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Editorial Creed
California Sheriff is the official publication of California State Sheriffs’ Association Foundation (CSSAF). Articles or statements of individual authors do not necessarily reflect the views of California State Sheriffs’ Association Foundation (CSSAF). Published quarterly, the magazine is designed to keep sheriffs and members informed and aware regarding the association and California law enforcement.

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In every issue

4 President’s Message
Sheriff Adam E. Christianson, Stanislaus County

6 Chief Operations Officer’s Perspective
Carmen Green, Chief Operations Officer

8 Legislative Update
Nick Warner, Policy Director

10 Legal Update
Marty Mayer, General Counsel

Association Mission Statement: To support the role of Sheriff as the Chief Law Enforcement Officer in each county and to speak as a collective statewide voice on matters of public safety.

Foundation Mission Statement: To provide education and training services to the 58 Elected Sheriffs of California, their departmental employees and other members of the California State Sheriffs’ Association.

Features

7 Corporate 100 Partners Listing

7 Staff Profiles

14 Riverside County LODOX Imaging System

Glenn County Encourages Citizens to Sign Up for Smart911

16 Words to Deeds VIII

18 G.R.E.A.T. Camp

20 2014 CSSAF Trainings

23 Reflections on Law Enforcement in Israel

California’s Terrorism Liaison Officer Program Modeled Nationwide

28 Welcome New Lifetime Members

29 CSSAF Membership Program
The regurgitated media reporting of misinformation and repeated images of law enforcement personnel in tactical gear, that often depicts only a single moment in time, does not adequately acknowledge or accurately represent the substance behind the imagery and the reality beneath the perception.

In a 24/7 media world, which focused on the “militarization” of law enforcement, it was only after one media outlet used the term that the rest repeatedly parroted the term without the benefit or courtesy of sharing the harsh reality of policing and protecting our communities throughout the United States. We live in an increasingly dangerous world with credible threats to our national security and threats against our law enforcement personnel. Why not provide those men and women with the best equipment and training, all with the common goal of protecting our citizens and safely sending those brave men and women home to their families at the end of their shift?

Law enforcement personnel are very special people. They're brave, courageous, compassionate, understanding and truly dedicated to the profession. They stand between good and evil, often times under extraordinarily difficult circumstances. They run toward gunfire when everyone else is running away, all while being criticized by the media and all too often, paying the ultimate price, sacrificing their own lives, protecting people they don't even know.

As of 2012, there are an estimated 2.5 to 3.7 million rifles from the AR-15 .223 caliber family in civilian use in America. They are favored for target shooting, hunting, personal protection and have become the most popular rifle in America, owned largely by law abiding citizens. Sadly, those who commit crimes and victimize others, also use these weapons.

Yes, many law enforcement agencies have also sought to obtain .223 caliber rifles and armored vehicles, why you ask? After two tragic shootings on different sides of the country, it became evident that law enforcement agencies were clearly outgunned.

In a Los Angeles shoot out that injured 11 officers and seven civilians, suspects engaged officers with fully automatic rifles. Tactically outmatched, the responding officers had to borrow weapons they did not have on scene from a local civilian gun retailer.

In Miami, two robbery suspects used .223 caliber rifles against FBI agents. Outgunned and pinned down, two agents were killed and five wounded before the incident was over.

Our job in public safety is simply to respond to the threats that face our communities each and every day. The reality of this world is that those threats are high-powered, deadly, and unflinching. When we obtain the updated equipment, we hope and pray we never have to use it; however hope is not a strategy in our business.
As to armored vehicles, they are large safe boxes that protect first responders. They’re not weaponized in anyway and give both law enforcement officers and at-risk civilians a safe path to exit a dangerous situation involving an armed assailant. We’ve used them to safely evacuate residents and others who were in the direct line of fire, from those desperate individuals who would rather shoot it out with the police, than surrender.

We see armored vehicles pick up cash receipts from grocery stores every day in America. Why then, do we find it odd that law enforcement agencies might need one to respond to an armed robbery at the same store?

Discussions have, and should continue to focus on deployment and training. The need has been well documented. Actions of law enforcement personnel are well observed by the public and any criminality or negligence brings both criminal and civil liability as it should. Law enforcement personnel are held to a very high standard of conduct, behavior and performance. They’re well qualified and well trained to deal with very difficult, challenging and dynamic critical incidents. They’re also forced to make split second decisions to save a life or save their own life all without the benefit of hour’s worth of media “analysis” by “experts” who wouldn’t have the courage enough to do what peace officers do every day.

While the incident in Ferguson is still under investigation, day-to-day policing across the country is very different. Rarely do tragic incidents occur where an innocent victim is injured or killed during a law-enforcement interaction and often represents a thankfully small exception, and not the alarming rule.

In fact, the actual data does not support the idea that peace officers, regardless of what gear they utilize or wear, are increasingly aggressive in response or lethal in action. Some basic figures provide clarity. According to the Department of Justice, over a six-year period from 2003 to 2009, arrest related homicide deaths averaged around 400 per year. The latest numbers from 2013 are consistent with that average.

While that might seem high, the FBI estimates that a whopping 98 million arrests occurred across the country during that same period of time, meaning that 99.9998% of arrests did not result in death. While every death, civilian or peace officer brings heart ache, these figures hardly suggest that trigger-happy commandos are patrolling our streets, yet some have recently tried to impress this falsehood upon the public.

Also missing from the debate are the strict policies, procedures and guidelines law enforcement agencies follow when any officers are involved in a duty related death. These include extensive investigation by multiple agencies, mental health counseling, prosecutorial review and time off, all of which is again, misrepresented by the media.

And what about peace officers killed in the line of duty? On a yearly average, a law enforcement officer dies every 58 hours. Thus far in 2014 there have been 69 law enforcement officers killed and 13 police K-9 deaths in the line of duty. Here in California, 13 peace officers have been killed in the line of duty so far in 2014. By comparison, that is 27 more than what the military has tragically lost in the line of duty over the same time period. In 2012, 52,901 officers were assaulted while performing their duties. Of the 52,901 officers who were assaulted, 14,678 or 27.7% sustained injuries.

And where is the media outcry? You won’t see the same media feeding frenzy coverage of a murdered peace officer that you’ll see and continue to see in incidents such as occurred in Ferguson, Missouri.

Many departments have their law enforcement officers living in the very communities in which they work, raise their families, and pay their taxes. Meaning, the roughly 700,000 law enforcement officers in America are citizens of the same community they police.

They work sleepless nights to solve murders and keep drugs and violence out of playgrounds and neighborhoods. They stop alcohol and drug impaired drivers from harming or killing innocent motorists. They’re on the scene with firefighters, at blazing infernos and twisted wrecks on the highway. And, they respond to situations of complete danger and chaos just like those 60 New York Police Department and Port Authority law enforcement officers who lost their lives at ground zero when the towers crumbled.

The list of duties law enforcement officers perform, often heart wrenching, stomach turning and pulse pounding goes on. Clearly they can’t solve or prevent all crimes. They’re imperfect human beings, working in an imperfect system, in an imperfect world. They make mistakes like the rest of us, but as journalist Paul Harvey stated "less than one-half of one percent of policemen misfit the uniform. That's a better average than you'd find among clergy.”

The overwhelming majority of those who wear a badge, don a ballistic vest, and face a workday of uncertainty are guided by a sense of professional commitment, impartial duty, and appropriate response. We would do ourselves well as fellow citizens, as honest adherents to justice and truth, not to forget these facts. ✺

Sheriff Michael J. Bouchard, Oakland County Sheriff, Vice President, Government Affairs Chair, Major County Sheriffs’ Association contributed to this article.
The California State Sheriffs’ Association (CSSA) held its exclusive 9th Annual Corporate 100 Partner Event October 15-17, 2014; hosted by Stanislaus County Sheriff Adam Christianson. One of the many benefits of being a CSSA Corporate 100 Partner is attending an exclusive annual dinner with the Sheriff Members of CSSA, as well as other law enforcement partners.

