



California Police Chiefs Association

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May 28, 2009

To: BOARD OF DIRECTORS
From: CRAIG T. STECKLER, COMMUNICATIONS COMMITTEE CHAIR
Subject: MEMBERSHIP DEMOGRAPHIC REPORT

Early in May President Melekian approved our contacting our members and updating the CPCA membership demographics with a survey. The survey instrument was administered during the second week of May to all regular members. Our total field would normally be 339 but this survey the total field was 326 chiefs since we have 12 acting or interim chiefs and one agency does not participate in CPCA. Our return was 281 surveys for a response rate of 83.63%

The raw data is contained on the actual survey. To access this data go to www.surveymonkey.com, go to login and the username is calchiefs and the password is womenleaders.

Some issues to think about. It appears that the turnover rate for our membership will remain about the same or a little less than it has since 2000. We can anticipate between 30 and 45 chiefs retiring annually based on their responses to the survey. Add to this other attrition factors and we will continue our annual average. This could mean that our income from web advertising will remain constant for the next five years. This year we generated over \$17,000 but this includes other job announcements that we post for second in command positions, college and university police and specialized positions in some agencies.

When you read the comments to the last question of the survey there are some opportunities for the Association to provide additional training that also could generate additional income to the Association. One suggestion is the provide Police Chief/City Manager training similar to what Bill Lewis does once a year. There are other opportunities for training listed as well as some suggestions from our members on how we can serve them better. I would encourage everyone to read the comments. As mentioned you can read the full text of the comments by logging into surveymonkey as described earlier.

The following are the questions and preliminary results of the survey instrument:

1. What is the size of your organization including professional employees?

| <u>Size</u> | <u>Responses</u> | <u>Percentage</u> |
|--------------|------------------|-------------------|
| 1-10 | 12 | 4.3% |
| 11-25 | 47 | 16.7% |
| 26-50 | 54 | 19.2% |
| 51-75 | 33 | 11.7% |
| 76-100 | 29 | 10.3% |
| 101-125 | 19 | 6.8% |
| 125-150 | 19 | 6.8% |
| 151-200 | 25 | 8.9% |
| 200-500 | 31 | 11.0% |
| 501 + | 12 | 4.3% |

2. Is this your first Chief's job?

| | |
|------------------|------------|
| Yes | 229 |
| No | 50 |
| Skipped Question | 2 |

3. What is your current age?

Two hundred and seventy-nine (279) people answered this question. The youngest reporting is thirty-six (36) and the oldest is seventy (70). The average age for the people responding is 52.05 years old, while the median is 53.5

4. What was your age when first appointed Chief?

Again two hundred and seventy-nine (279) people answered the question. The Chief who reported being the youngest when appointed indicated that he/she was twenty-nine (29) when first appointed chief. The oldest claimed that he was sixty-four (64) when appointed chief. The average age for the respondents when first appointed Chief was 41.73 years old, while the median age for the first appointment as a Chief is 46 years old.

5. How many total Chiefs jobs have you held in your career?

There were only 260 responses to this question. The average for the people who did respond was 1.26 chief's jobs during their career.

213 respondents indicated this was their first job as a Chief of Police
 34 respondents indicated they had been a Chief in two different agencies.
 8 respondents told us they have been a Chief of Police in three different depts.
 4 respondents said they had been a Chief in four different agencies.

1 respondent indicated he was currently holding his fifth (5th) Chiefs job.

6. Number of years you have been a police chief?

Two hundred and seventy-two answers to this question. A total of 1,667.5 years as a Chief of Police. The average tenure of the people that answered this survey question is 6.13 years at the rank of Chief of Police. The median number of years is closer to 4.0. The following is the breakdown in five (5) year increments:

1 – 5 Years 167 responses
 6 – 10 Years 62 responses
 11-15 Years 21 responses
 16-20 Years 13 responses
 21-25 Years 6 responses
 26-30 Years 2 responses
 30+ Years 1 response

7. What is your educational level?

| | <u>Responses</u> | <u>Percentage</u> |
|----------------|------------------|-------------------|
| High School | 17 | 6.2% |
| Associate Arts | 33 | 12.1% |
| BA/BS | 106 | 38.8% |
| Masters | 132 | 48.4% |
| PhD | 5 | 1.8% |
| JD | 8 | 2.9% |

Only 273 people answered this question, but the total comes to 301 responses. I believe that some people may have included two or more levels of education by answering each. For example a Chief has a BA or BS, he/she might also answer they have a high school or Associate Arts degree in addition to the BA or BS. It does appear that over 90% of the respondents hold at least a BA/BS degree.

