

*FIRST ONE HUNDRED DAYS*



# “STATE OF THE UNION”

CHIEF STEPHEN WAYNE CRAMER

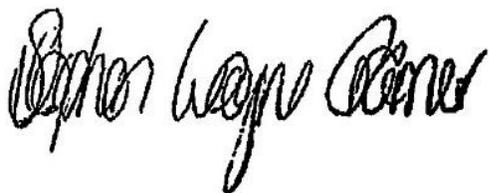
*December 31, 2015*

As we approach the end of 2015, I wanted to provide you with a snapshot of the many changes, projects, events, and collaborations the Cloverdale Police Department has implemented and accomplished since I was promoted to Chief of Police on September 23, 2015. The past three and one-half months have flown by as the entire department changed directions from an isolationist, command-and-control philosophy to one of inclusion, collaboration, and adaptive leadership. The following is a month-by-month breakdown of the *First One Hundred Days* of my tenure as Chief of Police for the City of Cloverdale and the Cloverdale Police Department. The *First One Hundred Days* of any new police chief's administration can be crucial to achieving a successful transition and to building important relationships within the new agency and the community. Often the alliances developed during the first three to twelve months are essential to ensuring that the new chief's strategic plan for public safety is articulated clearly to the community decision makers so that goals are met and the community trusts the agency to keep it safe. Steps taken to build relationships inside the police agency and between the police and the community in the first year can make or break a new chief's career in the community. I am fortunate that I had cultivated these important relationships during my first ten years here.

This has been an exciting time for the City of Cloverdale and the Cloverdale Police Department. I am honored, humbled, and excited for the unique opportunity to lead the Cloverdale Police Department as our newly appointed Chief of Police. We have come through significant turmoil and dysfunction with a renewed dedication of purpose and community engagement. Our personnel are committed to adhering to the highest standards of law enforcement ethics, quality work product, and professional demeanor as our agency's arrests, investigations, reports, city and county-wide participations are bridging a broader positive reputation that affects all law enforcement agencies. We are also committed to participating in county-wide projects, operations, and meetings. Over the past nine months, we have worked hard to shed our reputation of command staff isolation and front line sequestration.

I did not accomplish **any** of the attached items by myself. I have an incredible command staff and a dedicated, talented group of law enforcement professionals

each whom have participated and contributed to the projects, events, meetings, documents, and goals we have set forth. Our police department is now recognized County-wide as being inclusive, supportive, and creative. I am excited 2016 and for the future of our agency. The following is a breakdown of the projects that the entire Cloverdale Police Department has accomplished in the *First One Hundred Days* since I was promoted.



## **SEPTEMBER**

### **Introductory Letters**

When I first took this position, I felt it was important to set a professional tone immediately. I tweaked our letterhead and incorporated an off-white linen paper & envelopes. I prepared and drafted introductory letters outlining Cloverdale's commitment to excellence and re-participation in City and County-wide programs/events. I sent the letters to the California Attorney General, State Senator Mike McGuire, State Assemblyman Jim Wood, Sonoma County Board of Supervisor James Gore, District Attorney Jill Ravitch, Sonoma County Sheriff Steve Freitas, the Presiding Judge of the Sonoma County Superior Court Ken Gness, and each of the police chiefs in the County. We immediately received positive feedback from many of the recipients expressing appreciation and excitement at the changes being made in Cloverdale.

### **Expectations**

I prepared and drafted a list of Chief expectations for the department personnel and also a list of expectations that my department should expect of their Chief. I introduced these expectations at our first department meeting. Each of the department personnel signed the expectation sheet.

### **Installed Blue LED lights Outside Fire Bay Doors**

We immediately began changing the exterior image of the police department. Despite the eroding façade, I wanted to put a proverbial spotlight on the building so the public knows where their police department is located. The outdoor lights to the police department have been dormant since the fire department moved out eight years ago. We changed out the red light bulbs, installed vibrant blue LED lights, and turned the lights on 24 hours per day. The purpose was two-fold. First, it provided an immediate recognition of where our police department is located. The lights can be seen clearly from the boulevard. Second, the lights represent a subtle support for the national Project Blue Light campaign ~ a nationwide recognition of those police officers who have died in the line of duty.

