incentive

Federal Way, Washington: \$6,147 - \$8,342 monthly

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To: [Hollis Tong](#)
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TOP STORIES



“Your chief worked for me!”: Ga. chief faces criticism for treatment of LEOs during traffic stop

Bodycam video shows chief Jonathan Hemphill berate officers after he was stopped for a dark window tint and ghost tag

[> READ NOW](#)

[Tenn. PD mourns loss of deputy killed in solo vehicle car crash](#)

[Video: PD statements reveal new details about Austin SWAT shooting](#)

[Calif. parents, students protest removal of thin blue line flag from football field](#)

[Philly's aging police retirees: Inflation is squeezing pensions](#)

N.C. police use severed finger to ID home invasion suspect



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#TRAININGTUESDAY



Training at the speed of a fight

By Todd Fletcher

If we don't train at speed and get our brains accustomed to making decisions at that speed, we are setting our people up for failure



10 recommendations for minimizing injuries in police training

By Lt. Dan Marcou

“Police training is done to prevent injuries, not cause them.”

How to Buy Firearm Optics (eBook)



Download this Police1 firearm optics buying guide to learn key steps for product selection, purchasing and implementation.

[Get the eBook](#)

Training with school administrators



Learn how to create training drills, establish reaction plans and gain experience working together.

[Register now](#)

USE OF FORCE ISSUES



Watching video evidence before providing a use of force statement

By Force Science Institute

How to mitigate the legitimate risks of viewing video evidence, including the risk of corrupting an officer's memory



Why the term 'use of force continuum' is misleading

By Tyson Kilbey

Continuum does not accurately describe police response options to resistance

SPONSORED CONTENT



Why using the cloud is about more than just efficient storage

Police departments that store and manage data in the cloud can easily share it with other agencies, boosting collaborative efforts and closing more cases.

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From: [Police1 Roll Call](#)
To: [Hollis Tong](#)
Subject: Video: Machete-wielding man fatally shot; FBI releases 2022 LODD stats
Date: Friday, October 14, 2022 11:10:20 AM

October 14, 2022 | [View as webpage](#) | Too many emails? [Update Subscription Preferences](#)



Dear Police1 Member,

The greatest loss to our community and profession is a severe injury or death among those who protect and serve. When an officer is murdered, it is imperative that law enforcement leaders figure out what happened and why so as to examine current policing actions and determine areas of training and agency policies and procedures that might need improvement.

During an [upcoming webinar on Oct. 26](#), sponsored by [L3Harris](#), former LA County DA Steve Cooley and Los Angeles County career prosecutor Robert (Bob) Schirn, authors of the "Blue Lives Matter" series, sit down with former LAPD Captain Greg Meyer, to review lessons learned from officer-down incidents.

[Reserve your seat for this critical officer safety event.](#)

Stay safe,

— *The Police1 Team*

TOP STORIES

FBI releases preliminary LEOKA statistics for 2022 to date

Ambush attacks are up 100% over the same period last year

[> READ NOW](#)



[Over 50 shots were fired in deadly ambush of 2 Conn. officers](#)

[Judge extends Cleveland PD's consent decree by 2 years](#)

[Poll: 82% of Portland area voters want more police](#)

[Video: Machete-wielding man fatally shot after advancing on deputy](#)

[Border patrol busts suspects trafficking meth-filled pumpkins](#)



IACP 2022



[IACP 2022 preview: How university students are assisting a police agency to solve cold cases](#)

By Ashley Silver

The “scooby-doo” team receive course credit for helping detectives track down information and locate new leads



BearCat giveaway to launch at IACP 2022

By Police1 Staff

Lenco Armored Vehicles will award a BearCat tactical response vehicle to one winning organization



Motorola Solutions to unveil Incident Management for Apple CarPlay app at IACP 2022

By Police1 Staff

The app will allow officers to access critical incident details and manage key operational workflows from their fully-connected vehicles

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OTHER HIGHLIGHTS



Photo of the Week: Top gear

By Police1 Members

Dramatic skies provide the perfect backdrop for driver training in Colorado

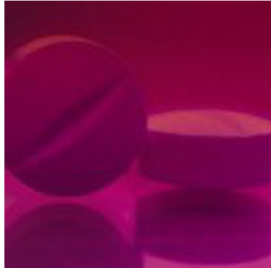
Just the Stats: Critical findings on nonfatal carjackings in the United States

By Amanda Spence

The rate of nonfatal carjackings has declined by 78% from 1995 to 2021



SPONSORED CONTENT



How to defend against the growing threat of counterfeit drugs

Overdose deaths from fake prescription pills are on the rise, capturing unsuspecting users with a fatal dose. Download the white paper to learn why counterfeit pills are a growing threat – and what your agency can do to defend your community against it.