8. What other advanced training have you received?

| | <u>Responses</u> | <u>Percentage</u> |
|-----------------------|------------------|-------------------|
| PERF SMIP | 23 | 10.3% |
| SLI | 64 | 28.6% |
| West Point Leadership | 25 | 11.2% |
| FBINA | 106 | 47.3% |
| POST Command College | 83 | 37.1% |
| Other | | |

| | |
|------------------------------|----|
| POST Executive Development | 19 |
| Harvard School of Management | 6 |
| LEEDS | 12 |
| DCI | 3 |
| Southwest Command College | 3 |
| New England Command College | 1 |
| Hatfield Command College | 1 |
| Washington Command College | 1 |

9. Were you an inside or outside candidate for your current position?

| | <u>Responses</u> | <u>Percentage</u> |
|-----------------------------|------------------|-------------------|
| Promoted from within | 146 | 54.3% |
| Promoted from outside | 115 | 42.7% |
| Relocate from other state | 12 | 4.5% |

(States mentioned: Utah, Oregon, Nevada, Pennsylvania, Arizona, Wyoming, Washington, New Mexico, Michigan, and Florida).

10. If you were recruited from the outside, do you know the approximate costs to the City for the recruitment process? If yes, what was that cost?

There were 124 answers to this question, but most of them stated they did not know the costs. There were 46 responses which had a dollar figure estimated by the responding chief. The range was from \$2,000 to \$65,000. The average range was between \$10,000 and \$30,000 with half of the chiefs who placed a dollar figure in the response listing the costs between these two numbers.

11. Do you have an employment contract?

Yes 48.9% or 133 Chiefs indicated they have some type of employment contract with the City.

Does it include severance pay and for how long:

There were 115 responses to this sub-question:

- 6 Chiefs get 2 months severance
- 15 Chiefs get 3 months severance
- 11 Chiefs get 4 months severance
- 1 Chief gets 5 months severance
- 59 Chiefs get 6 months severance**

- 4 Chiefs get 9 months severance
- 9 Chiefs get 1 year's severance
- 1 Chief gets 2 years severance
- 3 Chiefs mentioned they are Civil Service
- 6 Chiefs had some type of language with retreat rights

No 51.5% or 140 Chiefs indicated they did not have an employment contract.

12. Who are you appointed by?

| | <u>Responses</u> | <u>Percentage</u> |
|--|------------------|-------------------|
| City Manager/City Administrator | 231 | 84.9% |
| City Council | 45 | 16.5% |
| Mayor | 3 | 1.1% |
| Police Commission | 1 | 0.4% |

13. How much time in policing at time of first Chief's appointment?

On average the time spent in policing before becoming a Chief is 23.27 years with the mean being 21 years. The range is from the lowest of 3 years experience to the high of 42 years experience before obtaining the appointment of Chief of Police

14. Number of years you have in policing?

The average number of years that our members have been in law enforcement is 29 years while the median is 31 years. We have 13 members who indicated they have less than 19 years in law enforcement with the lowest being 8 years, while at the other end of the scale we have 14 members with more than 40 years in law enforcement with the highest number being 48 years.

15. How many more years to you anticipate being active in law enforcement?

There were 274 responses to this question and the average time left in a career is 5.75 years. This is not really that accurate as we had 12 answers that indicated they had more than twenty years left. In looking the data over I believe we will see significant turnover in our membership over the next five years the scale looks more like this:

| | |
|--------------------|---------------------|
| One year or less | 30 responses |
| Two years | 34 responses |
| Three years | 42 responses |
| Four years | 20 responses |

Five years 47 responses

51.03% of our membership have planned out a retirement date within the next five years. Obviously plans can change, but we don't have any data for other reasons for attrition besides what the member has planned. I believe we can anticipate a higher percentage of our members retiring in the next five years due to unanticipated events such as medical retirements, performance driven issues, family pressure etc.