This event was held in conjunction with the CSSA October Board of Directors Meeting. There were approximately 120 attendees consisting of Corporate 100 Partners, Sheriffs, and spouses. There were various opportunities for the corporate partners to network, such as golf, a couple of receptions and the annual dinner event. This allows the partners to build strong relationships with the Sheriffs of California.

The Sheriffs attended a full day of meetings on Thursday, October 15, 2014 and discussed many items pertaining to the Organization. Towards the end of the afternoon, the Sheriffs scheduled for the Corporate 100 Partners to join us and allowing them the opportunity to introduce themselves and provide pertinent information about their company. There were approximately 45 partners who participated in the presentation opportunity. This allowed the Sheriffs to learn more about the various companies represented and put a name and face to the Corporate 100 Partners prior to our dinner event that evening.

The California State Sheriffs’ Association currently has 69 Corporate 100 Partners and looks forward to increasing that number in the coming year. Our goal is to have 100 excellent Corporate Partners who desire to establish a long-term partnership with the 58 Sheriffs of California.

If you are interested in becoming a CSSA Corporate 100 Partner, please contact Carmen Green, Chief Operations Officer and Corporate 100 Partners Program Coordinator at cgreen@calsheriffs.org, or at 916.375.8000 or visit our website at www.calsheriffs.org.
M. Carmen Green has worked for the Association for 14 years in various positions to include Receptionist, Account/Data Entry Clerk II, Events Coordinator, Administrative Assistant, Executive Assistant, Acting Executive Director, Deputy Executive Director and then promoted to Chief Operations Officer in April 2013.

Carmen reports to the Board of Directors, and is responsible for the organization’s consistent achievement of its mission and financial objectives.

Catherine M. Coyne has been with CSSA for over 23 years. She began as the administrative assistant and as the Association grew to employ its own legislative advocate, she requested to add the legislative area to her responsibilities.

Cathy’s job has now evolved to her current position of focusing on state and federal legislative issues, political action, legal, tribal issues and sheriff-coroner concerns. She also serves as CSSA’s representative on various law enforcement-related task forces and committees.
ELECTION RECAP

If there is a single story to be pulled from election night November 4, 2014, that story would be significantly subdued voter turnout. While final ballot counts were still ongoing at the time of this writing, it appears that only about 42% of registered voters cast a ballot. Not nearly as surprising was Governor Brown cruising to victory in his bid for an historic fourth term and Democrats sweeping the other statewide constitutional offices (not including the Board of Equalization). This continues the recent trend of Democrat dominance in statewide elections.

Conversely, the legislative Democrat supermajority has been lost in the Senate and the Assembly. Although Democrats will comfortably maintain the majority in both houses, they will not reach the 2/3 majority threshold in either house. Specifically, in the state Senate, between redistricting, the re-election of Senator Andy Vidak (R-Hanford) in the 14th Senate District, and the election of Janet Nguyen (R-Orange County) over former Democrat Assembly Member Jose Solorio in the 34th Senate District, the Democrat majority sinks from 28 seats to 26 seats, and crosses the 27-vote threshold that signifies the 2/3 majority. In the Assembly, Republicans made gains in the 16th District (Alameda and Contra Costa – Catharine Baker defeated Tim Sbranti), 36th District (Kern, LA, and San Bernardino - Tom Lackey defeated incumbent Steve Fox) and 65th District (Orange County - Young Kim defeated incumbent Sharon Quirk-Silva), while Democrats picked up the 44th District (Ventura and LA - Jacqui Irwin defeated Rob McCoy). At the time of writing, it appeared David Hadley (R) would unseat incumbent Assembly Member Al Muratsuchi in LA’s 66th District.

Even though the Democrats will no longer hold a 2/3 majority in either house of the Legislature, the practical effect may not be overtly tangible. Both the Assembly and Senate Democrat caucuses have had decent numbers of moderate members recently, and the Senate has been operating with only 25 Democrats total due to the suspension of Senators Calderon, Wright, and Yee. In reality, the 2/3 majority has been largely symbolic as numerous factors have kept Democrats from completely marginalizing Republican legislators, and challenging issues often require compromise or face defeat.

CSSA CANDIDATE ENDORSEMENT UPDATE

<table>
<thead>
<tr>
<th>CANDIDATE</th>
<th>WON / LOST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governor - Edmund G. Brown, Jr. (D)</td>
<td>Won – 58.7%</td>
</tr>
<tr>
<td>Attorney General - Kamala Harris (D)</td>
<td>Won – 56.3%</td>
</tr>
</tbody>
</table>

U.S. CONGRESS

<table>
<thead>
<tr>
<th>CANDIDATE</th>
<th>WON / LOST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doug Ose (R) – U. S. Congress, 7th District</td>
<td>Lost – 49.6%</td>
</tr>
<tr>
<td>Jeff Denham (R) – U. S. Congress, 10th District</td>
<td>Won – 56.4%</td>
</tr>
<tr>
<td>Norma Torres (D) – U. S. Congress, 35th District</td>
<td>Won – 63.3%</td>
</tr>
</tbody>
</table>

STATE SENATE

<table>
<thead>
<tr>
<th>CANDIDATE</th>
<th>WON / LOST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jim Nielsen (R) – State Senate, 4th District</td>
<td>Won – 64.5%</td>
</tr>
<tr>
<td>Anthony Cannella (R) – State Senate, 12th District</td>
<td>Won – 62.0%</td>
</tr>
<tr>
<td>Pat Bates (R) – State Senate, 36th District</td>
<td>Won – 66.0%</td>
</tr>
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STATE ASSEMBLY

<table>
<thead>
<tr>
<th>CANDIDATE</th>
<th>WON / LOST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brian Dahle (R) – State Assembly, 1st District</td>
<td>Won – 71.3%</td>
</tr>
<tr>
<td>James Gallagher (R) – State Assembly, 3rd District</td>
<td>Won – 63.1%</td>
</tr>
<tr>
<td>Bill Dodd (D) – State Assembly, 4th District</td>
<td>Won – 60.9%</td>
</tr>
<tr>
<td>Jim Cooper (D) – State Assembly, 9th District</td>
<td>Won – 56.1%</td>
</tr>
<tr>
<td>Kristin Olsen (R) – State Assembly, 12th District</td>
<td>Won – 67.3%</td>
</tr>
<tr>
<td>Adam Gray (D) – State Assembly, 21st District</td>
<td>Won – 53.0%</td>
</tr>
<tr>
<td>Kansen Chu (D) – State Assembly, 25th District</td>
<td>Won – 68.4%</td>
</tr>
<tr>
<td>Chuck Page (R) – State Assembly, 28th District</td>
<td>Lost – 41.8%</td>
</tr>
<tr>
<td>Mark Stone (D) – State Assembly, 29th District</td>
<td>Won – 68.7%</td>
</tr>
<tr>
<td>Jacqui Irwin (D) – State Assembly, 44th District</td>
<td>Won – 52.0%</td>
</tr>
<tr>
<td>Eric Linder (R) – State Assembly, 60th District</td>
<td>Won – 61.7%</td>
</tr>
</tbody>
</table>
PROPOSITION 47 UPDATE

California voters approved Proposition 47. This measure, pushed by San Francisco District Attorney George Gascon and former San Diego police chief Bill Lansdowne, and funded by the ACLU, George Soros, and philanthropic foundations, was approved despite the strong opposition of the major California law enforcement associations, including CSSA, as well as crime victims and the business community. Pursuant to the California Constitution, Prop 47 took effect the day after the election, or Wednesday, November 5, 2014.

In a nutshell, Prop 47 reduces penalties for commercial burglary, forgery, writing bad checks, petty theft, receiving stolen property, and controlled substance possession. Specifically, the penalties for these crimes are reduced from felonies to misdemeanors.