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From: info@lahidtatraining.org
To: [Gunning, Mark](#)
Subject: Some Upcoming In-Person Training and Online Training
Date: Sunday, July 18, 2021 9:54:50 AM



Below is a very small portion of classes listed on the LA HIDTA Training website. Make sure you check the training calendar at www.lahidtatraining.org for the all the classes posted. Classes can/will fill up before they can be sent out on an email blast. If you want to see only On-Line classes, click on “Live-Stream” under “Tags” on the top of the training calendar or look under “Online Training” for INSTRUQ classes/Video-On-Demand. Click “Next” in the upper right to see the next two months of training. If you have any questions or need any assistance with anything regarding training, do not hesitate to email me at: Kenneth.Cordray@laclea.ca.gov

July 21, 2021 - Wednesday
Cultural Diversity

[Download Flyer](#)

Free Live-Stream Course - 0800-1700 Hrs PST

POST Certified - Restricted to Approved CA POST Agencies

[Click to Apply](#)

July 21, 2021 - Wednesday
Drones in your Community

Online Course - 0800-1200 Hrs PST

[Click for Information and Registration](#)

July 22, 2021 - Thursday
Suicide by Cop: Assessment and De-escalation
[Download Flyer](#)

POST Certified - Free Class for CA L.E.

Online Course - 0800-1700 Hrs PST

[Click Information and to Register](#)

July 22, 2021 - Thursday

Human Trafficking Signs & Symbols

Online Course - 0700-0900 Hrs PST

[Click for Information and Registration](#)

July 23, 2021 - Friday

Crisis Intervention & De-Escalation Training

[Download Flyer](#)

Live-Stream Course - 0800-1700 Hrs PST

POST Certified - Free for Most CA POST Agencies

[Click to Apply](#)

July 25-March 14, 2021; Sunday - Sunday

CQB-3 Course

Dublin, CA

[Click to Register](#)

July 25, 2021 - Sunday

CQB-3 Course

Dublin, CA

[Click to Register](#)

July 26, 2021 - Monday

Use of Force and De-Escalation

[Download Flyer](#)

Live-Stream Course - 0800-1700 Hrs PST

POST Certified - Restricted to CA POST Agencies

[Click to Apply](#)

July 27, 2021 - Tuesday

Manipulation - Staff Corruption and Crossing the Line

[Download Flyer](#)

Online Course 0900-1300 Hrs PST

STC Certified

[Apply for Training](#)

July 27, 2021 - Tuesday

Financial Investigations Triage

Free Online Course - 0800-1700 Hrs PST

[Click for Information & Apply for Registration](#)

July 28, 2021 - Wednesday

Terry vs Ohio

Free Webinar 1600-1700 Hrs PST

[Click for Details and Registration](#)

July 28, 2021 - Wednesday

Policing Violent Extremism (ISIS/ISIL)

Corona, CA

[Download Flyer](#)

POST & STC Certified

Free Class

[Apply for Training](#)

July 28, 2021 - Wednesday

Basic Cyber Investigations: Digital Footprints

Free Online Course - 0800-1600 Hrs PST

[Click for Information & Apply for Registration](#)

July 28, 2021 - Wednesday

Crisis Communication and Social Media for Public Safety

Simi Valley, CA

[Download Flyer](#)

[Click for Information and Registration](#)

July 30, 2021 - Friday

Implicit Bias and Racial Profiling

[Download Flyer](#)

Live-Stream Course - 0800-1700 Hrs PST

POST Certified - Restricted to CA POST Agencies

[Click to Apply](#)