16. What other professional organizations do you participate in as a member?

| | <u>Responses</u> | <u>Percentage</u> |
|--|------------------|-------------------|
| International Association of Chiefs of Police | 220 | 85.3% |
| California Peace Officers Association | 201 | 77.9% |
| Peace Officer Research Association of California | 102 | 39.5% |
| Police Executive Research Forum | 68 | 24.8% |
| California Narcotic Officers Association | 35 | 13.6% |
| Federal Bureau of Investigation National Academy Association | 15 | 4.9% |
| National Association of Black Law Enforcement Executives | 12 | 4.7% |
| National Association of Women Law Enforcement Executives | 5 | 1.9% |
| Major City Chiefs | 3 | 1.5% |

17. Annual Salary (this is optional but CPCA is trying to determine average annual salary for a police chief), we are only looking at base salary ranges.

| | <u>Responses</u> | <u>Percentage</u> |
|-------------------------------|------------------|-------------------|
| Less than \$100,000 | 31 | 11.4% |
| \$101,000 to \$125,000 | 48 | 17.6% |
| \$126,000 to \$150,000 | 39 | 14.3% |
| \$151,000 to \$175,000 | 63 | 23.1% |
| \$176,000 to \$200,000 | 59 | 21.6% |
| Over \$200,000 | 35 | 12.8% |

18. What do you see as the main issues facing policing in next five years?

“Budget Impacts/Including Increase in Crime.” This should come as no surprise. Members mentioned that the economy, shrinking resources, loss of tax revenue were all listed as number one item with 235 members mentioning this

issue. The majority of members also indicated that with a sour economy and reductions in staffing that crime would increase in their communities.

“Recruitment/Retention” was the number two vote getter with 95 of our members saying it is an issue. They also tied it to the budget impacts saying that when we do come out of the fiscal mess we are in we will all be recruiting to get our staffing back up, it will be competitive and finding good candidates will be difficult.

“Technology” received 33 comments and they centered on the costs, time savings that can be obtained, the need for Chiefs to be more in tune with technology and our younger employees demanding more technology.

“Pension Reform/Lifetime Medical” received 24 comments. Most were concerned with loss of benefits, two tiered systems and how that would impact recruitment and retention. Also the public’s view that public employees are “milking” the system while private sector workers are losing pension benefits.

“Prisoner Release and Negative Perception of Law Enforcement” tied for fifth. Many chiefs are concerned about the reductions in staffing and the

potential for thousands of prisoners to be released early and how that will impact their communities and ability to deal with prisoners who immediately return to committing crime. An equal number of chiefs also see that due to our lack of ability to handle all calls for service and the reductions in programs that our members have been forced to make has thrown a negative light on our profession. The idea that we have reduced or cut certain programs to “punish” the public was a common theme.

“Succession Planning and Training” was next on the list with 22 members commenting on the need for this training. Most mentioned the 3% @ 30 as causing a brain drain on the profession and the difficulty with keeping up with replacing retiring command officers.

“Gangs” is a concern to 17 of our members and the proliferation of gangs moving into the suburbs.

“Regionalization and Consolidation” was discussed by 16 members most talking to the issue of the economy and using this strategy as a way to continue to deliver services to the community.

“Demographic Change/Diversity Issues” were mentioned by 16 members as something that needs to be addressed. They were split between these issues being internal to the organization and external to the community but all agreed it was something that needed to be addressed.

“Drug Legalization” this was talked about by 15 members and related mostly to marijuana issues here in California and the fear that this will lead to harder drugs becoming decriminalized.