Prop 47 not only makes this prospective change, but also allows a person serving a felony sentence for any of the above crimes, who would be guilty of a misdemeanor under Prop 47, to ask the court for resentencing under the lighter sentencing provisions. While the Prop 47 language provides that a person resentenced under Prop 47 would be subject to a one-year parole period unless the court declines to order that supervision, there are still some questions relating to what type of supervision options might be available to an offender depending on what their current status in the system may be at the time of resentencing. Any custodial sanction arising from a parole revocation would be served in a county jail. A person who has already completed a sentence for a felony that is now a misdemeanor under Prop 47 may apply to the sentencing court to have the offense re-designated as a misdemeanor.

Aside from the sentencing and supervision changes made by Prop 47, the measure provides that the savings that accrue to the state from the measure's policies are to be divided as follows:

- 65% to the Board of State and Community Corrections (BSCC) to administer a grant program to public agencies aimed at supporting mental health treatment, substance abuse treatment, and diversion programs for people in the criminal justice system.
- 25% to the Department of Education to administer a grant program to public agencies to reduce truancy and support students who are at risk of dropping out or are crime victims.
- 10% to the Victim Compensation and Government Claims Board to make grants to trauma recovery centers.

The measure specifies that it may be amended by a 2/3 vote of the Legislature so long as the amendments are consistent with, and further, its intent. Prop 47 additionally provides that the Legislature may, by majority vote, amend, add, or repeal provisions to further reduce the penalties for any of the offenses addressed by the measure. It is unclear how and if the measure can be amended by the Legislature without further voter approval if the amendment is not in furtherance of the act or doesn't reduce penalties.

The interpretation and implementation of this measure is varying by county and agency. Enforcing entities have already adjusted policies and procedures to deal with the new realities faced in a post-Prop 47 California. We will continue to work toward addressing the impacts of this radical shift in criminal justice policy.

LEGISLATIVE UPDATE

The 2015-2016 regular session will convene for organizational purposes on Monday, December 1 at noon. The legislature will convene for the regular order of business on Monday, January 5. Other dates of significance:

January 10 – Budget Bill must be submitted by the Governor.

January 30 – Last day to submit bill requests to the Office of Legislative Counsel.

February 27 – Last day for bills to be introduced.

The CSSA legislative committee met this Fall to review bill proposals in time for the February 27 bill introduction deadline. The legislative committee is scheduled to meet in early 2015 to begin its bill review process for purposes of taking positions on bills shaping and influencing all aspects of public safety and law enforcement.

With dozens of new Members and new Leadership in both houses of the Legislature, it is likely that the inexperience of these lawmakers will be a factor. Conversely, supporters of term limits and a new primary system contend these election reforms are now coming to fruition and accomplishing the intended results of a more diverse and moderate Legislature.

Nick Warner, CSSA’s Policy Director, is the Founder and Managing Partner of Warner and Pank, LLC. He leads a pre-eminent team of advisors at Warner and Pank on matters involving state and local government. The firm effectively influences public policy in a broad spectrum of public sector issues.
Investigations of alleged misconduct by employees are inevitable, in virtually all employment environments, but most particularly in law enforcement agencies. Since, in California, the state law requires that a process exist to enable the public to file complaints against members of a law enforcement agency, and those complaints must be investigated, the number of such personnel investigations will be significantly higher than in other situation.

As such, it is imperative that a full, objective, and defensible investigation be conducted. Criteria for such investigations can be found in various places including court decisions involving investigations of alleged discrimination and/or harassment. The following are some examples of what not to do.

### Employers’ Justification of Its Actions

California’s Fair Employment Housing Act (FEHA) provides, in part, that it is an unlawful employment practice, unless based upon a bona fide occupational qualification, or, except where based upon applicable security regulations established by the United States or the State of California, “For an employer, because of the race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, age, sexual orientation, or military and veteran status of any person, to refuse to hire or employ the person or to refuse to select the person for a training program leading to employment, or to discriminate against the person in compensation or in terms, conditions, or privileges of employment. [Gov. Code § 12940(a)]

In addition to the list set forth above, discrimination can also be based on retaliation for some act by the employee, or because of union activity. Whatever the basis, if an allegation of discrimination is made against an employer, the burden shifts to the employer to prove “justifiable, non-discriminatory” reasons for the actions taken. Once that has occurred, the employee can respond by alleging that the “justification” is a mere pretext and not supported by evidence. At that point, the burden shifts back to the employer to prove that its justifiable reasons are, in fact, supported by evidence.

As stated by the California Supreme Court, in the case of Harris v. City of Santa Monica, 56 Cal. 4th 203 (2013), “(w)hen a plaintiff has shown by a preponderance of the evidence that
The lack of a rigorous investigation by defendants is evidence suggesting that defendants did not value the discovery of the truth so much as a way to clean up the mess that was uncovered when Mendoza made his complaint.

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discrimination was a substantial factor motivating his or her termination, the employer is entitled to demonstrate that legitimate, nondiscriminatory reasons would have led it to make the same decision at the time. If the employer proves by a preponderance of the evidence that it would have made the same decision for lawful reasons, then the plaintiff cannot be awarded damages, backpay, or an order of reinstatement.” (Emphasis added.)

However, in 2014, in the case of Mendoza v. Western Medical Center Santa Ana, 222 Cal. App. 4th 1334, the California Court of Appeal held that it is not enough for the employer to merely articulate justification, rather, “a thorough investigation of alleged facts must be conducted by the employer to offset the claim that reasons given were merely pretext.”

Mendoza claimed that he was fired in retaliation for reporting allegations of sexual harassment. He had been employed at the hospital for 20 years and it was stipulated that he was an outstanding nurse. The issue was whether he had been sexually harassed by another gay male, Del Erdmann. The gist of Mendoza’s accusation was that Erdmann, on numerous occasions, harassed Mendoza on the job with inappropriate comments, physical contact, and lewd displays (exposing himself to Mendoza). Mendoza denied consenting to such behavior and demanded that it stop.

Erdmann, on the other hand, testified (and stated during defendants’ investigation) that Mendoza consented to Erdmann’s conduct and participated in other mutual interactions. In fact, Erdmann claimed he was a reluctant participant in conduct initiated by Mendoza.

Mendoza admitted that he violated defendants’ policy by not immediately reporting Erdmann’s behavior but he ultimately complained about Erdmann’s conduct after a second incident in which Erdmann exposed himself. After complaining to the hospital, an investigation was initiated.

“Upon the completion of the investigation, defendants fired both Mendoza and Erdmann on December 14, 2010. The written notice of termination provided by defendants to Mendoza cited ‘unprofessional conduct’ as the reason for Mendoza’s dismissal. According to their testimony, the individuals...
participating in the decision concluded that both Mendoza and Erdmann were complicit in inappropriate and unprofessional behavior. Mendoza sued defendants for wrongful termination in violation of public policy. Answering a special verdict form, the jury found defendants liable for wrongful termination in violation of public policy. The jury determined that Mendoza suffered $93,328 in past economic loss and $145,000 in past emotional distress. The court subsequently entered judgment in favor of Mendoza and against defendants in the total amount of $238,328, plus interest from the date of judgment and costs. Defendants filed a timely notice of appeal.

Quality of the Investigation

At trial, Mendoza’s expert witness took issue with the quality of the investigation process. Defendants did not prepare a formal investigation plan. Defendants did not take written statements from Mendoza or Erdmann. Defendants did not immediately interview Erdmann, and suspended the investigation while Mendoza missed work for several weeks following a bicycle accident. When Mendoza returned to work, Mendoza and Erdmann were interviewed simultaneously rather than separately.

