

180-day REPORT TO THE COMMUNITY



An Action Update SALINAS POLICE DEPARTMENT

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INTRODUCTION



Since I was hired as your Chief of Police last April 6th, the past six months have flown by! I would like to take this opportunity to thank the (literally) hundreds of people who have welcomed me into this great community and who have committed their support for my vision and SPD's efforts toward securing our city and engaging in the fight against gang-related violence. Your encouragement and support are greatly needed and sincerely appreciated!

Since the release of my 90-day Report last July, I have received considerable positive reinforcement from people in all parts of the community indicating the SPD is heading down the correct path, as well as an acknowledgement and affirmation the police department is in dire need of additional resources in order to provide the full-service policing spoken of in the Report. Many have shared with me their positive view of the future for our city through the more effective use of existing police resources, as well as a commitment to support the City's efforts to secure additional resources (personnel and technology) to implement an expanded vision of community policing - Neighborhood Policing. More on this later on.

In addition to publishing a 90-day Report, last April I committed to the community I would also publish a 180-day Report discussing progress made, new directions and more detail about where your police department is heading. This report fulfills that commitment.

90-Day Report – City Council Action

For the past six months I have observed and continue to be impressed by the capability and character of the men and women of the SPD. The great majority of our officers and staff are hard-working professionals dedicated to excellence in their work. But, as I indicated in the Report:

“We simply must develop more capacity, both in the Department and in the community at large. If we do that, and do it intelligently, we will win – we will restore the peaceful Salinas we all long for. But if we do not, we can expect to live with a worsening crime problem into the indeterminate future.”

Everyone with whom I have spoken agrees... our #1 goal is to break the back of gang violence, thereby securing the city and changing the negative label of Salinas as a city of violence to a positive descriptor of Salinas as a “City of Peace.”

After considerable reflection on the seriousness of the rapidly escalating gang violence in our community, on July 21, 2009, the Mayor and City Council voted

unanimously to place a ballot measure (Measure K) before the voters in November 2009, asking citizens of our City to authorize an additional one penny sales tax for each dollar spent, for the purpose of investing in our community...providing your police department with the critically needed additional resources (sworn/non-sworn personnel, technology, vehicles, and an adequate police facility) to lead the way toward establishing a city of peace. Our collective mission is a difficult one. The battle against violence and murder simply must be won. We cannot settle for a partial win...or a pretty good win. We must only accept (and invest in) a TOTAL WIN!

A few years ago, while addressing the West Point Military Academy graduating Class #204, former President George W. Bush said the following:

“Different circumstances require different methods, but not different moralities. **Targeting civilians for murder is always wrong.** (*emphasis added*). Brutality against women is always and everywhere wrong.

“There can be no neutrality between justice and cruelty, between the innocent and the guilty. We are in a conflict between good and evil and America [*in our case Salinas*] will call evil by its name.

“By confronting evil and lawless regimes, we do not create a problem, we reveal a problem. And we will lead the world in opposing it.”

The former president’s words might as well have been written to the citizens of Salinas. *Murder is always and everywhere wrong.* I have revealed the magnitude of the problem of lawlessness and murder in our City. The SPD will continue to lead out in suppressing gang violence, lawlessness and disorder. But we simply cannot succeed without your help and additional resources.

Violent Crime Update

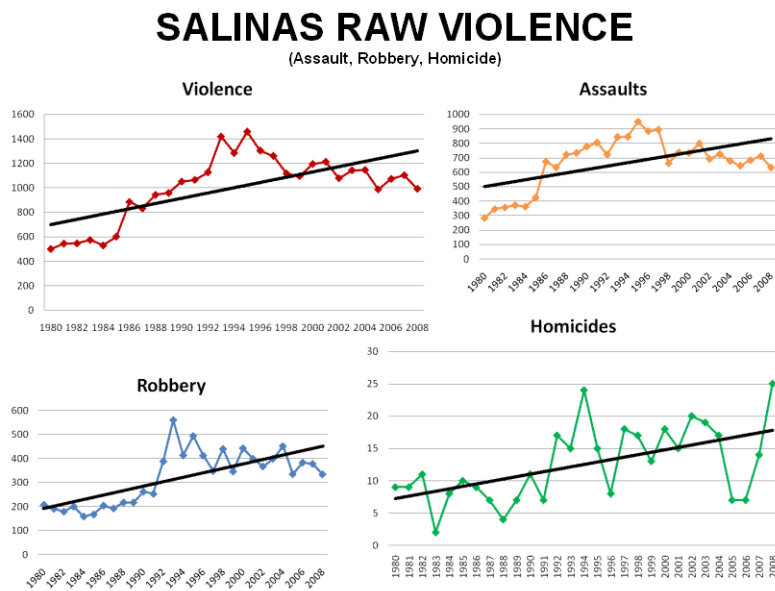
Our work with staff from the U.S. Navy’s - Naval Postgraduate School (NPS) (a first-of-its-kind collaboration) is progressing. Faculty at NPS are experts in studying violent groups around the world; terrorists, insurgents and revolutionaries. By studying these violent groups they have developed a counter-insurgency model which relies largely on social network analysis to determine how best to disrupt their violent actions and, as importantly, address the reasons for their violent behavior in the first place.