The remaining issues all received less than 10 comments by members: *“Ethics, FLSA Claims, Generational Differences in the Workforce, Intelligence Lead Policing, Political Involvement by POA’s, Terrorism and Work Schedules.”*

19. What do you see as the characteristics of a successful chief?

| <u>CHARACTERISTICS</u> | <u>RESPONSES</u> |
|--------------------------------|------------------|
| High Level of Integrity | 66 |
| Good Communication Skills | 63 |
| Honest/Transparent | 57 |
| Possess Leadership Skills | 46 |
| Politically Astute | 42 |
| Visionary/Set a Vision | 41 |
| Ethical Values/Moral Compass | 38 |
| Team Player/Inclusive | 38 |
| Be Flexible | 38 |
| Strong Decision Maker | 28 |
| Possess People Skills | 28 |
| Accessible/Approachable | 26 |
| Fairness | 21 |
| Caring/Compassionate | 20 |
| Show Patience | 17 |
| Open Minded | 15 |
| Apolitical | 14 |
| Work Hard/Strong Work Ethic | 13 |
| Be a Good Listener | 13 |
| Sense of Humor | 12 |
| Be a Mentor | 11 |
| Trustworthy | 11 |
| Consistent | 10 |
| Be Accountable | 10 |
| Loyal | 9 |
| Innovative | 8 |

| | |
|-------------------------|---|
| Committed | 8 |
| Competent | 6 |
| Credible | 6 |
| Keep Ego in Check | 6 |
| Be Humble | 6 |
| Motivator | 6 |
| Role Model | 5 |
| Change Agent | 4 |
| Courage | 4 |
| Risk Taker | 4 |
| Technology Astute | 4 |
| Confident | 3 |
| Creative | 3 |
| Knowledge of Management | 3 |
| Respectful of Employees | 3 |
| Crisis Manager | 1 |
| Genuine | 1 |
| Healthy | 1 |
| Intelligent | 1 |
| Multi-Tasker | 1 |
| Personable | 1 |
| Planner | 1 |
| Positive Attitude | 1 |

20. What issues or services do you feel are important that the California Police Chiefs Association can address to assist you in your efforts as a Chief of Police?

LOBBYING

Lobbying for more training funds, testing and publishing on technology or processes that have been proven through research for application.

Continue to be the voice in addressing legislative issues as well as any influence on funding issues.

Fight for funding.

Fight binding arbitration pass law allowing chiefs to order officers to speak to outside agencies for non criminal internal affairs investigations. Fight to keep criminals in jail. Fight for money from state and feds to support law enforcement and the return of the electronic procurement program.

Legislative support.

Creating political support for funding for LE, advocacy for legislation, key issue formulation and advocacy.

I could use some help in all the areas that small town departments are faced with. Lobbying to get POST to start paying for training and retention of reserve officers.

Promote or support changes to PERS system which would allow for working after retirement or, changes which would create an incentive for us to continue working past 50 years old. Many Chiefs (and other senior staff members) are still interested in working past their PERS maximum, but there is no financial incentive to do so.

Legislation that protects City budgets and law enforcement funding.

Maintaining a close eye on prison and parole reform so as to minimize impact to local law enforcement / ensure legislation is well thought out and oppose legislation that will have a negative impact on law enforcement and the safety of our communities.

Provide timely updates on news from the capital, new legislation and red flags.

Lobbying to insure a rational approach to impacting retirement benefits.

Strong presence in Sacramento Support from other Chiefs Taking a stand on key issues like Domestic violence, Gun Violence, Drunk Driving, Prisoner release, COPS funding.

Lobbying at State and Federal Level for continued COPS funding and other State/Federal equipment grants.

Addressing the issue of immigrant municipal ID cards and their impact on the state's current identification process, i.e. driver's license and/or California ID cards.

Revisit Reserve Officer requirements.

I think we should explore legislation that will allow us to retain retired personnel without any impact on PERS.

Lobby politicians for stable funding and strong sentencing laws. Lobby for not imposing any mandates on police that do not carry funding with it.

RESEARCH ISSUES

Professional detailed evaluation of modified work schedules and the impact they have on delivery of police services to communities.

Advise on emerging trends facing California Chiefs.

Clearing house on police issues. Facilitate information sharing.

More research / study / recommendations / guidelines on alternative work schedules and the impact they have on the individual, the organization, the community and the profession of problem oriented policing. We should understand the consequences of modified work schedules and have Cal Chief's and / or POST take a position. Truck drivers, airline pilots and other trades or professions have restrictions on work hours. How can we expect officers to work with each other and the community on problems associated with crime when they are gone more than they are at work? This is a serious issue that needs more discussion and evaluation. Most chief officers are reluctant to even look at this issue because of the labor union politics.