Defendants did not interview anyone other than Mendoza and Erdmann (such as coworkers who might provide insights as to the credibility of the two men). The individual charged with completing the investigation was not a trained human resources employee, but was instead the supervisor of Erdmann and Mendoza. On cross-examination, Mendoza’s expert conceded he was unaware of any specific information that would have been uncovered had defendants conducted a proper (in the expert’s view) investigation. But a subsequent witness (an employee who conducted Erdmann’s orientation) testified that he noticed Erdmann making sexual innuendos during the orientation.

Court Discussion

The Court of Appeal reversed the judgment and remanded the case for a new trial based on erroneous jury instructions. However, the Court also made findings about the actions of the employer, including the inadequacy of the investigation, from which significant lessons can be learned.

With one exception, the elements of Mendoza’s claim are undisputed by the parties on appeal. Mendoza was discharged by his ex-employers, defendants, after Mendoza accused a supervisor, Erdmann, of sexual harassment. The public policy invoked by Mendoza supports his claim in the abstract (i.e., a common law wrongful termination action may be based on the firing of an employee because the employee reports sexual harassment to the employer). Mendoza suffered harm as a result of his termination (and the amount of damages awarded by the jury is not challenged on appeal).

The Court noted that in cases like the instant one, “the ultimate question for the fact finder is whether the employer’s stated reason for discipline... was pretextual or whether there is other evidence that, ‘as a whole supports a reasoned inference that the challenged action was the product of discriminatory or retaliatory animus.’ Defendants claim they fired Mendoza solely because they believed Mendoza willingly engaged in flirtatious and lewd behavior with a supervisor over the course of several months, and not as a result of any retaliatory animus. Defendants assert there is no evidence to establish an inference that they acted in bad faith when they decided to fire Mendoza.”

However, said the Court, “(t)here is sufficient evidence in the record for the jury to conclude that a substantial motivating reason for Mendoza’s firing was his report of sexual harassment. Defendants terminated an excellent, long term employee soon after he reported sexual harassment by a recent hire, Erdmann.”

“Importantly, in combination with the... facts, Mendoza’s expert witness testified that
there were numerous shortcomings in the investigation conducted by defendants following Mendoza’s complaint. The lack of a rigorous investigation by defendants is evidence suggesting that defendants did not value the discovery of the truth so much as a way to clean up the mess that was uncovered when Mendoza made his complaint.” (Emphasis added.)

**Conclusion**

It cannot be overemphasized that a personnel investigation must be able to withstand scrutiny. It should always be conducted with the presumption that it must be defended in litigation; in that way, additional care will be taken to ensure it can withstand challenge. When examining what the Mendoza court noted about the investigation which was conducted, it is easy to identify its flaws. The mistakes and inadequacies of the investigation were so numerous as to render it, virtually, useless.

Among other things: (1) Defendants did not prepare a formal investigation plan; (2) Defendants did not take written statements from Mendoza or Erdmann; (3) Defendants did not immediately interview Erdmann; (4) Defendants suspended the investigation while Mendoza missed work for several weeks following a bicycle accident; (5) Mendoza and Erdmann were interviewed simultaneously rather than separately; (6) Defendants did not interview anyone other than Mendoza and Erdmann although a subsequent witness (an employee who conducted Erdmann’s orientation) testified that he noticed Erdmann making sexual innuendos during the orientation; and (7) the individual charged with completing the investigation was not a trained investigator.

It is most important that an investigation can be shown to be impartial, unbiased, competently done, and primarily interested in establishing what happened, rather than to protect the employer or any one person. Even if there is no improper motivation, a slipshod and/or incomplete investigation can be strong evidence for a plaintiff, such as Mendoza, to argue that the employer was not truly concerned with finding out the truth.

As the Court states in *Mendoza*, “(t)he lack of a rigorous investigation by defendants is evidence suggesting that defendants did not value the discovery of the truth so much as a way to clean up the mess that was uncovered when Mendoza made his complaint.”

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**Martin J. Mayer** is a name partner in the public sector law firm, Jones & Mayer, and has served as General Counsel for CSSA for more than 30 years.
On July 31, 2014, the Perris Forensic Center received our new, state of the art, Lodox imaging system. We are the first forensic center in California to obtain this system and are one of only 12 forensic centers nationwide to utilize Lodox.

Lodox allows us to conduct a full body scan in approximately 13 seconds without manipulation of the body. Additional images of the body can be taken from various angles, again without having to move the body, in order to obtain more precise information about injuries, such as the location and trajectory of projectiles. The reduced number of times the body needs to be manipulated during the scanning process reduces the chance staff will be injured while performing imaging studies.

The Lodox system utilizes a unique scanning system that eliminates about 90% of x-ray scatter, leading to a dramatic decrease in radiation exposure to those performing the scan. This system also provides greater image quality than seen with other digital x-ray systems.

Lodox will also be utilized in cases involving unidentified remains in order to obtain age estimations, identify physiological abnormalities, and locate any medical or surgical devices that may be present in order to assist with identification of the decedent.

In August 2014, we received the charred remains of an unidentified male. Unable to identify the decedent by fingerprints or dental comparison, the lengthy process of DNA comparison was our only other method of identifying the decedent prior to Lodox. By obtaining an ante mortem CT scan of the decedent from his medical records, positive identification was able to be made through comparison of the frontal sinus with the post mortem Lodox image. A recognized method of identification, this was the first time we were able to make such a comparison of the frontal sinus at the Coroner’s Bureau.

The digital x-ray system that was utilized in Perris prior to the installation of Lodox will be moved to the Indio Forensic Center, replacing the old film system currently utilized there. This system requires multiple images be taken in order to obtain a full body x-ray, with each image requiring manipulation of the decedent in order to properly position the image capture media under the area being x-rayed.

On average, it currently takes approximately forty-five minutes to complete a full body x-ray in Indio. The switch from film to the digital x-ray system will decrease the time spent and radiation exposure by approximately 10-fold for technicians having to complete x-rays in Indio.
Public safety officials in Glenn County announced October 9, 2014, that Smart911 is now available to all citizens. Smart911 is a free service that allows citizens to create a Safety Profile for their household that can include any information they may want 9-1-1 call takers and first responders to have in the event of an emergency or critical incident. Then, when 9-1-1 is called, their Safety Profile will immediately be displayed on the call taker's screen, saving critical seconds and minutes in response to the emergency situation.

“Smart911 will allow citizens to take a proactive role in the safety of their families, as well as give our 9-1-1 dispatchers and response teams a way to save time and ultimately lives,” said Sheriff Larry Jones. “When you dial 9-1-1, you are not having your best day, and even the simplest of details can be difficult to communicate in a time of need. Now, with enhanced information, we can approach the scene of an emergency more safely, as well as provide faster and more precise response.”

Smart911 allows citizens to create a Safety Profile at www.smart911.com for their household that includes any information they want 9-1-1 and response teams to have in the event of an emergency. When a citizen makes an emergency call, their Safety Profile is automatically displayed to the 9-1-1 call taker, allowing them to send the right response teams to the right location with the right information. Responders can be aware of many details they would not have known previously, and now fire crews can arrive at a house fire knowing how many people live in the home and the location of bedrooms, EMS can be advised of allergies or specific medical conditions, and law enforcement can have the photo of a missing child in seconds rather than minutes or even hours.

“The information we receive on a 9-1-1 call can be limited, especially if it comes from a mobile device,” said Undersheriff Richard Warren. “Having more information immediately for our call takers to pass along to first responders in the field provides a great advantage in our capabilities to respond to a specific emergency.”

With Smart911, citizens can link both home and work addresses to mobile phones, which can be passed on to responders in the field for a more detailed, rapid response. Additional information including pets in the home, vehicle details in the event of an accident, and even emergency contacts can all be included in a Safety Profile. All information is optional and the citizen has the ability to choose what details they would like to include.

Smart911 is currently available in 35 states and more than 500 municipalities across the country, and has been credited with positively impacting emergency outcomes including a missing child in which the girl’s photo and physical description were immediately available to 9-1-1 and responders, as well as a heart attack victim where an address and medical notes allowed responders to be dispatched to the victim’s location quickly.