To date, NPS analysis experts have drafted a provisional counter-insurgency gang model which identifies key players and required steps to achieve what the military terms the “Commander’s Intent” and what we have coined the “Chief’s Intent,” or the desired end state. This basically means factoring into the model what the Commanding Officer’s preferred “end state” measures would be. For example, as the model would apply to the SPD, the measures might include: time needed for answering calls for service, how much pro-active (free) time should officers have on average each day to prevent (or intervene) criminality and interact with the community, etc.

NPS staff are continuing to collect, analyze and model violent crime data gathered by SPD personnel as part of this comprehensive problem analysis. Initial analysis indicates **strong, positive correlations** between violent crime in Salinas and unemployment, high school drop-out rate, low number of police officers per 1,000 population, as well as other social and economic metrics.

The data analysis phase is long and tedious inasmuch as the data is not readily available - information is being hand extracted since the SPD does not have a sufficient Crime Analysis Unit. Once the data analysis is complete, we will move forward with the build-out of the counter-insurgency gang campaign. Because NPS staff are working on this project on their own time and without compensation (as a matter of public service), we do not have a strict timeline for the progress of this project. However, they have indicated they are with us for the long-term. Another well-deserved tribute to the fine men and women of the U.S. Military and the NPS!

To illustrate some of the data correlations, the below series of charts graphing preliminary data, indicate a long-term, increasing pattern of violence in Salinas (note the overall trend – straight - lines in each graph appear to correlate positively for each type of violent crime).



In 2008 our City reached an all-time record of 25 homicides occurring in any year. Twenty-three of them were gang-related. So far this year 23 young people (mostly teens) have lost their lives to the senseless, gang-related violence in our city. All of them were gang-related. We have not forgotten them; their cases are still open and active investigations. We have arrested a number of individuals related to these homicides, and more are in our sights. Our anonymous tip lines

are working and slowly but surely, more people are relaying information to us to assist in these investigations.

As horrible as the above information is, the homicide rate is not completely indicative of the gang violence we experience in our City. The staggering fact is since May of 2007, there have been over 180 attempted homicides in our City - not just random shootings at inanimate objects...but where a human being was the target of the gunfire! If we then add to this picture the other crimes of violence like robbery, assault, etc., it is no wonder people fear coming to our City!

So...what are we (collective we) doing about it? Your police department continues to put our best efforts into the investigation of these crimes as well as meeting our obligation to respond to the high level of calls for service (CFS) which come in day after day (See 90-day Report for the CFS profile). We continue to arrest numerous persons for violent crimes and have seized more than fifty weapons from criminals in the past nine months. Just a few days preceding the publication of this report, two of the suspects we arrested for homicide (Jorge Alejandro Fernandez (18) and Juan Pulido (20)) were arraigned and held over for trial next April 19. A number of other persons we have arrested for violent crimes are also working their way through the courts as well. Summary statistics will be made available in our upcoming Annual Report.

As we press forward in the fight against the criminal gang insurgency in Salinas, we must keep in mind the insurgency has fomented and gained strength for over five decades. A sustainable peace strategy will take a considerable commitment of will and resources...sustained over an extended period of time. With consistent pressure on the small rudder, even the giant ship will turn around in the water. Likewise, we will turn this epidemic of violence in our City with a united, consistent focus, patience and hard work.

Internally, we are taking a close look at how we are structured as an organization and how we can become more efficient and effective in our service delivery with the present level of resources. What follows is a partial list of what has been happening at the PD in the last three months.

ACTION LIST

Organization Restructure

After reviewing the organizational structure of the SPD from the macro perspective, my Executive Staff and I have been in the process of reorganizing the three Divisions of the SPD. The Patrol function has existed previously as a Unit within the former Field Operations Division. Since Patrol is the backbone of field services it will be elevated in the organization to Division status and will be known as Patrol Division. Likewise, the Administration Division will be changed to include certain special operations staff and will henceforth be known as

Administration and Special Operations Division. Investigations Division will remain as is.

Certain Units and functions will be redistributed among the three Divisions to more equitably distribute the workload and to facilitate better accountability and supervision/management. When the restructure is complete we will publish a revised organization chart.

Deputy Chief of Police

One of my immediate priorities listed in the 90-day Report was to re-establish the third Division Chief position to improve **efficiency** and **accountability** in all three Divisions.