Conduct timely research for emerging issues and report back in a timely and effective manner.

LEGAL ISSUES

Current legal issues, organizational and professional issues.

TRAINING ISSUES

Providing training for the new chiefs to be, there will be many over the coming years.

Personnel matters training Liability issues.

Grant assistance, legal updates.

Statewide coordination, contemporary training, legislative advocacy.

Continue the great training that is offered.

Legal opinions (case law, internal affairs, and civil advice). Legislative findings and processes.

Creative scheduling (due to compressed work force/budget constraints), budgeting, policy (best practices), succession planning, Internal Affairs (From the perspective of the Chief).

Recently, my department experienced the loss of an officer in the line of duty. I believe Cal Chiefs should develop a course specifically for police chiefs to be better prepared for the unthinkable. The instructors for this course should be police chiefs with the knowledge and experience of handling this extremely sensitive issue that affects the department and community.

Funding challenges, technological issues, selection and recruitment of officers, ethics, legal updates and liability reduction.

The Role of the Chief's class is the most important so that aspiring chiefs truly understand what they are getting into. Leadership training of any and all kinds.... (just to let you know, I have had a great ride and would not change a thing.) This job is not for every captain or deputy chief and we need to be honest in our assessment of succession planning so that we do not ruin someone's great career as a second in command by putting them in a role that could severely tarnish an otherwise great career.

Better training for upper management positions on personnel matters.

Mentoring, training on current and upcoming issues and trends.

In these tight budget times, the only thing that would help me is POST reimbursement for the workshops that you offer. I really wanted to attend the conference in Pasadena but I just didn't have the budget to swing it.

Training and mentoring.

Continue to provide 2nd in command and future chiefs of police training, aimed at helping develop the future law enforcement leaders of tomorrow. 3% @ 50 is

decimating the upper ranks in many agencies, leaving a real void in leadership and experience.

Continue the good networking; provide support and information for chiefs experiencing special issues; ongoing good training for chiefs; continue the great lobbying efforts.

The communication services provided by CPCA, the conferences and webpage have been a great improvement over the last decade. Continued improvements in those areas will be valuable in the future. Training such and the role of the

chief and the chief's assistant courses are very important. I am more concerned with the services provided the next generation than assistance to me.

Updated training on FLSA and other legal issues.

The legislative work is the most important work that Cal Chiefs does now. I might suggest a leadership program that includes a career development portion for our associate members.

Succession planning.

Provide training to address cutting edge issues, consider quarterly or twice a year regional networking lunches, and provide cal chiefs orientation (some how) for those new chiefs that can't attend conferences (maybe at a regional lunch).

Additional training seminars. Work with state government in securing state funding including grants.

Regular educational and legal updates are great.

Succession planning. Preparing the next generation of leaders.

Training for Supervisors, Importance of Regionalization.

Interested in the process with PERS as the retirement milestone approaches.

Offer some type of training where chief and CM attend together and spend time discussing values, CM's often know very little about how PD's are run and sometimes have unrealistic expectations.

Training for second in commands.

Training, mentoring for new Chief and seconds and developing transition and strategic plans.

Leadership training, legal updates, political action on behalf of all chiefs.

Training workshops with elected officials on specific issues in their communities.

More training on handling internal dynamics; more training on doing more for less.

Training of all types including continued distribution of training in criminal case law and labor law.

Chief preparedness, re: stress, politics, employee relations and community relations. Offer a more in depth seminar addressing these mentioned topics, taught by a newly appointed chief.

Continue offering Admin. Assistants course and maintain the excellent communications network that has been put in place the last ten years.

Continue to provide training to active Chief's through CPCA sponsored training and conferences. I think opposite the Chief's Conference some regional trainings could be of value once a year, I have no idea what this would look like, but as a Chief who's relatively isolated I would welcome more opportunities to meet with other Chief's statewide.

Critical Training Needs (funding/mandates/regional approach) Retiree Medical Benefits Legal Resources/Representation.

Continue with on-going legal updates and legislative advocacy.

The more training available for Chief and number two positions the better.

Continue Role of the Chief class and membership for seconds in command to prepare future leaders.

Succession planning and strategic planning.