Citizens are encouraged to create their Safety Profile with Smart911 today to have their information immediately available to 9-1-1. Smart911 is private and secure, is only used for emergency responses, and only made available to the 9-1-1 system in the event of an emergency call.
In his opening remarks, San Joaquin County Sheriff Steve Moore set the perfect tone for the eighth Words to Deeds discussion forum in Sacramento earlier this month. He challenged participants to “think outside the box and develop strategies that directly help law enforcement in the field. For example, creating a statewide database of mentally ill offenders that would readily identify their needs.” This database could include all necessary information, including a contact clinician and psychiatric medications to facilitate continuity, “which would greatly assist us in keeping this population out of jails by being able to refer them directly to treatment providers.”

“And why not?” added Judge Steven Leifman from Miami-Dade, as he discussed Florida’s data-sharing law. The ability to share information is a critical element to the enormously successful changes taking place in his county’s program, which has become a national model.

USC law and psychiatry Professor David Meyer reminisced that the current issues being discussed would only have been considered mere possibilities when Words to Deeds started in 2003. Upon accepting his Paradigm Award as Law Enforcement Champion, retired Deputy Chief Sheriff Norm Hurst told a poignant story about the effects that Sweetheart the dog had on the behavior of inmates with mental health issues at the San Bernardino County Jail that forever changed his personal viewpoint, reminding everyone that we are working together on behalf of people who are sick and in need of help.

The Forensic Mental Health Association of California is pleased to host the Words to Deeds conferences and Paradigm Awards. We appreciate our partnership with the California State Sheriffs’ Association, and the efforts of Leadership Group members Sheriff William Brown, CSSA Chief Operations Officer Carmen Green and CSSA Staff Member Megan Robison, as we continue working together to improve our forensic mental health system.

To view the program and presentations from Words to Deeds VIII and the Paradigm Awards, visit http://fmhac.net/trainingw2dVIII.html.
**WORDS TO DEEDS VIII PARADIGM AWARD WINNERS**

- **COUNTY CHAMPION • SUSAN ADAMS**  
  Marin County Supervisor  
  Presented by Elizabeth Howard Espinosa – California State Association of Counties

- **BEHAVIORAL HEALTH CHAMPION • MARK REFOWITZ**  
  Director, Orange County Health Care Agency  
  Presented by Patricia Ryan – California Mental Health Directors Association (Retired)

- **LAW ENFORCEMENT CHAMPION • NORM HURST**  
  Deputy Chief, San Bernardino Sheriff’s Department (Retired)  
  Presented by Steve Moore – San Joaquin County Sheriff-Coroner

- **CRIMINAL JUSTICE CHAMPION • LISA RODRIGUEZ**  
  San Diego County Assistant District Attorney  
  Presented by David Meyer – USC Keck School of Medicine

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**About the Forensic Mental Health Association of California**

The Forensic Mental Health Association of California (FMHAC) is a nonprofit based in San Francisco committed to the goal of first-rate forensic mental health care in California through quality education and training of service providers. We think an important part of effective forensic mental health services is to bring together professionals from a variety of disciplines who all need current information and practical strategies for working with their patients, clients, or inmates who have mental illnesses. FMHAC has provided support and high quality education to forensic mental health professionals for over 35 years.

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**About Words to Deeds**

Launched in 2003, *From Words to Deeds: Changing the Paradigm for Mental Health and Criminal Justice* has served as California’s premier discussion forum where key decision makers have convened to develop collaborative strategies to reduce incarceration of individuals with mental illness. This program continued until 2009 when funding was discontinued. Encouraged by popular demand, FMHAC re-established *Words to Deeds* in January 2013 and introduced the Annual Words to Deeds Paradigm Awards to recognize leaders who champion progress and positive change in the forensic mental health system.

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**Words to Deeds Leadership Group**

- Sharon Aungst – Aungst Consulting LLC; California Forward
- Bill Brown – Santa Barbara County Sheriff-Coroner
- Kathleen Connolly Lacey – UCSF/Citywide Case Management
- Carmen Green – California State Sheriffs’ Association
- Elizabeth Howard Espinosa – California State Association of Counties
- Elaine Linn – Elaine Linn Creative Strategies
- Rosemary Lamb McCool – Chief Probation Officers of California
- Dave Meyer, Esq. – Institute of Psychiatry, Law & Behavioral Sciences, USC Keck School of Medicine
- Megan Robison – California State Sheriffs’ Association
- Patricia Ryan – California Mental Health Directors Association
- Kevin Smith – Orange County Health Care Agency, Behavioral Health Services
- Jolena Voorhis – Urban Counties Caucus
- Kit Wall – Kit Wall Productions
- Charlie Walters – Law Enforcement Consultant
- Molly Willenbring – Forensic Mental Health Association of California

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California State Sheriffs’ Association • www.calsheriffs.org
A great time was had by all at the San Luis Obispo County Sheriff’s GREAT summer camps. In the short time these camps have been in existence, they have proved to be very popular, not only for the kids, but for their parents as well. They are the right balance of fun activities to go along with a serious message.

A brief history of the camps

During the 2011/12 school year, along with teaching D.A.R.E. (Drug Abuse Resistance Education) classes, San Luis Obispo County School Resource Officers implemented the Gang Resistance Education and Training (G.R.E.A.T.) pilot program in Shandon, San Miguel and Paso Robles schools. The G.R.E.A.T. program is a prevention platform designed to teach life skills to students to help them avoid delinquent behavior and violence to solve problems. It is a program meant to help students learn the consequences and dangers of gang affiliation, as well as helping students focus on positive communication with hopes of resolving conflicts peacefully. The program is focused on preventing bullying, respecting others, making good life choices, conflict resolution, anger recognition and management.

The SRO’s graduated approximately 300 students from these well-received trainings. Because of the positive feedback from the program, Sheriff Ian Parkinson decided to incorporate the G.R.E.A.T. program as a summer camp for students living in San Miguel and Shandon. During these week long camps, students in fourth through eighth grade participated in fun events like tie-dye team T-shirts, tug-of-war, sack races, and a water balloon toss. In addition, the students experienced four assembly events by; Rich Ferguson (magician), Bucket Busters (local group of teenagers that play musical instruments out of plastic buckets and water bottles), Retro Bill (anti-bullying motivational speaker) and Law Enforcement Day, where the Sheriff’s Office and other law enforcement agencies display their specialty units for students to learn about and experience first-hand. The last day of camp was Graduation Day, where guest speaker, Willy Stokes (an ex-gang member) came to speak with the students about the consequences of being in a gang and how he turned his life around. Because of the outpouring of support from the community, the Sheriff’s Office was able to sponsor these camps for free for all 110 students who attended.
The camps expand greatly

After reviewing the success of the year-long training and the two Sheriff’s Office G.R.E.A.T. summer camps in San Miguel and Shandon, the Sheriff decided to sponsor four G.R.E.A.T. summer camps covering all the school districts in the unincorporated areas of the county for the 2012/13 school year. One camp in San Miguel covering the San Miguel School District, Pleasant Valley School District and Shandon School District. One camp in Cayucos covering San Luis Coastal Unified School District, Cayucos School District and Cambria School District. One camp in Templeton for the Templeton School District, Atascadero School District (Creston Elementary School & San Margarita Elementary School), and the last camp being in Arroyo Grande for the Lucia Mar School District. These summer camps were an additional learning component to the G.R.E.A.T. program. All four camps were a huge success, and were again funded through donations provided by the community; allowing these camps to be free for all 345 students who attended. In conjunction with the Sheriff’s Office School Resource Officers, other agencies such as San Luis Obispo County Drug and Alcohol Services Friday Night Live Team and San Luis Obispo County Probation Juvenile Division Officers assisted in the planning, participation, and barbequing for all the students who attended the week long camps.