The Deputy Chief of Police is a second-in-command position with responsibility to develop/implement policy and lead a Division. Two Divisions have been operating under the direction of one shared Deputy Chief of Police for a number of years. The demands of each of the three major Divisions of the Police Department require a Deputy Chief to actively lead each Division. I listed this as an immediate priority in order to more clearly define responsibility and accountability for management and executive staff.

On September 22nd, the Mayor and City Council approved my request to re-classify one existing management position (rank of Police Commander) to that of Deputy Chief of Police to accomplish this very purpose. On October 5, 2009, I promoted one Police Commander to the rank of Deputy Chief of Police and placed that individual over the newly-created Administration and Special Operations Division. This restructuring is one of our first steps toward improving internal controls, effectiveness, efficiency and accountability.

Public Information Officer

Within my first two weeks on the job, I met with all of the major news media organizations which cover the City of Salinas. The universal request from all of them was for me to designate a Public Information Officer (PIO) to facilitate the flow of information in both directions: from the SPD to news outlets, and from news outlets to the SPD. I agreed to do so as soon as was practical.

A PIO is essential for the SPD to establish and maintain a healthy and effective working relationship with the press. An effective PIO is able to relieve field supervisory and command officers from being pulled from critical duties to share information with press representatives regarding criminal activity and other police operations.

On October 12th I assigned an experienced, bi-lingual officer to the newly-created position of Public Information Officer for the Salinas Police Department. Prior to his appointment, he completed an intensive PIO Boot Camp Training Course to prepare him for the rigors of the position.

The PIO will be the SPD's principal point of contact for the press. In addition, he will assist with the recruitment of new officers, develop a positive public education out-reach effort (for youth and adults), and serve as a positive role model for Salinas youth who may consider becoming police officers. I am confident our relationship with the press and the community will improve immensely under our Public Information Officer's leadership.

Resource Allocation Study

As people are our greatest asset, the proper assignment of personnel is of paramount importance in our quest to maximize the efficiency and effectiveness of precious resources. The citizens of Salinas want more officers on the street, patrolling neighborhoods, answering calls for service, working with the community to prevent crime, addressing community issues through focused law enforcement, and engaging in the multitude of activities that define a community-oriented policing strategy.

We have been researching, and are presently in the process of negotiation with a reputable firm to conduct a professional study of personnel deployment and resource allocation throughout the entire Department. A primary portion of this study would be to examine Patrol Officer deployment. One widely recognized method to determine optimum Patrol staffing and deployment (shifts, overlaps, days off, etc.) utilizes the Police Allocation Manual (PAM) developed by The Center for Public Safety at the National Highway Traffic Safety Administration. The PAM model is recognized as the national standard for data-based staffing analysis and has been endorsed by top law enforcement organizations world-wide. The PAM model utilizes sophisticated formulas to make determinations of optimum staffing based on workload, call data, geography, desired performance level, pro-active time requirements, and other factors. The model provides a recommended staffing level based on desired output standards. This study will require a funding source and significant staff commitment...but is critically needed.

A comprehensive analysis of current beat boundaries and assignments is long overdue as well. The City has grown exponentially, to include significant portions of annexed land and residential and retail growth. Given our limited staffing, such a study would necessarily need to be conducted in concert with, or after, the resource allocation study mentioned in the above paragraph is in process or completed. We anticipate we will be prepared to implement such an analysis by the second quarter of 2010, given sufficient additional staffing.

Calls For Service – Shift Overlap

The high "call-for-service" volume (see the 90-day Report) in the late afternoon through early morning hours was the first indicator of the need to do the above studies. As a short-term measure to improve response times, we recently assigned a group of officers (actually, everyone volunteered) to start

their shift at 3:00 PM and end at 1:00 AM thus creating a shift overlap. The established second watch will maintain the 5:00 PM to 3:00 AM hours. This deployment will better position more officers during the peak call volume periods and will reduce the down time during shift change.

Operation Ceasefire

With the assistance of State grant funds, the SPD is preparing to implement an evidence-based, gang violence reduction strategy commonly known as Operation Ceasefire. This strategy has proven to be very successful in reducing violent gang behavior in other cities (e.g., Boston, Oakland, San Francisco, Stockton and others) and substantially reduced in the short-term, the homicide rates in each of these cities. In each of these cities, they were not able to sustain results for a long period due to the lack of resources (money and personnel). Simply put, when the violent crime rate dropped city finances were removed from these operations and put into other pressing priorities. Hence, the violent crime rates began to increase and returned to previous levels.

The basic methodology is quite simple: (1) Through a rigorous evaluation of criminal intelligence data, (2) the young men most likely to commit violent crimes in Salinas are identified and (3) brought to meetings known as “call ins” where they are given a simple three-part message. *First*, they are told the violence must stop; *second*, they are informed if the violence continues, all available enforcement efforts (including assistance from State and Federal agents) will be relentlessly focused on them as individuals...along with their associates; and *third*, they are informed we are prepared to provide them meaningful opportunities as alternatives to violence including job training, job placement, education, counseling and whatever other services they need.