MISCELLANEOUS REQUESTS

Support for chiefs and the battles we fight.

Salary surveys by population size for all positions. Our agency is significantly underpaid and surveys would help improve the process of seeking parity.

Assisting small agencies with fewer than 10 sworn officers. We need more of a voice within the state for funding for equipment and personnel. Most funding is directed to larger agencies and smaller ones seem to get left out.

Equal funding opportunities (Grants, JTTF, etc.) for all agencies. A base level of equipment, training and personal protection equipment should be available to all. The current system is not working.

A conduit for networking; providing executive development opportunities (the annual conference, Role of the Chief, Executive Assistant's Course, etc); advocacy in the State Capitol; Provide a network/role for retired chiefs to be able to keep contributing to the profession.; professional development for seconds-in-command.

Continued networking opportunities.

Keep working on the legislative issues. The parolee release issue should remain a top priority.

State-level lobbying and research on critical issues.

Training, information, resources, shoulder to cry on.

Networking opportunities so others do not have to "reinvent" things as they come up.

Monitor legislation and advocate for Chiefs issues, work with state agencies and officials to advance our agenda.

Create a secure on-line forum for California Chiefs * Create a state wide salary & benefits survey * Create a Cal Chiefs' recommended strategies list * Expand this type of survey to include more topics * Establish a Cal Chiefs' Emergency Contact Manual * Hold more Cal Chiefs' meetings that are informal in nature, small groups which are facilitated by experienced "Chief Mentors". Gear them towards problem identification, brain storming and problem solving. Large, medium and small departments all appear to suffer from many of the same problems.

Stronger mentorship program.

Maybe consider a mentor program that will place a seasoned Chief with a newly appointed Chief for their first year.

Networking, training and data services.

Regional chief's meetings, joint problem solving, and continued support/communications of current events that impact law enforcement.

I think overall Cal Chiefs does a great job of advocating for important public safety issues in Calif. Networking on contemporary issues is also important and, again Cal Chiefs does a good job with this. I'd like to see Cal Chiefs work on improving the image of law enforcement in Calif. I think this could be addressed through a public outreach and information campaign that focuses on the positive things that police do every day. This would likely require that we partner with the media which is a tall order but I think it is doable. Who knows, we might even educate some of them about what we really do.

Continue to provide information regarding successes and mistakes made by all of us so that we can learn from others good and bad decisions.

Information sent out similar to PERF daily briefs vs. what we get now as random emails.

Continue to secure a dependable funding stream for police agencies. Ideally, Ensuring dedicated funding for departments that avoid the yearly budget battles also keep actively involved with POST so that the training dollars are similarly protected.

Create a Legal defense.

Police funding and retaining state prisoners in prisons.

Research and surveys on critical or chronic issues sharing of best practices or solutions to issues lobbying for LE interests.

Keep the lines of communication open to all chiefs throughout the state.

Continue to stay informed on all issues affecting law enforcement.

Educate us on new laws being introduced to determine if we need to support or fight, be a political advocate for our group in Sacramento and Washington DC, provide quality training at conference.

Continue to lobby Sacramento to maintain law enforcement funding. Resist plan to release felons from prison and provide support services from DOJ and other State agencies without charge.

Host City Manager and Councilmember meetings to educate them.

Continued access to a wide array of documents pertaining to the myriad of LE issues and continued networking opportunities.

The Board and PAC being attuned to historically proven values and hold steady on them.

Information and advice regarding legislation and legal issues (Cal Chief's already does that well) and continuing high-level executive professional development.

Continued grants, cops funding, legislative watchdog, and case law.

The establishment through POST, state wide of an eligibility list for Police Officers for hiring purposes. A central repository to draw from for all Ca law enforcement agencies. This would save big money for all agencies.

Keeping us current on issues that help us in our daily dealings with other high level City staff and council members. Continue to offer courses that remind us that one of our main jobs is vision and direction, not day to day operations. Continue to be very active as you are now in the legislative process.

More focus on smaller departments.

I have found Cal Chiefs to be helpful to me whenever I needed assistance or knowledge about a something. If there is anything I think we lack it's our ability to sell ourselves to the public we serve. Somehow over the years the firemen have taken the role of "good Guy" from us. Perhaps we ought to look at how that happened. PR is something we don't seem to do well.