FIRST 100 DAYS

## **Coffee With a Cop**

Our first *Coffee With a Cop* event was a rousing success! Sergeant Parker did a commendable job organizing & coordinating the event. Sergeant Parker, Sergeant Segobiano, Officer Strattan, Dispatcher Smith, and I attended the two-hour event. We met & talked with approximately thirty people, several from out of town. We are planning other events in the near future, including *Pizza With Patrol*.

## **New Victim Services Resource Information Brochure**

After months of collaboration, we received our new *Cloverdale Police Department Victim Services Resource Information Brochure* from the Sonoma County District Attorney's office. Each officer now has the new brochure in his vehicle to pass out to victims of violent crimes/domestic violence incidents. The brochure contains vital resource information & provides consistency throughout all Sonoma County law enforcement agencies.

## **Grant Award**

We received official notice that our department was awarded \$39,600 for the purchase of six (6) multiband portable radios from the Department of Homeland Security grant (facilitated by Sonoma County EOS). These high capacity radios provide us the opportunity to communicate with outside agencies during mutual aid situations and provide a broader coverage distance. No date regarding when we receive the radios.

## **P.O.S.T. Leadership Development Training Course**

As part of our department's new succession planning and career development philosophy (see October), Officer Dave Haas began a six month training course offered by P.O.S.T., *Leadership Development*. The training presents the building blocks for 21<sup>st</sup> Century adaptive law enforcement leadership and is an excellent supplement for the P.O.S.T. Sherman Block Supervisory Leadership Institute (SBSLI). The training class meets two days per month for six months. Officer Haas will graduate

from the course in March 2016. Other officers will attend as the training becomes available.

## OCTOBER

### Designed & Ordered a “Real” Cloverdale Police Department Sign

Sergeant Parker and I designed a professional & official police department sign. For years, the only police department sign displayed was the white plastic box above the front door that read “POLICE” in black letters. We designed an actual police department sign that reads “*Cloverdale Police Department ~ Working Together for a Safe Community*” in bold black lettering. The sign also displays our large silver police star. It was important to move forward with a true identity. The sign will be installed above the front door of the police department. Together with the blue LED lights, there is no doubt where the police department is located. The sign is scheduled to be installed in December.

### Latino Community Engagement Committee

I formed the *Cloverdale Police Chief’s Latino Community Engagement Committee*. I prepared and drafted a one page document outlining the mission statement, values statement, and goals of the committee. In addition, I included ten stakeholders I wanted to participate in the Committee. The philosophy behind this venture is to provide community input to the police department on how we can serve a broader segment of the community. I plan to engage County stakeholders as well, including Los Cien. In one of my first moves, I met with Ms. Carmen Myers, a Cloverdale Latino leader, regarding the start of our Community Engagement Committee. Ms. Myers has a distinguished reputation in town and has committed to participating in the committee in an effort for our department to reach out to the Hispanic community. She is excited to be a part of this fledgling committee and provide her input.

### Lateral Officer Marcos Perez Hired

I had the pleasure of swearing in Officer Marcos Perez as the newest member of the Cloverdale Police Department. Marcos is a veteran of the Cotati Police Department and comes to us with extensive experience. Marcos is finishing up a ten-week Field Training Program and should be released from the Program in early January 2016.

## **Medical Marijuana Cultivation Brochure**

With the help of Dispatcher Smith, I created our first *Medical Marijuana Cultivation Brochure* so the community had the pertinent information on how to grow marijuana legally within the city limits. The brochure included our local ordinance language (prior to updating the ordinance to comply with new state law) and safety tips. The brochure was presented to City Council.

## **Designed First Cloverdale Police Department Challenge Coin Set**

Sergeant Segobiano and Officer Haas designed & created the inaugural *2015 Cloverdale Police Department Challenge Coin*. This limited edition coin represents the transition toward an integrated, community-oriented police department and was very well received. The coin comes in two designs – gold and silver. We handed out coins to department personnel, City Council members, Sonoma County law enforcement dignitaries, and members of the community.