After this sober pronouncement, the young men are supported and monitored by outreach workers who assist them in taking advantage of the proffered services. Those who fail to avail themselves of the opportunities provided become high priority targets for law enforcement. Hence, if the violence continues, we descend in masse upon them monitoring their every movement and exercising every legal remedy at our disposal against them.

Although this program has proven to be highly successful in reducing high gun-violence rates in the short term, as stated above, where cities fail to maintain the program elements, violence inevitably returns with a vengeance. Although Salinas’ start-up program is currently funded by a State grant, we must be mindful grant funding is not a bottomless well; on the contrary, we can expect the funding to expire in two years. Our challenge will be to provide sustainability for the program when this occurs so we don’t make the same mistake other cities have made.

The SPD is presently in the data gathering/analysis mode (with help from various agencies) and is poised to implement the strategy within 60 days.

Increased Federal and State Law Enforcement Presence in Salinas

On September 24, 2009, we convened a Gang Crime Summit in Salinas. The venue was the Steinbeck Center. ***This was an historic Summit.*** The Summit brought together top decision-makers from Federal, State and local law enforcement agencies (i.e., the U.S. Attorney, FBI, DEA, ATF, IRS, ICE, State Department, U.S. Marshall, State parole, Probation, Corrections, State Attorney General, Governor's Law Enforcement Division, CHP, and County and City officials, and others). This group of top law enforcement professionals convened in Salinas for a full day discussing and thereafter committing to provide Salinas with long-term assistance in our fight against organized gang violence and crime.

The outcomes from this historic meeting will be manifest in the months and years to come as relationships were forged and commitments secured to work collaboratively to reduce gang violence and criminality in Salinas. Federal and State officials were quick to admonish us however, this is a Salinas problem and outside assistance would be predicated on Salinas funding our own crime-fighting efforts; their assistance would be ancillary.

We have already begun to place Federal and State assets in Salinas and are working together seamlessly. More on this in months to come.

Fusion Center

As a result of the aforementioned gang summit, discussions have continued regarding the possibility of establishing a centralized information center (Fusion Center) in Salinas for the purpose of gathering and sharing information from Federal, State and local sources. However, we have been moving away from the formal concept of a Fusion Center (as suggested in the 90-day Report) since we have learned such a configuration would require too much Federal and State red tape, forced compliance with difficult to operate regulations, and other restrictions which seem to be unwieldy and limiting. Nevertheless, we are still discussing the information sharing center concept but in a different way so as to streamline operations rather than complicate them. More on this in 2010.

CHP Collaboration – CalGrip

The California Highway Patrol has been, and continues to be, a solid partner with us in our anti-gang enforcement strategy. They combine traffic enforcement with criminal threat reduction under the State CalGrip grant which funds their participation in the City of Salinas. Last month CHP officials and I signed another Memorandum of Understanding (MOU) solidifying the extension of the CalGrip grant in our gang-violence eradication efforts.

Spanish Language Learning

While over 60% of the people in Salinas speak Spanish as their primary language, less than 25% of all sworn SPD personnel can communicate in

Spanish. This is a matter of officer safety as well as positive service delivery ability.

We are in the final process of solidifying a plan to offer law enforcement-oriented Conversational Spanish classes for all SPD field personnel. We have been working with a Commission for Peace Officer Standards and Training (P.O.S.T.) certified language trainer and law enforcement consultant to provide all of our personnel with effective communication skills in the Spanish language. The curriculum has been recently P.O.S.T. certified and we are making preparations for hosting the first of many classes. Other police and sheriff's departments will be invited to participate with us (thus off-setting some of the cost). This training will be on-going for all field personnel so minimal Spanish language proficiency skills will be achieved and maintained. We are also investigating the possibility of hosting a train-the-trainer course to develop in-house instructors over the long term.

Policy & Procedures Manual

The FBI Law Enforcement Bulletin recently published the following: "A well-written policy and procedures manual serves as the foundation of a professional law enforcement agency. The lack of current and well-written policies forces officers to rely on common sense, best guesses, past practice, and just plain luck in carrying out their duties. Police officers and municipalities have too much authority, too much responsibility, and too much liability at stake to allow such arbitrary factors to determine how we accomplish our objectives. Additionally, it is critical for any police agency to have an up-to-date and legally defensible policy manual which employees have read, understand, and which is the institutional standard against which all field actions are measured." We at the SPD concur.



The SPD obtained a federal grant in the mid 1990's which paid for an update of the Department's P&P Manual written in the early 80's. Even though new policies and changes have been cataloged and added to the Manual on an occasional basis since the last revision, the manual is significantly outdated, disjointed and cumbersome.

A few months ago we applied for and received grant funding to invest in a state-of-the-art P&P Manual from Lexipol™ Inc. Lexipol™ is an independent company whose policies are developed by top law enforcement and legal professionals and grounded in legal practice and research. They can also be indexed to be compliant with national law enforcement accreditation standards (see Accreditation on page 15).