Because of the success of these camps, more are planned for next summer. We have already had inquiries from parents about signing up their children. The goal is to reach out to all the kids in the county so they can have a great educational experience that’s both fun and exciting. In the words of one camper, the GREAT camps “are great!”
The California State Sheriffs’ Association Foundation (CSSAF) would like to thank our members for their continued support. With the assistance of your generous donations, CSSAF was able to provide ten educational trainings in 2014 for the staff of the 58 Sheriffs’ Offices in California.

Trainings covered a variety of disciplines within the Sheriffs’ Offices including Seconds in Command, Correctional staff, Court Security staff, Financial Managers, Executive Secretaries and Civil personnel. In 2014, CSSAF provided training for over 600 Sworn and Professional staff from the 58 California counties. All trainings are certified through the Commission on Peace Officer Standards and Training. The Correctional/Court Security Seminar is also certified through the Board of State and Community Corrections’ Standards and Training for Corrections program.

These trainings not only serve an educational purpose, but also provide invaluable networking opportunities for staff members from the various counties to come together and share information, as well as collaboratively problem solve issues affecting the Sheriffs’ Offices.

Over the course of these trainings, CSSAF had the pleasure of presenting two deserving awards; the Financial Manager of the Year Award and the Administrative Assistant of the Year, Mary G. Walsh Award.

The 2014 Financial Manager of the Year award was presented to Carolyn Bondoc. Carolyn has been the San Bernardino County Sheriff’s Department’s Financial Manager for almost 25 years. Carolyn is assigned to the Bureau of Administration and currently has direct responsibility for the Department’s $551 million dollar budget. Carolyn makes critical financial decisions affecting the service provided by the Department’s 3,600 employees.

“Carolyn has a proven track record of consistently performing her financial manager duties at the highest levels. She is respected by all of those she works with and is known for utilizing her tremendous historical knowledge to solve problems, both small and large, and ensure proper funding for all of the various programs, operations and equipment needs of a Sheriff’s Department responsible for providing service to citizens living in a county measuring over 20,000 square miles.”

— Sheriff John McMahon, San Bernardino County

The 2014 Administrative Assistant of the Year, Mary G. Walsh Award, was presented to Carol Brodeur from the Placer County Sheriff’s Office. Carol began her career at the Sheriff’s Office in 1987 as a typist-clerk and was quickly promoted to secretary. In 2004, the position of Executive Assistant to the Sheriff became available and Sheriff Ed Bonner immediately promoted Carol to this position. For the past 10 years, her performance has been outstanding. Her professional, polite and caring demeanor makes her the perfect contact voice for the Office of Sheriff.

“Carol maintains that warm and welcoming persona that encourages staff to call, stop by or raise a concern of which we might otherwise be unaware. She also keeps me on task and on time. Her management of my calendar (and me) makes sure we accommodate the people who need my time. Words cannot express my appreciation and admiration for Carol’s knowledge, skills and abilities.”

— Sheriff Ed Bonner, Placer County

CSSAF looks forward to continuing to provide quality training in 2015 as well as continuing the tradition of recognizing those who go above and beyond their duties within the Sheriffs’ Offices.
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In early November of this year, I visited Israel as part of a law enforcement exchange program sponsored by the US-based policy group JINSA (Jewish Institute for National Security Affairs). Along with about a dozen other law enforcement officers from across the US, we got a first-hand perspective of the everyday – and sometimes heartbreaking – realities faced by law enforcement officers in an area of the world caught between modern ways and ancient grievances that create a perpetual state of crisis, threats, and violence. In just the nine days that we were in Israel, Palestinians fatally stabbed an Israeli soldier and woman, not to mention several skirmishes between Muslims, Jews and Druses and numerous plots to kill Israelis that were discovered before they could be implemented. On our last day in Israel, two Palestinian cousins wielding a gun and butcher knives attacked during morning prayers, killing four rabbis and a policeman. I bring these up to provide some context to the kind of environment in which not only Israeli law enforcement officers have to work, but the daily reality that confronts each and every resident of this country, from the shopkeepers to schoolchildren to the rabbis and imams. It is one of the great ironies of a country fraught with ironies that because of the persistent violence and terrorism that Israelis have had to endure since the country’s founding in 1948, their law enforcement and intelligence capabilities rank among the best in the world. This is all the more remarkable when you consider that Israel has a population of 8 million and a GDP of US$ 291 billion (by comparison, the state of California has a population of 38.3 million and a GDP of US$ 1.9 trillion. With 8,019 square miles, Israel is a little larger than Riverside County, which has 7,207 square miles).

It would be hard to understand law enforcement and policing in Israel today without understanding the context in which the country exists. It has been said that “geography is destiny” and this rings true for Israel, whose presence in the Middle East presents an intractable and unacceptable premise for many of its neighbors. There are formal peace treaties with Egypt and Jordan, but Israel is still technically at war with Lebanon, and to date there are no diplomatic relations with Syria or other Arab countries. The terrorist groups Hezbollah (based in Lebanon) and Hamas (which rules the Gaza Strip) do not recognize the State of Israel and pose real threats to the country’s security; both are backed by Iran. And there are the challenges from within as well, namely the Israeli-Palestinian conflict. To Palestinians and many others the West Bank is “Israeli-occupied” and many Israelis would agree; while others con-
tend that the land is not occupied, but rather, disputed. Additionally, Jerusalem serves as the proxy turf for the conflicts among some of the world’s major religions. Jews lay claim to Jerusalem - specifically Mount Moriah, today known as the Temple Mount because this is where they believe God’s presence can be felt more intensely than any other place on earth. It just so happens that this area is located beneath the platform on which the Muslim Shrine, the Dome Of the Rock, now stands. For many Muslims, the Dome of the Rock is the third holiest place in Islam, after Mecca and Medina. Recent pushes by far-right Israeli Jews to pray on the Temple Mount have heightened tensions, especially as the current arrangement – which prevents Jews from praying there – has been part of a long-standing agreement between Israel, Jordan and Palestinians. Christians of all denominations flock to Jerusalem, particularly the Church of the Holy Sepulcher, which is identified as the place both of the crucifixion and the tomb of Jesus of Nazareth. For centuries, six Christian sects (Greek Orthodox, Armenian Apostolic, Roman Catholic, Coptic Orthodox, Ethiopian Orthodox, and Syriac Orthodox) have fought – and continue to fight – to claim primacy over the site. While in Jerusalem, we were allowed to visit the Dome of the Rock, but were rushed through by armed (and very nervous) police officers because of security concerns. Given all these issues, now imagine having to be a police officer working in this environment. As we often heard during our time in Israel, “It’s complicated”. I would have to say that “complicated” is an understatement.

While we today in the United States (and by we, I mean residents, businesses, law enforcement, military, and intelligence communities) have been fortunate to not have the frequent attacks and siege mentality that has become part of Israeli life, the US law enforcement contingent quickly came to realize during our time in Israel that we confront many of the same threats that they do. Terrorism, violence, and religious militancy know no boundaries, and even though the US is approximately 5,700 miles from Israel, the same kind of individuals and entities that seek to undermine Israel very existence as a nation perceive the US with the same kind of antipathy. 13 years after 9·11, this desire to do us harm persists unabated, and some would argue, has only intensified. While visiting an Israeli prison, I was able to visit and speak with a terrorist in prison serving a life sentence plus 20 years. The terrorist, who described himself as a “freedom fighter”, talked about being released one day to again return to the “battlefield” and fight for his cause. I specifically asked him about his thoughts about the United States and he said “You fight with Israel. Enough said.” This really brought home for me the point that the destinies of our two countries are linked and that geopolitics, not geography, is destiny. I found it ironic that he railed against the US and western-style democracies while dressed in a Tommy Hilfiger sweat outfit.