## **Created a Small Business Crime Prevention Guide**

I created a *City of Cloverdale/ Cloverdale Police Department Small Business Crime Prevention Guide* for each of the businesses in town. The guide outlines how to prepare for and prevent crimes including robbery, burglary, vandalism, and fraud. CSO Marino & I hand-delivered the guides to each of the businesses over the course of a couple of weeks. I also provided copies to the Chamber of Commerce for any new businesses in town.

## **Upgraded to Cogent Mugshot System (CMS)**

We began participating in the new county-wide Cogent Mugshot System (CMS) for booking photos and photo line-ups. Currently, we use CalPhoto (a very cumbersome process to create photo line-ups) and our internal RIMS database (limited to the number of people we enter into the database). This provides a wider variety of options for our photo line-ups.

## **Participated in the U.S. Department of Justice COPS Community Policing Self-Assessment Tool**

We launched the U.S. Department of Justice COPS Community Policing Self-Assessment Tool survey to close out the COPS grant. The survey provided us with valuable information on how we register with a community-oriented policing philosophy. The survey came at a fortuitous time as it coincided with the transition in administrative leadership.

## **Latino Community Outreach**

The City Manager and I attended the 2<sup>nd</sup> annual *State of the Latino Community in Sonoma County* event hosted by Los Cien (Sonoma County Latino Leaders), held at Sonoma State University. There were 500+ people in attendance, including Senator McGuire, Supervisor Gore, and DA Ravitch. The theme was *Civic Engagement, Community Action, and Transformation 2016 and Beyond*. This was an impressive display of community support & unity.

## **Cloverdale Mentoring Alliance**

I met with Karen Witkowicki, founder and former Executive Director of the Sonoma Mentoring Alliance/Stand By Me, regarding her advice on our grassroots Cloverdale Mentoring Alliance. Ms. Witkowicki is nationally recognized as one of the pioneers of a successful youth mentoring

program. This is a long-term project that will need multiple buy-ins from stakeholders. We plan to start small and see where it goes from there.

## **Red Bull Flying Aces**

With the support & permission of the City Manager, we assisted with the Red Bull Flying Aces Competition at the Cloverdale Airport. The event was a huge success and put Cloverdale on the map nationally. We received an inordinate number of telephone calls from the public asking what was going on at the airport, including complaints about noise. Overall, the event ran smoothly with no impact to traffic in the area. We had officers present throughout the three days. CSO Marino was also a conduit between the Red Bull officials and the City. The YouTube videos are incredible.

## **POST 16-Hour Basic Rifle Class**

Our agency hosted a POST 16-hour basic rifle training class. Officers from the Petaluma Police Department & our department participated in the class, taught by firearms instructors Dave Haas (Range Master), Damian Eglesfield, and Mike Campbell. We hold one of the only the POST certificates in Sonoma County to host & teach this class.

## **Sonoma County Human Trafficking Task Force**

DA Ravitch invited our agency to participate in the Sonoma County Human Trafficking Task Force. I contacted the head of the Task Force, DDA William Brockley, to begin an assimilation process & encourage training opportunities for our officers.

## **Installed Professional Looking Public Service Sign**

We installed a professional looking public service sign announcing to citizens that the police department is a secure facility and there are no public restrooms available.

FIRST 100 DAYS

# NOVEMBER

## Emergency Operations Center Tabletop Exercise

Sergeant Parker and I began the process of implementing the City of Cloverdale Emergency Operations Plan (EOC) training back in October. We met with Cloverdale Fire District Chief Jenkins to plan for the EOC Tabletop Exercise. We discussed a two-hour exercise where we will present the importance of activating an EOC, the many responsibilities involved, and how to properly set up the room. We sent an invitation email to the stakeholders. We coordinated with the Sonoma County EOC for a representative to attend. Also, we discussed El Nino & the potential impact on City services & the community. We discussed logistics for sandbag deployment, inventory, and the responsibility of his personnel responding to help the surrounding greater Cloverdale area should the need arise.

Sergeant Parker and I participated in the Cloverdale Emergency Operations Center tabletop exercise. Sergeant Parker created an informative Power Point presentation. Cloverdale Fire District Firefighter Steven Allred gave the presentation. Multiple City departments were represented. City Manager Cayler attended. Sonoma County Fire & Emergency Services Department Emergency Coordinator Sam Wallis attended and provided his insights to potential EOC operations. The next table top exercise will be scheduled in early 2016.