August 03-04, 2021; Tuesday - Wednesday

Financial Crimes Against Seniors

Free Online Course - 0500-1400 Hrs PST

[Click for Information & Apply for Training](#)

August 05, 2021 - Thursday

Suicide Prevention: A NCCHC Resource Guide

Free Webinar - 1000-1115 Hrs PST

[Click for Information & Registration](#)

August 10, 2021 - Tuesday

Electronic Surveillance (Wiretap)

Commerce, CA

[Download Flyer](#)

[Click to Register](#) - (If you haven't previously registered for a class through the CA DOJ/ATC website, you must create a profile prior to registering for the class)

POST Certified

August 11, 2021 - Wednesday

Introduction to Strategic Intelligence Analysis

Free Online Course - 0800-1600 Hrs PST

[Click for Information & Apply for Registration](#)

August 12, 2021 - Thursday

Emotional Intelligence and Making Better Decisions

Free Webinar - 1000-1115 Hrs PST

[Click for Information & Registration](#)

August 16, 2021 - Monday

Active Shooter Situations

[Download Flyer](#)

POST Certified

Live-Stream Course 0600-1400 PST

Eligible for CALOES ATA Reimbursement

[Click to Register](#)

August 16-18, 2021; Monday - Wednesday

Passenger Vehicle Drug Interdiction

Commerce, CA

[Download Flyer](#)

Free Class - Hands-On Training

[Apply for Registration](#)

August 17, 2021 - Tuesday

Risk Assessment Tools for the Legally Involved Youth

Free Webinar - 1200-1315 Hrs PST

[Click for Information & Registration](#)

August 17-18, 2021; Tuesday - Wednesday

Change Perceptions By Increasing Your Communications Value

Huntington Beach, CA

[Download Flyer](#)

POST Certified

Watch Live-Stream or In-Person

[Click to Register](#)

August 19, 2021 - Thursday

Boogaloo Movement, MVE & RMVE Extremists

Online Course - 0700-0900 Hrs PST

[Click for Information and Registration](#)

August 19, 2021 - Thursday

Lethality Assessments for Domestic Violence: A Look at How a Simple Questionnaire Could Save Lives

Free Webinar - 1000-1115 Hrs PST

[Click for Information & Registration](#)

August 24-26, 2021; Tuesday - Thursday
Financial Investigations Practical Skills

Free Online Course - 0800-1700 Hrs PST

[Click for Information & Apply for Registration](#)

August 25, 2021 - Wednesday
Investigating and Prosecuting Animal Crimes in Small, Rural and Tribal Communities

Free Webinar - 1200-1315 Hrs PST

[Click for Information & Registration](#)

August 25-September 15, 2021; Wednesday - Wednesday
Organization Wellness

[Download Flyer](#)

Live-Stream Course - 4 Part Series

August 25, September 1, 8 & 15, 2021 - 1500-1700 Hrs PST

POST Certified - Free

See Flyer for Registration

August 28, 2021 - Saturday
Crisis Communications Skills: Public Safety Dispatchers

[Download Flyer](#)

POST Certified - Eligible for CALOES ATA Reimbursement

Live-Stream Course 0800-1700 PST

[Click to Register](#)

August 31-September 01, 2021; Tuesday - Wednesday
Financial Crimes Against Seniors

Free Online Course - 0500-1400 Hrs PST

[Click for Information & Apply for Training](#)

September 01-03, 2021; Wednesday - Friday
Assertive Supervision: Practical Approaches to Performance

Management

Corona, CA

[Download Flyer](#)

POST & STC Certified

[Click to Register](#)

September 02, 2021 - Thursday
Sovereign Citizen Extremists

Temecula, CA

[Download Flyer](#)

POST & STC Certified

Free Class

[Apply for Training](#)

September 07-09, 2021; Tuesday - Thursday
Assertive Supervision: Practical Approaches to Performance

Management

Camarillo, CA

[Download Flyer](#)

POST & STC Certified

[Click to Register](#)

September 07-10, 2021; Tuesday - Friday
Science Based Drug Education

Free Class - Live-Stream 0700-1600 Hrs PST

[Click for Information and Apply for Training](#)

September 08, 2021 - Wednesday
LA CLEAR Overview & Watch Center Orientation

Commerce, CA

[Click to Register](#)