We came to Israel to observe and learn about not just policing work, but also about national security, since as we all know, the two are inextricably linked in Israel. We received briefs from the Israeli bomb squad leadership, special riot squads, a special group of officers who work with their many prisons to deal with incarcerated terrorist, to police working along their borders and with what is called “occupied territories”. We spoke with the police command responsible for what I see as one of the toughest beat in the entire world, the Temple Mount, within the walls of Old Jerusalem. We also spoke with the one of the top officials charged with the country’s national intelligence. He spoke very candidly about their current threat picture, both nationally and internationally. He spoke of their recent attack by rockets from the Gaza Strip and the hundreds of massive tunnels that lead into their country and threaten their citizens. He provided in very candid terms what he sees as the United States’ biggest terrorist threat. We visited a border checkpoint and walked along part of the separation barrier (or “security fence” or “apartheid wall” or “anti-terrorist fence,” depending on whom you ask) that Israel erected to prevent Palestinian terrorists from easily infiltrating into Israel proper. We came away with a profound sense of respect for our Israeli law enforcement counterparts and what they are up against. The knowledge gained from our experience in Israel will help law enforcement agencies keep our citizens safe and ensure that American communities are better prepared to deal with the realities of terrorism.

My most moving moment was when we spoke with an Israeli Police Sgt. Major who survived a terrorist bombing in June 2002. As she recounted to us, she had just dropped off her 9-month-old child at day care and was headed to police headquarters in plain clothes. A suicide bomber boarded her bus, stood in front of her, and detonated a pack laden with 20 pounds of explosives and ball bearings. The blast blew a hole in the roof of the bus and propelled her onto the street some distance away. She was unconscious and severely injured. Nineteen other passengers on the bus perished that day. After more than two weeks in a coma, she regained consciousness and found that she had lost the ability to walk, talk and write. After many operations and years of rehabilitation, she is today back at work intel for the Israel Police. Her story of commitment to her profession, her resilience to survive and
her recovery continue to inspire me. During our time in Israel, we also got to meet another Israeli Police officer who has been tasked with the daunting responsibility of overseeing the Temple Of The Mount site in Jerusalem. All of us gained an immense sense of respect for the hard working police, military and intelligence professionals for the state of Israel. They do the same job we do daily. They want the same things we do, safe, secure communities. They raise their families, send their children off to school, (except imagine sending your kids off to school on a bus, instructing them to take different busses in the event of a terror attack…so if one bus is bombed, the entire family won’t be wiped out), and they protect their country with dedication and resiliency.

I could continue the story and speak of the many daily terrorist attacks, the daily riots in and around the occupied territories, but what I took from the Israeli people is they don't, so I won't. I was struck by the fact that when a terrorist attacks occurs in their communities, their crime scene or bomb scene post-blast analyses do not take more than 4 hours to complete. When a crime happens, their crime scene management is four hours to complete. The initial reaction of many of our US law enforcement contingent was that a 4 hour timeline could not possible be enough time to properly analyze a crime scene and collect evidence. So I asked the commanding Israeli Police General about the 4 hour timeframe. Genuinely surprised by my question, he stated matter of factly that, “We have trained our professionals. They face the same evidence presentation into court as you do. They take pride in their time management at complex crime scenes.” I could not agree more, having observed how Israel law enforcement professional operate and their techniques. However, I think that there is something else also involved, and that is the need to reduce the psychological effect of an attack by immediate removal of physical reminders or scars of an attack. For a nation and people who’ve had to endure frequent violent attacks and threats of total elimination on a daily basis, there exists a profound need to quickly return to some semblance of normalcy and not give in to the message of despair and hatred that criminal and terrorists seek to perpetuate. It is about resiliency and it means survival in a truly complicated environment. As the Sgt. Major who survived the terrorist bombing stated “In Israel, we never give up … we never give in to terrorists.”

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The devastation of 9/11 was the catalyst for public awareness of innovative ideas and initiatives to prevent future acts of terrorism. Most notably, the Terrorism Liaison Officer Program in California, which was created prior to 9/11, has been credited with preventing or thwarting acts of terrorism and/or criminal activity, such as the 2013 attempt by Matthew Aaron Llaneza to detonate a vehicle-borne explosive device at a Bank of America branch in Oakland.

“We don’t often hear of the success stories of the TLOs because no lives are lost in an unsuccessful terrorist’s plot,” said Sergeant Greg Ladas, TLO Program coordinator, Central California Intelligence Center. “Foiling the efforts of criminals or terrorists is what TLOs strive for.”

First and foremost, TLOs are relationship builders: they are the liaison to the community and educate their public service colleagues. TLOs come from a number of public service backgrounds, primarily peace officers and other public safety first responders working closely with the homeland security community. They must possess good communication skills and a passion for learning about the threats of terrorism to protect the public. A TLO serves as the point-of-contact within their agency for questions and information regarding terrorism, and terrorism-related suspicious activity reports (SAR), tips and leads.

Oftentimes, it is the residents and leaders of neighborhoods who are often in the best position to know who in the community may be at risk for criminal activity, whether it’s drug dealing, involvement in gangs, or joining a terrorist organization; the community’s role in crime prevention is critical. Therefore it is a TLOs job to get to know those in the neighborhood.

Whether the origin of terrorist activity is local or global, TLOs are trained to know the ins and outs of many domestic and international terrorist groups. Additionally, TLOs receive extensive education on indicators of suspicious activity. They are trained to observe suspicious behavior, and reporting is based on suspicious activity. While terrorists’ tactics are always evolving, the following indicators are frequently associated with terrorist attack planning:

1. Finance
2. Surveillance

For 14,527 individuals in California, three letters — TLO — after their name means more than Terrorism Liaison Officer. It’s a statement of their commitment to keeping our communities safe.
Many terrorist attacks are prevented because a vigilant observer reports the suspicious activity and investigators could act. This is part of the national If You See Something, Say Something™ campaign, a simple and effective program to raise public awareness about the indicators of terrorism and terrorism-related crime, and to emphasize the importance of reporting suspicious activity, i.e., tips and leads, to the proper local law enforcement authorities.

In California, combating terrorism is partially achieved with shared intelligence through the fusion centers: six analytic hubs connected by the State Threat Assessment System (STAS) where analysts evaluate local threat information against national intelligence, while protecting the privacy, civil rights, and civil liberties of individuals in their communities.

Prior to 9/11, police chiefs in Southern California organized a Terrorism Advisory Group as an effort apart from the existing Los Angeles County Terrorism Early Warning Group (TEW). One of the concepts that came out of this effort was that each agency designate a TLO to represent varied agencies and disciplines. These officers became the central point of contact for all terrorism-related information for their respective agencies.

Recognizing the potential for the TLO Program to be a force-multiplier in countering the threat of terrorism, the concept was initially adopted by the Los Angeles County TEW. The model proved to be a success and has now expanded nationwide. Now, fusion centers – which are located in Los Angeles, Orange County, Sacramento, San Diego and San Francisco – within the STAS are the principal points of certification and coordination for the TLO Program. They continue to refine and develop the program to ensure TLOs are prepared to respond to evolving threats.

California’s TLO Program has achieved great success because of how they integrate and share threat information throughout the STAS and interstate. Throughout the state, the program is consistent in how TLOs are trained to identify and report suspicious activity and share information to the Fusion Centers. This has been the reason behind the widespread success for the TLO Program. TLOs are vital to our nation’s strategy to counter threats of terrorism.

For more information about becoming a TLO, visit www.calstas.org.

Herb Brown is the director of the Central California Intelligence Center. He can be reached at herbert.brown@ic.fbi.gov.
Welcome New Lifetime Members

The California State Sheriff’s Association Foundation would like to thank and welcome our newest Lifetime Members (from 11/24/12 to 11/24/14).