## Cloverdale Police Department Training Plan & Employee Career Paths

For decades our department has relied on a two-page training plan that outlined mandatory, essential, and desired department training. I prepared & drafted an expanded *Cloverdale Police Department Training Plan & Employee Career Paths* document that provides our training philosophy and a comprehensive lay-out for each position within the department. This document goes hand-in-hand with the new *Cloverdale Police Department Succession Plan* document.

# Supervisory Field Response Manual

I began drafting a *Cloverdale Police Department Supervisory Field Resource Manual* for our Sergeants. This will provide a more in-depth level of expectations for their roles and responsibilities. The manual also provides a step-by-step checklist for seventeen (17) major events, from air crashes to acts of terrorism. I completed this document at the end of December.

## Comprehensive Medical Marijuana Cultivation Ordinance & Presentations

I drafted a comprehensive *Medical Marijuana Cultivation Ordinance* to complement Governor Brown's new legislation legalizing medical marijuana cultivation (Medical Marijuana Regulations & Safety Act). The bill requires local jurisdictions to have an ordinance in place prior to March 1, 2016. As the City's current ordinance is insufficient, and due to the urgency of this legislation, I prepared a presentation to City Council and, with the assistance of the City Attorney, streamlined the ordinance to adapt to both community and council input. The ordinance provides for the needs of the qualified patient/primary caregiver while protecting the concerns of the greater community.

From November through December, I prepared a series of presentations to City Council and, with the assistance of the City Attorney, streamlined the ordinance to adapt to both community and council input. The Ordinance focuses on rules & regulations for qualified patients and primary caregivers, allowing for small marijuana grows (3 plants indoors/outdoors) exempt from a permit process, and large marijuana grows (Sonoma County guidelines ~ up to thirty plants and/or three pounds processed marijuana) with a permit process. In addition the Ordinance bans all commercial cultivations and allows for delivery service with certain restrictions.

I prepared a third presentation for the City's Planning Commission. The Ordinance involves land use & zoning regulations. The Planning Commission recommended 4-1 that City Council vote to adopt the Ordinance as written (with minor amendments). Finally, I prepared a fourth presentation & the Ordinance is ready for City Council to consider and adopt in January 2016.

FIRST 100 DAYS

## **Drafted Letters to Individual Victims of Cold Cases**

I began sending out personal letters to the victims of potentially “unsolvable” crimes (vandalisms, petty thefts, identity thefts, etc.) in an attempt to empathize with their loss and frustration. I consider this another outreach effort by the police department, illustrating our commitment to the community’s well-being.

## **Updated the Cloverdale Massage Therapist Files**

I began working with representatives from the California Massage Therapy Council regarding out-of-compliance massage therapists within the City. California law has changed re: massage therapy licensing & fees; our files & massage ordinance are not up-to-date; our local massage therapists are out of compliance, so I began reaching out to the active massage therapists re: compliance. This is an on-going project as our current ordinance is not in compliance with state law.

## **City of Cloverdale Social Media Policy**

The Cloverdale Police Department has not previously utilized social media. Sergeant Parker and Dispatcher Smith created a Cloverdale Police Department Facebook page and a Twitter account. Although the department has an internal social media policy that regulates employees’ conduct both on-duty and off-duty, there was no mechanism in place for the entire City to properly participate in social media. With the City Attorney’s oversight, I drafted a City of Cloverdale Social Media Policy that outlines the appropriate procedures and controls for social media participation. I introduced the policy to our City Council and the policy is currently active.

## **Social Media Participation**

As previously stated, our department has not taken advantage of the many benefits of social media. We recently created a Cloverdale Police Department Facebook page and a Twitter account. In addition, we utilize Nixle. These tools allow for greater communication and provide another

window into our activities & incidents. Sergeant Parker and Dispatcher Smith were instrumental in setting these programs up.