The Lexipol™ system produces a customized, computer-based, and field-tested P&P Manual that has become a near standard for law enforcement

agencies. In fact, over 90% of the law enforcement agencies in the State of California use this system and have for many years (most Monterey County law enforcement agencies use this system). The SPD will soon be up to speed and added to the list.

Gifts For Guns

Last June the SPD, in cooperation with the governor's Office of Gang Violence Prevention, held our first ever "Gifts For Guns" event. Salinas residents were encouraged to surrender firearms in an effort to reduce the number of firearms in the community which could potentially be stolen and used in criminal activity or result in an accidental shooting.

The Salinas Police Department exchanged gift cards for each firearm surrendered during this program. The gift cards were redeemable at Northridge Mall. Additionally, participants received a free "terminate violence" T-shirt donated by the Governor.

Surrendered firearms were checked ballistically and then destroyed. This program was made possible through a private donation of \$20,000 to the City for the purchase of gift cards. The event was a huge success. The following numbers speak for themselves:

Total firearms surrendered: 204
100 Handguns
5 Assault rifles (3 SKS, AR-15, Hi-Point copy of an MP5)
2 semi-auto sub-machine gun (Uzi & TEC-22)
the remainder were shotguns or rifles

Total number of firearms test-fired - 128

Total number of recovered stolen firearms: 2
(1 from a 1981 case in Ontario Canada; 1 from a 1979 case in Houston TX)

NEAR-TERM PRIORITIES

Intelligence-driven Policing

Intelligence-driven policing is elemental to the Ceasefire model (see below) and is likewise the under girding of all police field operations. Effective crime analysis unites seemingly disconnected events and disparate data points, focuses scarce enforcement units on the most important targets, and at its best, disrupts criminal activity before it occurs.

The two primary components of crime analysis are (1) qualified, trained analysts and (2) effective computerized (analytical) software.

The most sophisticated computerized methods of crime analysis in the world are useless without personnel who are trained in its use and capable of interpreting its output. As indicated in the 90-day Report, the very limited crime analysis taking place at the SPD is performed by a part-time employee who has never received formal training in forensic methodology and sophisticated crime analysis technique.

Recruiting qualified analysts is a huge challenge for police agencies since good crime analysts are in such short supply and very high demand. The certification requirements established by the International Association of Crime Analysts (IACA) involve a rigorous and lengthy course of study. There are three principal schools in California which have top forensic investigation and crime analysis certification programs: the University of California Riverside, Cal State University Fullerton and Cal State University Sacramento. We are in the process of investigating how to best recruit a qualified/certified crime analyst.

Analytical computer software, i.e., Analyst's Notebook and Palantir (applications of choice of our partners at the Naval Postgraduate School) while not inexpensive, are state-of-the-art crime analysis tools which are capable of integrating structured and unstructured data sources, documents, offender link charts and spreadsheets to produce forward-planning, prediction and prevention information, real-time incident management and post-incident investigation.

Criminal intelligence-gathering responsibilities are currently vested in three officers assigned to the SPD Violence Suppression Unit. These officers are not able to focus majority time on the criminal intelligence-gathering function because of the high demand on their time to prepare gang cases for prosecution. These "gang workups," required for obtaining gang enhancements (greater sentences for convicted criminals under Penal Code Section 186.22), are very research and labor intensive. While the work these officers do is vital to successful prosecutions and longer prison terms, a great deal of the preliminary research could be conducted by civilian crime analysts, thereby allowing the intelligence officers much more time "on the street" developing actionable intelligence.

Finally, the analysts rely on intelligence officers to collect relevant data for input. Intelligence analysis is distinct from intelligence gathering insofar as the former is conducted in the office/laboratory environment while the latter is conducted on the street through interviews with criminals, witnesses and victims, and by combing through evidence and other materials with an eye toward investigative leads and clues. Intelligence gathering is best accomplished by sworn officers who have received special training and education in this art.

Neighborhood-oriented Policing - A New Vision of Policing

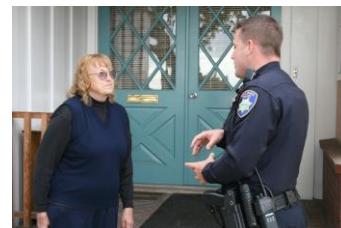
Community-oriented policing (simply referred to as Community Policing) was the first major reform in policing in the last century. It changes the way police

think and act. This revolutionary departure from the typical reactionary model of police service delivery broadens the police mandate beyond a narrow focus on fighting crime, to include efforts that also address fear of crime, social and physical disorder, and neighborhood decay. The community policing philosophy provides an organizational strategy that challenges police officers to solve community problems in new ways. Under community policing, police must form a partnership with people in the community, allowing average citizens the opportunity to have input into the police process in exchange for their support and participation. Community policing rests on the belief that contemporary community problems require a new decentralized and personalized police approach which draws citizens into the process of helping to police themselves

Community policing is not soft on crime, quite the contrary; it places the responsibility to actually solve crime squarely on the shoulders of the police officer. He/she simply works smarter, involving community residents as partners in the crime solving and prevention business.