Clearinghouse for professional resources for California Chiefs: best practices, political representation, employment resources - contracts, salary surveys, etc., and training specific to Chiefs

More mentoring.

Some sort of support system for Chief's because it is true, it is lonely at the top especially for newer Chiefs.

Providing up-to-date legislative information Continue to be a conduit for Chiefs to meet and network be a resource of information that new and seasoned chiefs can refer to make day-to-day decisions.

I think we do a terrible job as a profession of image management. We have let the media define us when they report on the isolated negative incidents. We need to be more proactive or we can not build trust. Cal Chiefs should lead in this effort in conjunction with CPOA, PORAC, NOBLE, etc.

Continued support and presence in Sacramento, dissemination of important and timely information relative to our profession and continued advocacy for law enforcement funding.

PROVIDE INFORMATION

Grants, public/private partnerships.

Soon after a chief assumes his position, we should meet with new chiefs to ensure they understand Cal Chiefs' and their role in the state legislative process. We should also consider a reader-friendly quarterly newsletter which highlights Cal Chiefs' activities, positions on key legislative matters, new members, retirees, current issues, successes, best practices, etc.

Continue to offer information related to current issues. Perhaps seek to cover some of the same issues being discussed with City Managers and Council members via League of Cities and other similar publications.

I would like to know more about "lessons learned" from agencies that had to overcome significant internal and external issues; the organization is doing an excellent job at this time. Hard to find anything new.

Continue providing information and lobbying efforts on key issues, providing resource information for career planning and job performance/significant issues.

Expand resources accessible on the website.

Anything to do with finding more economical ways of doing business, any regional approaches that are working around the state.

We need to network and support each other as we go through challenging times. We need to find a way to share the problems that we are facing and communicate successful strategies and those that didn't work. I suggest a series of regularly scheduled regional forums (quarterly?) that we can attend and discuss issues. I'm not sure how we'd do it but if we could find a way to connect the dots between specific chiefs and issues it might help our success and peace

of mind. Communicate/facilitate contact w/ someone who is or has dealt w/ some of our sensitive internal, CM or community concerns.

Providing training and professional development opportunities for seconds in command...keeping members informed of existing and emerging issues that may impact our respective agencies or California law enforcement in general.

Assist in project development (no reinventing the wheel)

Establishing technology standards, maintaining the e-mail outreach, continue with legislative lobbying.

On scheduling.

Providing recommendations on best technologies for police work; legal updates & support; provide budget justifications that support maintenance of number of sworn personnel

Information sharing and state lobbying on police and criminal justice issues.

Continual communication regarding important issues facing the State and the Legislature. In addition, being in touch with current issues and not afraid to take on the issues to better law enforcement.

Information about current issues especially legislation.

Continue to expand library on best practices and other agency experiences with projects/programs related to contemporary law enforcement.

Assisting agencies to be successful in a down economy/ preparing to move forward as the economy begins to change.

The networking/best practices.

It is important that Cal Chiefs keep me abreast of current issues, so that I can manage and leverage my resources.

Keep me informed on a statewide basis; provide access to work done by other agencies, best practices would be a good start.

Sharing ideas on all aspects of policing: operations, budgeting, recruiting, politics, equipment, services etc.

Networking, Research Issues that are always being updated.

Being available to help when needed!

Keep us current on relevant and emerging issues

OTHER COMMENTS

Nothing more, keep doing what you are doing.

Fight for those dollars that are dwindling.

The exchange of information that occurs between the chief is so valuable to me. That is the best part of CPCA.

I appreciate the legislative updates and the information sharing.

The necessity of dedicated funding for Law Enforcement.

Help keep Sacramento out of our wallets and out of our hair!

You folks have been on "mark" since I have been Chief. Not much to add.

I thank you for keeping the directory of chiefs up-to-date. Invariably, I lose a business card or change out my cell phone and lose many of the chief's cell phone numbers. Your directory is very helpful for me. It's a directory at my finger tips. I have also found the annual conferences to be very informative, particularly the workshops. I also rely heavily on the e-mails that you send me, particularly information from Marty Mayer about new case decisions and/or developments in our field that all chiefs need to know. But I want you to know that you are an excellent resource. Thanks.