Alfred Mikaeili
Alfred R. Trepte, Sr.
Angela Reinertson
Anh H. Nguyen
Annette Bertolini
Anthony J. Schotanus
Barbara J. Speirs
Barbra Oborski
Bartolome R Briones
Bhupendra Singhal
Bianca M. Rosario
Bob Ferraro
Brian Collier
Brian J. Black
Bruce N. Lazarus
Captain Paul E. Zeltner
Captain Sandbar Orr
Carol Hibbard
Carole Stockbridge
Castle S. Newell, III
Cesar M. Eugenio
Chang Family
Chelsea Mamer
Cicero H Malilay
Clinton C. Christman
Colleen Kay Wong Smith
Corazon C. Adams
Corey Manning
Curtis R. Cross
Cynthia Bingham
Dariush Shahrestani
David B. Spaulding
Dawson Miller
Dennis Higgins
Dennis P. Stoecker
Dermot Mequarrie
Donald G. Nelson
Donald G. Johnson
Dr. James A. Yarrow, MD
Edward Min
Edwin Russell
Elaine L. Lazarus
Elijah Ernest Owen
Ellen J. Turley
Emily A Briones
Emily Manning
Erin King
Forrest W Brehm
Frank Mellon
Gaylord B. Muilenberg
George W. Harper, II
Georgia A. Cross
Greg K. Kiledjian
Greg L. Ratto
Hank Blyleven
Hisako Nagatoshi
Homayoun K. Kianerci
Iraja Sivadas
Isabelle Lescent-Giles
Jack Beallo
James E. Mello
James L. Davis
James M. Betts, MD
Janette Ferraro
Jeff Straus
Jerry Luo Ning
Jerry Sharman
Jerry W. Snyder
Jiaqian Wu
Jinnie Kim
Joe E. Cottom
John A Deperro
Jon R. Ericson
Jonna S. Ayre
Joseph Mickelsen
Joseph W. Breakfield
Judith Sears
June Kernaghan
Justin King
Kang H. Baek
Kay Huesken
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Kenneth C. Bertolini
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Lawrence T. Reardon
Leland Cherry
Lieuchi Nguyen
Lindsey Gavarnie-Stern
Beallo
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Lorraine Trull Mickelsen
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Margaret L. Tomlinson
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Martin Giles
Martin R Cahill
Marty O’hanan
Maureen Dolce
Mi Ja Baek
Michael G. Sears
Michael Gleixner
Michael John Mahoney
Michael Lee Guillory
Michael N. Zaparyniuk
Michael P. Dolce
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Mina Shamsaei
Noorsimah Thompson
Oscar Amaya
Paiyam Bernous
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Paul Infantino
Paul S. Bethel
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Steve Thorsen
Steven P. Ferguson
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Taehoon Kim
Tanya Pham
Terri Wood
Thomas Stockbridge
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Vidal Calderon
Wayne E. Bowers
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William W. Rubenstein
Young K. Min
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- **Joint Lifetime ($345)**

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  - □ VISA
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  Name on Card _________________________________________
  Authorized Signature __________________________________
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## Name ____________________________________________

## Address __________________________________________

## City/State/Zip _______________________________________

## Member Number ____________________________ Email ____________________________

## Phone Number ____________________________

## Shipping & Handling Chart

<table>
<thead>
<tr>
<th>SHIPPING &amp; HANDLING CHART</th>
<th>UNDER $20</th>
<th>$20.01—$40.00</th>
<th>$40.01—$60.00</th>
<th>$60.01—$80.00</th>
<th>$80.01—$100.00</th>
<th>OVER $100.00</th>
</tr>
</thead>
</table>

## California State Sheriffs' Association

1231 I Street, Suite 200, Sacramento, CA 95814 1-800-761-CSSA (2772) www.calsheriffs.org cssa@calsheriffs.org

## Item List

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Quantity</th>
<th>Unit Price</th>
<th>Sub Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>16 oz Acrylic Double Wall Tumbler Cup</td>
<td>1</td>
<td>$8.00</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>Red Ribbon Lapel Pin</td>
<td>1</td>
<td>$5.00</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>Baseball Cap</td>
<td>1</td>
<td>$15.00</td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>Fleece Blanket*</td>
<td>1</td>
<td>$25.00</td>
<td></td>
</tr>
<tr>
<td>E</td>
<td>Hitch Cover</td>
<td>1</td>
<td>$30.00</td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>Justice (CSSA Mascot)</td>
<td>1</td>
<td>$10.00</td>
<td></td>
</tr>
<tr>
<td>G</td>
<td>Challenge Coin</td>
<td>1</td>
<td>$10.00</td>
<td></td>
</tr>
<tr>
<td>H</td>
<td>License Plate Frame</td>
<td>1</td>
<td>$8.00</td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>Lifetime Member Flashlight</td>
<td>1</td>
<td>$25.00</td>
<td></td>
</tr>
<tr>
<td>J</td>
<td>Lifetime Member Hat</td>
<td>1</td>
<td>$20.00</td>
<td></td>
</tr>
<tr>
<td>K</td>
<td>Lifetime Member Metal License Plate Frame</td>
<td>1</td>
<td>$15.00</td>
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<tr>
<td>L</td>
<td>Magnets</td>
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<td>$4.00</td>
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<td>M</td>
<td>Men's Cotton Polo Shirt – Short Sleeve</td>
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</tr>
<tr>
<td>N</td>
<td>Polo Shirt – Long Sleeve</td>
<td>1</td>
<td>$25.00</td>
<td></td>
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<tr>
<td>O</td>
<td>Solar &amp; Dynamo AM/FM Radio with Flashlight</td>
<td>1</td>
<td>$10.00</td>
<td></td>
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<tr>
<td>P</td>
<td>Star Lapel Pin</td>
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<td>$5.00</td>
<td></td>
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<tr>
<td>Q</td>
<td>Sweatshirt</td>
<td>1</td>
<td>$35.00</td>
<td></td>
</tr>
<tr>
<td>R</td>
<td>T-Shirt*</td>
<td>1</td>
<td>$20.00</td>
<td></td>
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<tr>
<td>S</td>
<td>Men's Camp Shirts</td>
<td>1</td>
<td>$55.00</td>
<td></td>
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<tr>
<td>T</td>
<td>Business Card Holder</td>
<td>1</td>
<td>$20.00</td>
<td></td>
</tr>
<tr>
<td>U</td>
<td>Women's Cotton Polo Shirt – Short Sleeve</td>
<td>1</td>
<td>$25.00</td>
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<tr>
<td>V</td>
<td>Wireless NFC Bluetooth Speaker</td>
<td>1</td>
<td>$40.00</td>
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<tr>
<td>W</td>
<td>Visor</td>
<td>1</td>
<td>$12.00</td>
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<tr>
<td>X</td>
<td>Performance T-shirt</td>
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<td>$25.00</td>
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<tr>
<td>Y</td>
<td>Mesh Shorts</td>
<td>1</td>
<td>$20.00</td>
<td></td>
</tr>
<tr>
<td>Z</td>
<td>Jacket</td>
<td>1</td>
<td>$55.00</td>
<td></td>
</tr>
</tbody>
</table>

## Prices

Prices good for January, February, March 2015

*Limited Quantities Available

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## Check Enclosed

Please make all checks payable to California State Sheriffs’ Association. Send order form to the address found on bottom-right of page.

## Total for Merchandise:

<table>
<thead>
<tr>
<th>PLUS 8.5% TAX</th>
<th>SHIPPING &amp; HANDLING</th>
<th>CONTRIBUTION</th>
<th>ORDER TOTAL</th>
</tr>
</thead>
</table>

## New Items

- **NEW**
- **NEW**

## Order Form Instructions

- Please circle your choices for size/size.
- Any size not circled will be considered a default.
- Item quantities or changes may be made directly to this form.
- Checks should include the name of the organization being paid to (California State Sheriffs’ Association).
- Order form should be sent to the address found on bottom-right of page.

## Payment Options

- Credit Card
- Check Enclosed

## Contact Information

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