While community policing has opened the door to modern police practice, I propose an expanded definition...that is to take the concept of community policing to the next step, what I call **Neighborhood-oriented Policing**, or simply Neighborhood Policing. In mid-sized to larger communities, the descriptor of “community” is generally used to identify the population as a whole. Thus, communities are often viewed in the aggregate, as a conglomeration of neighborhoods and businesses. Yet, there are specific and unique neighborhoods which comprise each community. Each neighborhood is defined by a certain subset of criteria (i.e., ethnicity of the population, location, size, physical boundaries, proximity to parks or other facilities, etc.) which add further definition to the term, community.

When police services reach deep into the community, they need to be defined and tailored to meet the needs of specific neighborhoods to be relevant and most effective. Thus, the needs of a neighborhood in one part of our City may not mirror the needs of an other area of the City, and so forth. Police service needs to be up close and personal.



Residents want to know the officers in whom they are placing their safety and trust. They want officers to know their neighborhood well...their problems, the



problem children in their own neighborhood, and the problems they face from externally-generated crime or that which comes from the “outside.” This requires a personal, neighborhood connection... what I am referring to as Neighborhood Policing.

The utilization of officers on bicycles, horseback,

or on foot are possible when there is sufficient capacity (sufficient personnel) to do so. These forms of deployment bring officers into close proximity and contact with residents and thus increase the potential for quality interactions and services.

Accreditation for Law Enforcement Agencies



Since 1984, when the first police agency in the United States received Accreditation status (from the Commission for the Accreditation of Law Enforcement Agencies - CALEA), the accreditation program has become the nationally recognized method for an agency to voluntarily demonstrate their commitment to excellence in law enforcement.

The standards upon which the program is based reflect the current thinking and experience of top law enforcement practitioners and researchers throughout the world. Among a host of qualifying criteria, CALEA Accreditation requires an agency to develop a comprehensive, well thought out, uniform set of policies and procedures (see Lexipol™ pg: 11) and also requires a preparedness program be put in place – so a police agency is prepared to address natural or man-made unusual occurrences.

The CALEA Accreditation process also strengthens an agency's accountability, both within the agency and in the community, through a continuum of standards which clearly define authority, performance, and responsibilities, while at the same time limiting an agency's liability and risk exposure, since it demonstrates that internationally recognized standards for law enforcement have been met.

The process is not without cost...but the investment and the work it takes to rise to nationally accredited standards is immensely worth the effort. The process usually takes between two to three years from application to completion. I anticipate the SPD will be in a position to move down this path within the next 24 months...given sufficient funding and resources (staff and technology) are in place.

Technology

We have been evaluating the state of technology at the PD in recent months. We have identified a host of challenges. In brief, there exists a critical need within the SPD to appropriately staff and fund on-going maintenance of our current technology systems, as well as plan, design, and implement future systems. We have millions of dollars invested in aging technology in the organization with no firm plans or funding for on-going maintenance, support, enhancements, or replacements.

We are also in the process of researching the myriad of technology issues which beset us. We will be developing a definitive priority list for implementation (as funding becomes available) over the next few months.

Preliminary issues identified are:

- Technology staff
- Crime analysis software
- In-house tech control
- Separation from the city-based server to a stand-alone, secure system,
- Secure encrypted communications ability
- Computer forensics software and devices
- Records management system hardware and software
- Automated Fingerprint Identification System (AFIS) database system,
- Software to support our Digital Mug Shot identification system
- Portable fingerprint identification devices to enable identification of persons (suspects) in the field, and
- In-car video capability (a technology that has been around for decades).

Surveillance Cameras

We have recently been deploying security cameras throughout the City. Though we have only a few cameras, their usefulness has been underscored by arrests generated from video-documented activity, as well as intelligence obtained from cameras strategically placed. Camera systems are not inexpensive devices when considering the cost of the network to support them and the personnel needed to maintain and monitor them. However, the positive effect cameras have on crime deterrence, interdiction, investigation and solution, is substantial.

The deployment of both permanently mounted and portable, wireless cameras is highly productive in tactical and strategic situations as well. Included in any system must be the ability to record digital video for later viewing and analytics. In future months, we will be recommending camera systems be deployed for traffic monitoring and enforcement (incorporating license plate recognition software), parks and other public meeting places, and in conjunction with gunshot triangulation technologies.



The technology used to pinpoint suspected gunshots has significantly improved in recent years. This technology can immediately coordinate public area security cameras with areas of suspected gunshots thereby capturing video of suspects still in the area or getaway vehicles leaving the scene on nearby streets.