Keep up the good work.

Mentoring, being accessible, and keeping us informed of critical issues effecting law enforcement.

The monthly updates on Cal Chiefs' activity and business that Melekian has been putting out is great - just keep the communication coming and let us know how we can work together to address statewide issues of concern.

Keep doing what you are doing its good stuff. Training assistance for small agencies regarding advanced leadership for chiefs and administrative staff.

Legislative Advocacy Networking Leadership Training.

I think Cal Chief's serves me well.

Share information like this contained in this survey.

Training, especially POST-certified; Legislative advocacy; Networking & Exchange of Information.

Cal Chief's is doing a fine job. I have no issues at this time.

Cal Chiefs is doing an excellent job.

Fellowship, Mentoring, Legal and Liability updates, Political advocacy.

Collaborating on technology projects, gaining statewide interoperability and information sharing continue to be the hub for new ideas, research and communication of current issues.

I am happy with the current level of support.

Satisfied with services.

Cal Chiefs is doing a great job.

Contract Protection for chiefs who have micro-managing city managers.

Networking works for me. Anything from discipline to purchasing new units.

Media blitz on Medicinal Marijuana and Dispensary.

Continue the e-mail interaction - Annual Conference - Lobbying with State Officials.

Lobbying for Police Issues, Training, Funding Sources, Networking.

Continue doing what Cal Chiefs has done to date in keeping us informed, monitoring legislation that impacts our communities, weighing in and asking us to weigh in from time to time, keep fighting for grant funding etc.

Statewide budget issues, legislation and keeping professionalism in the profession.

Continue to work on booking fees Release of CDC inmates.

The e-mail system is great. The ability to ask questions of the group, conduct surveys and network is priceless.

Help to heal toxic environments from years of strife between line and management.

Good communication skills, politically astute.

Cal Chiefs' does a great job now with professional development opportunities, legal and technical assistance, networking, etc.

Continue as is, surveys especially helpful.

You're doing a good job. Continue legislative efforts to benefit law enforcement and provide training opportunities.

Quality training conference, strong networking, strong communication between Chief's.

The political action wing of Cal Chiefs has done a great service to the profession on issues such as booking fees, pending loss of COPS grant monies, etc. It is very much appreciated and I hope in continues.

I think Cal Chiefs' is covering all major areas...continue to keep us aware of emerging trends and upcoming issues.

CPCA is doing a fine job.

They are doing a good job. Love the posting of questions by members for input and research questions.

Continued mentorships & training.

Please keep up the grass roots efforts on behalf of small departments. The email resources are also very beneficial.

I think we have the finest Chief's association in the nation. We have and will continue to lose the talent of many tenured employees.

Keep up the great communication.

Legislative/legal updates, lobbying, mentorship and camaraderie.

Legal and political updates, job listings, training.

You are doing a great job, the support you provide is outstanding!

I am very satisfied with the level of service I am getting, and have always received from Cal Chiefs.

Cal Chiefs' is doing an excellent job currently Coordinated Legislative Planning Updates regarding current law and legislation Opportunities for innovative training for management and staff.

Nothing really. All is well.

This may seem as an easy way out of the question but... I have received nothing but the best advice and direction from the membership and leadership of Cal-

Chiefs! I just got through my "rookie years" and I owe a lot to this group for all the help. I feel the issues that have been addressed in the past (and currently) have been most helpful.

Association has a solid foundation. Continue to develop networking outreach, legislative lobbying on causes effecting LE and society.

Conduit of current information. This has been very helpful.

Cal Chief's does a good job in serving the law enforcement community.

I feel that Cal Chief's is doing a good job and just needs to continue with what were doing.

I think Cal Chiefs' does a great job! I very much appreciate the organization and have found it to be a great encouragement are resource for me. Thank you.

Continue providing quality annual conferences. I like the e-mail network for obtaining information from other chiefs. Craig has done a good job there.

Your ability to have management positions from various jurisdictions has assisted a lot of agencies with the ability to exchange ideas and practices.

CAL CHIEFS' IS DOING FINE

Respectfully Submitted:

Chief Craig T. Steckler
Fremont PD
Communications Committee