## Collaboration with AAA

I met with two representatives from AAA (the Manager of Community Impact & Philanthropy and the Community Relations & Traffic Safety Specialist) to collaborate on bringing two free AAA programs to our community:

- **School Safety Patrol Program:** AAA will provide training, uniforms, & equipment for children at Washington Middle School who want to participate in crosswalk and/or curbside safety. The program protects the children traveling within the school zone. Students gain important lifelong skills, set them up for later success. Students are recognized as safety ambassadors & active role models for younger students. This program compliments the Safe Routes to Schools program. I plan to present this project to the School District;
- **Child Passenger Safety/Booster Seat Challenge:** AAA will provide free booster seats to families in need of children transitioning from traditional car seats to a booster seat. AAA, in conjunction with the Cloverdale Police Department, will conduct a child seat safety inspection. I have set Saturday, April 16<sup>th</sup> for the Cloverdale Police Department/AAA Car Seat Inspection/Booster Seat Challenge at the Citrus Fairgrounds. This is the first of several collaborations with AAA on safety related issues.

## Sonoma County Community Action Partnership

Mayor Cox and I met with Sonoma County Community Action Partnership (“CAP”) Executive Director Tim Reese regarding opportunities to partner together on community engagement. The purpose of CAP is to partner with low income families and individuals to help them achieve economic and social stability, to build community, and to advocate for social and economic justice.

## 2015 P.O.S.T. Excellence in Training Award Nominee

We were nominated for the 2015 California Commission on Peace Officer Safety & Training (“POST”) *Excellence in Training Award* for our efforts in re-tooling & upgrading our Field Training Program to POST standards. Our FTO Program deficiencies have been widely documented. Putting the program back on track & adhering to POST regulations have been instrumental in changing the culture of the department.

FIRST 100 DAYS

## **Retired Officer CCW Qualification**

I created two new firearms qualification forms for our retired police officers. The first, a *Retired Officer Petition for CCW Endorsement* sets forth the parameters for obtaining & maintaining a CCW endorsement, complete with a waiver & release. The second is a *Firearms Qualification* form. Previously, we did not have a mechanism in place to keep track of our retired police officers' firearms qualifications, nor did we have any formal agreements in place that provided those officers with the rules and regulations required to keep and maintain a concealed carry endorsement. This will allow our Range Master and Firearms Program Supervisor to keep accurate records.

Retired Sergeants Scott Allred and Larry Pina took advantage of the qualification date. Former Chief Mark Tuma was invited but was unable to attend. We will re-schedule retired Chief Tuma's qualification date in early 2016.

## **K9 Public Safety Demonstration**

Sergeant Parker & K9 Officer Camara conducted a Public Safety presentation to the four Kindergarten classes at Jefferson Elementary School. Officer Camara introduced his partner "Jimmy" & the kids interacted with patrol vehicles. The main themes from our officers included the importance of wearing bicycle helmets, street crossing safety & how to call 911 in case of an emergency. Approximately 100 children attended.

## **New Animal Control Agreement with Petaluma Animal Services Foundation**

CSO Marino and I assisted City Finance Manager Joanne Cavallari with the preparation, research, and draft of the City's new Animal Control Agreement with Petaluma Animal Services Foundation (PASF). The agreement provides for PASF to take possession of abandoned dogs, take over all dog licensing & extensive after-hours services for loose dogs.

# DECEMBER

## Professional Christmas Cards

Technical Services Supervisor Linda Webb designed professional looking Christmas cards for our agency to send out to the many departments and individuals who collaborate with us. We sent out one hundred Christmas cards for the holidays.

## Hosted the City Employee & Family Star Wars Movie Night

Sergeant Chris Parker took the lead and organized a Star Wars Movie Night for City employees & their families for December 17<sup>th</sup>. Sergeant Parker collaborated with the Clover Cinemas owner to offer the movie premiere the night before the national release. The event was so successful, we needed two theatres to accommodate the interest. We held a mixer prior to the movie. Several Sonoma County dignitaries attended, including State Senator Mike McGuire, Sonoma County Sheriff Steve Freitas and Lieutenant Mark Essick, Cloverdale City Council Members Cox, Brigham, Russell, and Palla, Rohnert Park Department of Public Safety Police Chief Brian Masterson, Sonoma State University Police Chief Nathan Johnson, former Interim Cloverdale Police Chief Steve Willis, and the SRJC Public Safety Training Director. The event was covered by the Reveille. Approximately 130 people enjoyed the event. Senator McGuire tweeted about the event after he left! The Cloverdale Reveille covered the event and wrote an extensive article about the evening.