Having a gunshot triangulation system connected to a well-deployed public area security camera system would greatly assist in deterrence,

intervention, and investigation of gang-related assaults and homicides. This technology is still very expensive...but in time will become affordable as it proliferates the market.

Technology is a human resource multiplier. The deployment of multiple digital cameras will greatly assist us in crime deterrence and detection **IF** it is done in conjunction with staff to manage, maintain and operate the cameras. I anticipate volunteers or reserve police officers will be able to provide some low-cost operation and monitoring. As funding becomes available, we will be aggressively pursuing this technology.

COPLINK

In conjunction with the Monterey County Chief Law Enforcement Administrators group, we are working with State sources to include the SPD in the COPLINK database network currently being regionally placed in counties to the north of us. In recent months the dialog has progressed significantly and contracts with funding will be forthcoming soon.

Volunteers

The demands on law enforcement have never been greater than they are today. We face increasingly sophisticated challenges from computer crime, identity theft, narcotics trafficking, gang violence, sexual predators and a host of other crimes. All these take place with shrinking budgets and limited resources. Where can we look for relief?



There exists in our community a golden pool of untapped resources, namely our senior citizens. Not only do they have time and the desire to volunteer, each has a lifetime of valuable work experience, life experience, and good work ethics, which would benefit the Police Department. In collaboration with the City's Volunteer Coordinator, an expanded volunteer program is needed to effectively utilize volunteers in a variety of assignments within the SPD. As the SPD volunteer program develops, more volunteer positions will be added. Examples of some expanded volunteer programs might include: traffic control, vacation home checks/business checks, citizen patrols, neighborhood watch/business watch, mobile command vehicle driver, language translation, school crossing guards, administrative support, and more.

Reserve Officers

Reserve officers are among the most valuable volunteers in a police organization. The Commission for Peace Officer Standards and Training (P.O.S.T.) dramatically increased the training requirements for Reserve Officers in the 1990's. To obtain certification as a Level I Reserve Officer, the individual must complete 727 hours of P.O.S.T. certified training, or a regular police

academy. The Reserve Officer must then complete a field-training program. The Salinas Police Department field-training program consists of 19 weeks of training. A Level I Reserve Officer is able to work in the field without direct supervision. Due to this level of training commitment, our agency has not seen much interest in residents willing to commit to the training requirements, nor have we actively recruited for the Reserve Officer program. Of the seven Reserve Officers we currently have, three are former SPD officers who retired and elected to stay on as Reserve Officers. The other four have been volunteering their time since the 1970's and 1980's. We will continue to offer the option of staying involved as Reserve Officers, to regular officers who retire in good standing and health.

We are exploring the option of utilizing other than Level I Reserve Officers. Utilizing Level II and III Reserve Officers, we may be able to effectively recruit



and retain more citizens for the program. Level III Reserve Officers are required to complete 144 hours of POST training; there is no specific hourly requirement for field training (it is left up to the agency). Level III Reserve Officers perform more limited support duties and must be supervised by a Level I Reserve Officer or a full-time police officer. For instance, a Level III Reserve officer may provide traffic control, issue parking citations and

provide security at special events. They are also able to conduct or assist with Neighborhood Watch activities and do neighborhood outreach. As an exception to the supervision requirement, they may transport prisoners without direct supervision. I envision Level III Reserve Officers conducting some of the duties SPD Community Service Officers presently do. Prisoner transports would be another duty they could perform which would save a significant amount of police officer time. Again, as personnel and funding become available, we will expand this useful program.

Police Activities League



The Salinas Police Activities League (PAL) is a wonderful youth crime prevention program that uses educational, athletic and other recreational activities to occupy youth with constructive experiences, as well as to cement a bond between police officers and the youth in our community. This year marked Salinas PAL's eighteenth year of service to the youth of Salinas. PAL continues to provide a variety of activities that nurture the cognitive and affective development of PAL kids.

The 2009 list of activities include archery, baseball, basketball, tennis, ballet, bowling, Jr. Giants baseball, karate, off-road vehicles, soccer, horseback riding, internet lab, computer tutorial, bike rodeos, the Christmas party, Halloween party, field trips, social activities and more. Salinas PAL is temporarily housed at the Harden Youth Development Center operated by the Boys and Girls Club of Monterey County.

I recently appointed a new Executive Director and Program Director of PAL. They are committed to our youth. Several active and retired SPD officers, and other community members who are also committed to the success of children in Salinas, volunteer their time. Salinas PAL owes a great deal of its success to the many volunteers who donate so much of their time and money. Most of the Directors on the Salinas PAL Board of Directors (and their family members) are the ones who coach sports activities for the kids, chaperone trips, coordinate programs, and actively look for more children in the community to become members. There is a consistent need to add and develop other programs and activities as well as attracting more volunteers and donors.