[Download Flyer](#)

Free Class

A Must for ANY Investigator

September 09, 2021 - Thursday

Cultural Diversity

[Download Flyer](#)

POST Certified

Live-Stream Course 0800-1700 PST

[Click to Register](#)

September 12, 2021 - Sunday

Handling the Rising Tide of Suicide

[Download Flyer](#)

POST Certified

Eligible for CALOES ATA Reimbursement for CA PSAPS

Live-Stream Course 0800-1700 PST

[Click to Register](#)

September 13-14, 2021; Monday - Tuesday

Leadership & Accountability: Leading with Influence

Santa Ana, CA

[Download Flyer](#)

POST Certified

[Click to Register](#)

September 13-15, 2021; Monday - Wednesday

Intermediate Cyber Investigations: Virtual Currency

Free Online Course - 0800-1600 Hrs PST

[Click for Information & Apply for Registration](#)

September 14, 2021 - Tuesday

Cyber War Academy

Brea, CA

[Download Flyer](#)

POST Certified

Free Class

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September 21, 2021 - Tuesday
Electronic Surveillance (Wiretap)

Commerce, CA

[Download Flyer](#)

[Click to Register](#) - (If you haven't previously registered for a class through the CA DOJ/ATC website, you must create a profile prior to registering for the class)

POST Certified

September 21-23, 2021; Tuesday - Thursday
Drug Abuse Recognition (DAR)/Drugged Driving Investigations (DDI)

Laguna Niguel, CA

[Download Flyer](#)

POST & STC Certified

[Apply for Training](#)

September 23, 2021 - Thursday
Investigative Genetic Genealogy

[Download Flyer](#)

Live-Stream Course - 0900-1600 Hrs PST – New Date

[Click to Register](#)

September 23-24, 2021; Thursday - Friday
UAS Nighttime Operators Course

Costa Mesa, CA

[Download Flyer](#)

[Click to Register](#)

September 24, 2021 - Friday
Tactical Emergency Casualty Care for Law Enforcement & First Responders Course

Commerce, CA

[Download Flyer](#)

POST & NAEMT Certified

[Click to Register](#)

September 27-October 01, 2021; Monday - Friday

Geographic Profiling Analysis I (Basic)

Buena Park, CA

[Download Flyer](#)

POST Certified

See Flyer for Registration

September 27-October 01, 2021; Monday - Friday

WSIN 2021 Human Trafficking Summit

Sacramento, CA

[Download Flyer](#)

[Click to Register](#)

September 29, 2021 - Wednesday

Computer Crimes: Forensic Investigations

[Download Flyer](#)

POST Certified

On-Line Course - 0800-1700 Hrs PST

[Click to Register](#)

September 30-October 01, 2021; Thursday - Friday

Law Enforcement Pistol Mounted Optics (RDS) Transition Course

Chino, CA

[Download Flyer](#)

POST Certified

[Click to Register](#)

October 04-06, 2021; Monday - Wednesday

Field Training Officer Update

San Gabriel, CA

[Download Flyer](#)

POST Certified

[Click for Information and Registration](#)

October 12-14, 2021; Tuesday - Thursday

Tactical Armored Vehicle Operations Course

Oxnard, CA

[Download Flyer](#)

POST Certified

See Flyer for Registration

October 14, 2021 - Thursday

Response to the Non-Criminal Barricade: Disengagement & Special Relationships

San Gabriel, CA

[Download Flyer](#)

POST Certified

[Click for Information and Registration](#)

October 18-20, 2021; Monday - Wednesday

Tactical Dispatching

San Jose, CA

[Download Flyer](#)

POST Certified

[Click to Register](#)

October 20-21, 2021; Wednesday - Thursday

Law Enforcement Armorer - AR15/M16/M4 (Armorer School - Patrol Rifle)

Commerce, CA

[Download Flyer](#)

POST Certified

[Click to Register](#)

www.lahidtatraining.org for Training Calendar

info@lahidtatraining.org for info/questions

Kenneth.Cordray@LACLEAR.ca.gov for Trainers and
schedule new classes

<https://instruq.co> for “On-Line Training”

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