## Officer Beau Gastineau Completed Field Training Program

Officer Gastineau successfully completed his Field Training Program. Beau has worked diligently to learn our policies and procedures. He has demonstrated proficiency in his patrol duties. Beau has been exposed to and handled a variety of in-progress and pro-active incidents. I have followed his progress since his first day back in July and I am confident he has the skill set to succeed.

FIRST 100 DAYS

# **Cloverdale Police Department Succession Plan**

I created the *Cloverdale Police Department Succession Plan*. This plan is a two-part document that coincides with the new *Cloverdale Police Department Training Plan & Employee Career Paths* document. The Succession Plan provides information and direction on how our personnel can achieve advancement in training and in rank. The succession plan includes a general timeline of key personnel positions so that we are ready for the next generation of leaders within the department.

## **Gang Resistance Education And Training (G.R.E.A.T.)**

When signing up Rickey Rhodes to be a G.R.E.A.T. instructor (training to be held in January of 2016), it came to my attention that the Cloverdale Police Department and the Cloverdale Unified School District did not have a current agreement on file with G.R.E.A.T. (nor had there been one in approximately eight years). According to G.R.E.A.T., this is an annual requirement. Superintendent Decker and I executed an agreement and we will monitor this annual requirement.

## **Prepare First Draft of Updated Massage Therapy License Ordinance**

Our current City Massage Therapy License Ordinance (adopted in 1975) is outdated and not in compliance with current State law. There have been significant changes to laws related to massage therapist certifications. Working with the California Massage Therapy Council (the non-profit organization that is responsible for certifying massage therapists) I prepared a draft ordinance updating our current ordinance to reflect the current laws & requirements. This will be on the sub-committee agenda for early 2016.

## **Supervisory Field Resource Manual**

I completed the *Supervisory Field Resource Manual* to assist our sergeants in streamlining supervisory behaviors and expectations. The purpose of the manual is to condense and bring together some of the most important

aspects and functions of supervision to help guide our sergeants in their day-to-day operations. This manual, like any other manual, is not meant to be absolute, but rather a set of guiding principles which should be followed in activities which are directed at attaining Department objectives.

## **Radar Trailer Deployed**

After years of dormancy, we re-charged the department's radar trailer & deployed it out in the community. We focused on high traffic areas & public concerns, including East First Street at Mulberry Street and South Cloverdale Blvd. at Shady Lane.

## **SRJC Public Safety Training Center Basic Academy Graduation**

I attended the most recent SRJC Public Safety Training Center Basic Intensive Academy graduation, held at the Santa Rosa Veterans' Memorial building. This was the first time in years that Cloverdale attended an academy graduation and supported the academy & recruits.

## **Public Works Installed "Real" Cloverdale Police Department Sign**

On December 23<sup>rd</sup>, Public Works graciously installed our new Cloverdale Police Department sign directly above the old fire bay doors. The sign looks incredible & demonstrates our commitment to professionalism. They also removed the plain white sign box above the entrance to our building. Eventually, we will have flood lights installed on either end to illuminate the sign during the evening hours. We owe a huge debt of gratitude to Interim Public Works Director Vanessa Apodaca, Public Works crew Curtis Waller, and Dylan Mills ~ each for their unselfish professionalism & efficient work ethic.

## **Updated Confidential Informant Packet**

Officer Campbell, Officer Perez, and Dispatcher Smith updated our internal Confidential Informant packet to include current language and a Spanish translation. This packet is a 'blueprint' for potential informants

to understand their responsibilities & limitations. For years, we have only used the English translation, to the detriment of our community.