Salinas PAL has established bonds with several other community groups and foundations. Partnerships with groups like the Boys and Girls Club of Monterey County and Rancho Cielo help us reach many more youth, ultimately breaking the cycle of gangs and violence in Salinas.

Our goal is to grow the PAL program to many times its current size. This is a fertile ground from which to steer kids away from gang affiliations and grow future generations of Salinas Police Officers!

“Incentivising” Service

When asked, the public often identifies the police mission as "to protect and serve." Indeed, the front quarter panels of our black and white patrol cars are inscribed with the slogan "Service, Pride and Dedication." Our people are clearly dedicated and proud of their work and Department, however, the service aspect of our work needs improving. Placing a greater emphasis on promoting a culture of service within the Police Department will require supervisors, managers and executive staff to recognize, reward and promote those who show a commitment to the same.

Law enforcement duties can be viewed along a continuum of “hard” to “soft” services. Hard services are the stereotypical police duties—responding to crimes and apprehending criminals, the most dangerous police work and the work we and the public expect to be our number one priority. Officers at every level are also capable of providing (indeed are expected to provide) soft services as well. These may include counseling a child, parent or family as an intervention before enforcement becomes necessary, conducting neighborhood, community and classroom presentations, seeking resource information for community members on non-typical concerns like code requirements or navigating the city bureaucracy, or simply spending what free time officers may have engaged with community members in neighborhoods, at parks and playgrounds, to build trusting relationships and foster open communication.

Before we can reasonably expect officers to become thoroughly committed to the utility of soft service provision, we must first create an environment where the officers can reasonably participate in it. Ideally, this would mean ensuring the same officer works the same police beat for a significant period of time, so the officer (and his/her supervisor and commander) can become intimately familiar with activity in that part of the city (Neighborhood Policing!). Our current method of assigning beats, even when we are at full staffing (which we are far from today), causes many officers to work different beats over the course of their workweek, the net effect of which discourages officers from taking ownership of their beats.

When staffing levels rise to sufficient strength, a top priority will be to assign officers to permanent beats, sergeants to teams of officers working the same areas, and commanders to manage those areas.

The enforcement intensive lens through which officers view the world can also serve to separate the officer from the community. Without some form of positive interaction with the community, officers become isolated from the “good” people of Salinas, venturing out of their cars only for purposes of enforcement, typically a negative contact. To counter this phenomenon we are researching innovative ways to create incentives for officers to participate in positive interactions with Salinas residents. Such incentives may include:

- Creating a category of Department awards and citations supportive of community/neighborhood policing
- Giving preference in promotional competitions to officers with a proven track record of community service, both on and off duty, etc.

Given current staffing levels and call volume, the notion of “incentivizing” service in the near-term will be limited to stressing courteous law enforcement services. True service in a community/neighborhood policing model will require the acquisition of resources well beyond those available to the SPD today.

Civilianizing the Crime Scene Investigation (CSI) Function



Our initial inquiry into the possible civilianization of the CSI function has revealed the Monterey County Sheriff’s Department and Watsonville PD (indeed most law enforcement agencies in the State) have civilian Crime Scene Investigation (CSI) programs. They refer to their employees as Forensic Technicians or Field Evidence Technicians (FET’s). They work during daytime hours and respond by call-out to crime scenes, thus freeing police officers to perform other critical field duties. FET pre-employment training includes certification from an accredited CSI school or academy and paid or volunteer work experience.

Civilian technicians are capable of doing the work at a cost considerably less than utilizing sworn officers. We will be moving toward civilianizing the CSI function as soon as we are able hire more civilian and sworn personnel.

We Tip Successes

The SPD launched the “WeTip” program last April. This national program allows a caller to pass on information about crime to the PD without revealing their identity. The calls are truly anonymous. To date we have received 40 productive crime tips through WeTip. The vast majority of these tips have been to alert us to illicit drug activity and non-violent calls. We have received 2 tips providing murder or attempted murder information... which assisted us in the investigation of two homicides, one attempted homicide, and lead to the arrest of a homicide suspect.

The SPD also participates in two additional crime tip lines. The violent crime hotline (775-4222) is monitored by Investigations Division personnel. This line gives the caller the ability to leave information on one of three options: person crimes (x6163), gangs (x6162), and drug crimes (x6161). Crime tips for person crimes for the past six months revealed five tips related to violent crimes.

These crime tip lines are a valuable resource to our community. They are monitored every day.

ON THE HORIZON

Still on the horizon, the SPD will be publishing a 2009 Annual Report (release date: March 2010) and a very important Five-year Strategic Plan (release date: July 2010). The strategic plan will chart a path of growth and accountability for the SPD and will serve as a benchmark against which the community may evaluate our progress. After all, we are a citizen-supported part of city government. The community should be knowledgeable about the service we provide and the direction in which we are moving. Public safety and service is our primary goal, indeed the very reason for the existence of the Salinas Police Department.