FIRST 100 DAYS

## **Prepared Preliminary Needs Assessment for New Police Building**

City Manager gave me the green light to begin the lengthy & complex process of procuring a new police department building. I prepared a "Needs Assessment" document that broke down the different office & equipment space needed for a new police department building. I submitted a memorandum to the City Manager outlining our need for a state-of-the-art 15,000 square foot building, complete with a secured Sally Port, secured parking, locker rooms, interview/interrogation room, expanded property/evidence room, etc. This document goes hand-in-hand with the next category (USDA Loan/Grant).

## **Started Pre-Application Paperwork for USDA Loan/Grant - New Police Building**

After speaking with Lakeport Police Chief Brad Rasmussen & his journey in successfully getting a new police department building, I began researching different funding mechanisms to fund a new police department building. I researched the United States Department of Agriculture Community Facilities Direct Loan & Grant Program. This loan & grant program specifically funds public safety facilities with a low interest, long term loan. I coordinated with the USDA loan representative and filled out an extensive pre-application paperwork to get the process started. If approved, funding for the new building should occur in May 2016. I am in communication with the architecture firm Ross-Drulis-Cusenberry, out of Sonoma. They were peripherally involved back in 2007 & are renowned for their public safety vision.

# ON-GOING PROGRAMS

## Congratulatory Cards

CSO Marino and I designed “*From the Desk of Chief Stephen Wayne Cramer*” cards. I have sent these cards out to our personnel and the community for a variety of topics, including congratulatory, appreciation, and “get-well” messages.

## Neighborhood Watch

We expanded our already successful *Neighborhood Watch* program to include Del Webb residents. Sergeant Segobiano took over the program and, with Officer Rhodes, has held several Neighborhood Watch meetings. Topics have included identity theft and crime prevention strategies.

## 911 Dispatch Upgrades

During the entire three and one-half months, Technical Services Supervisor Linda Webb has spearheaded a major upgrade with our dispatch center and emergency communications system. She coordinated a complete overhaul of the equipment, furniture, and infrastructure of the dispatch center.

In addition, due to dispatch’s recent temporary move into the conference room we had been unable to adequately interact with citizens who came into the lobby. We installed a door bell alarm at the front door to the police department so our dispatchers are aware a citizen needs service. We also installed a telephone in the lobby for citizens to call into our dispatch center for law enforcement related services. We posted a sign on the front door to the police department announcing that the building is a secure facility and no restroom services are available.

## ABC Responsible Beverage Service Training

Sergeant Parker scheduled the first of several *ABC Responsible Beverage Service* trainings, hosted by the Cloverdale Police Department and the Sonoma County Department of Health Services for 2/10/16. The training

targets all owners, managers, & employees of ABC licensed establishments.

## Every 15 Minutes

We are organizing an *Every 15 Minutes* DUI program at Cloverdale High School. Sergeant Segobiano is spearheading the program. *Every 15 Minutes* is a two-day program focusing on high school juniors and seniors, which challenges them to think about drinking, driving, personal safety, and the responsibility of making mature decisions. Along with alcohol-related crashes, it focuses on the impact that their decisions would have on family and friends. Multiple agencies participate, including the DA's office. The event will be held in April or May of next year.

## AVOID the 13

We began re-participating in the Sonoma County AVOID the 13 campaign. Officer Nunez has attended several DUI Checkpoints throughout the County. The AVOID grant provides 100% salary & benefits reimbursement at the officer's overtime rate. In October, I met with Santa Rosa Police Sergeant Mike Numainville regarding upcoming AVOID the 13 DUI Checkpoint enforcement dates. I signed the 2016-2017 AVOID the 13 participation agreement (required by each agency for the grant). We made arrangements to host the DUI checkpoint on Friday, July 1<sup>st</sup> (instead of Memorial Day weekend as previously planned) and to share the ten hour event with the Healdsburg Police Department.

## Staff Meetings

The previous administration rarely held staff meetings to discuss important issues and projects. Starting in September, my command staff began holding weekly staff meetings to ensure we were moving forward on the many projects and responsibilities each of us has. The previous administration had not held a formal staff meeting in several years. As everyone settles into their new roles and the department understands the direction we are headed, these meetings will taper to twice monthly, then once per month.

## Sergeants' Meetings

In the ten years I have been employed with Cloverdale Police Department (eight years as a supervisor), we *never* had supervisors' meetings. Starting

in September, I directed my sergeants to conduct Sergeants' meetings once per month.

## **Squad Meetings**

In October, we held our first department meeting under the new police administration. The previous administration had not held an "all-hands" meeting in several years. We held the meeting in the bay and included a pot-luck barbeque. City Manager Cayler and former Interim Chief Susan Jones attended the meeting. I set forth my expectations of the department and also what staff should expect from me as their new chief. I changed one specific policy (tobacco) to eliminate the use of smokeless tobacco and e-cigarettes (vaping) inside the building, inside a patrol vehicle, or while in uniform. I created & handed out a "Confidential & Restricted" packet for employees to fill out ~ the packet provides information on what to do in case of an in-the-line-of-duty serious injury or death to ease the family's burden. We owe a huge thank-you to the Healdsburg Police Department ~ they loaned one of their dispatchers to cover our calls for service so our dispatchers could attend the meeting. I sent out individual letters of thanks to Chief Burke, Lieutenant Jenkins, and the dispatcher, Colleen Simmons, for their support. The Chief considered this a mutual aid request & there was no cost to the City of Cloverdale.

## **Cloverdale Unified School District Facilities Master Plan**

We are participating in the Cloverdale Unified School District's Facilities Master Plan committee as they assess facilities needs for the next twenty years. The committee meets every Thursday from 3:30 – 5:00 p.m. starting 11/12 through 2/4/16. Sergeant Segobiano and/or Reserve Officer Baker (as SRO) sits on this committee.

## **Equipment Upgrades**

We have upgraded essential equipment including Tasers, bulletproof vests, game cameras (cemetery), ID card program, body worn cameras & storage (trial testing from Taser, Inc.), & ERAD card reader (for asset forfeiture).

# TRAINING CLASSES COMPLETED

In the first one hundred days I have held this position, our department personnel have attended **668 hours** of law enforcement training, including:

- Officer Rickey Rhodes – *BATI Interview & Interrogation* (40 hours)
- Officer Dave Haas - *POST Leadership Development* (48 of 96 hours completed to date);
- Sergeant Chris Parker *POST Training Managers* course (24 hours)
- Technical Services Supervisor Linda Webb - *RIMS Conference* (40 hours);
- Sergeant Chris Parker and K9 Officer John Camara - *Active Shooter* training (8 hours each x 2 officers = 16 hours));
- Chief Cramer - *Winning the Battle: Pain Behind the Badge* (8 hours);
- Dispatcher Carolyn Peterson - *High Risk Events*, (8 hours);
- Sergeant Chris Parker - *POST Property/ Evidence Room Management* course (24 hours);
- Sergeant Rudy Segobiano - *POST Basic Internal Affairs* course;
- CSO Teresa Marino - *2015 Community Services Officer Training Symposium* (24 hours);
- Dispatcher Lori Smith - *Advanced Dispatcher Update* (24 hours);
- Technical Services Supervisor Linda Webb – *Pitchess Motion* training (8 hours);
- Technical Services Supervisor Linda Webb – *Building a Model Police Records Unit* (16 hours);
- Chief Cramer – *Law Enforcement Marketing* (8 hours);
- Officer Carlos Nunez – *Crisis Intervention Academy* (36 hours);
- Sergeants Chris Parker & Rudy Segobiano – *ICI Homicide School* (80 hours each x 2 officers = 160 hours);
- Dispatchers Carolyn Peterson & Lori Smith – *Temporary Holding Facility* (8 hours each x 2 dispatchers = 16 hours);
- Officers Rickey Rhodes, Beau Gastineau, & Marcos Perez – *Temporary Holding Facility* (8 hours);
- Officer Mike Campbell – *PSP Force Options Simulator* (4 hours);
- Officers Segobiano, Eglesfield, Strattan & Haas – *PSP Arrest & Control* (4 hours each x 4 officers = 16 hours);
- Officer Camara – *K9 training* (20 hours per month x 4 months = 80 hours);
- Sergeants Parker & Segobiano, Officers Haas, Camara, Rhodes, Campbell, Gudino, Gastineau, & Baker – *Department Firearms Night Shoot* (4 hours each x 9 officers = 36 hours).