

STATE OF CALIFORNIA  
COMMISSION ON  
PEACE OFFICER STANDARDS AND TRAINING  
  
POST COMMISSION  
ADVISORY COMMITTEE MEETING



TIME: 2:00 p.m.

DATE: Wednesday, February 7, 2018

PLACE: The Westin - Los Angeles Airport  
5400 West Century Boulevard  
Los Angeles, California



REPORTER'S TRANSCRIPT OF PROCEEDINGS



Reported by:

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A P P E A R A N C E S

POST ADVISORY COMMITTEE MEMBERS PRESENT

RANDALL WALTZ  
(Advisory Committee Chair)  
California Association of Police Training  
Officers

SANDRA SPAGNOLI  
(Advisory Committee Vice Chair)  
California Peace Officers' Association

ELMO BANNING  
Public Member

ARTIN BARON  
California Coalition of Law Enforcement  
Associations

ALEX BERNARD  
Public Member

JAMES BOCK  
California Specialized Law Enforcement

MARK BRUNET  
California Highway Patrol

GREG GARNER  
California Police Chiefs Association

JAIME YOUNG  
Public Safety Dispatcher Advisory Council

COMMISSION ON POST  
COMMISSIONERS PRESENT

(participating commissioners)

LAI LAI BUI  
Sergeant  
Sacramento Police Department

A P P E A R A N C E S

POST STAFF PRESENT

*(participating staff)*

MANUEL ALVAREZ, JR.  
Executive Director  
Executive Office

SCOTT LOGGINS  
Assistant Executive Director  
Standards and Evaluation Division

MARIA SANDOVAL  
Assistant Executive Director  
Administrative Services Division and  
Field Services Division  
Executive Office

DAVE ALTHAUSEN  
Public Information/  
Legislative Liaison  
Executive Office

ANDREW MENDONSA  
Senior Consultant  
Management Counseling Services Bureau  
POST IMPACT Team Member

CONNIE PAOLI  
Administrative Assistant II  
Executive Office

JOE G. SAMPSON  
Senior Consultant  
Management Counseling Services Bureau

JENNIFER VAN  
Staff Services Analyst  
Executive Office



Also Present

ALISA BUCKLEY  
Captain  
Sacramento Police Department

A P P E A R A N C E S

Also Present

*continued*

MICHAEL HEARN  
Mission Consulting

ROSETTE NGUYEN  
Mission Consulting

DANE WYGAL  
digital OutPost



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**POST Advisory Committee Meeting, February 7, 2018**

1 **Wednesday, February 7, 2018, 2:12 p.m.**

2 **Los Angeles, California**

3 **--oOo--**

4 COMMITTEE CHAIR WALTZ: Good morning. I call to  
5 order the February 2018 meeting of the POST Advisory  
6 Committee.

7 Okay, let's start with introductions.

8 And we'll start here.

9 COMMITTEE VICE CHAIR SPAGNOLI: Sandra Spagnoli,  
10 Beverly Hills Police Department, representing California  
11 Peace Officers' Association.

12 MEMBER BERNARD: Alex Bernard, public member.

13 MEMBER BRUNET: Mark Brunet, representing the  
14 California Highway Patrol.

15 MEMBER BOCK: Jim Bock, representing Specialized Law  
16 Enforcement.

17 MEMBER JAIME YOUNG: Jaime Young, representing the  
18 POST Dispatch Program.

19 MEMBER BARON: Artin Baron, Orange County Sheriff,  
20 representing CCLEA.

21 MEMBER BANNING: Elmo Banning, public seat.

22 MEMBER GARNER: Greg Garner, representing the  
23 California Police Chiefs' Association.

24 MS. PAOLI: We're going to do roll call.

25 Banning.

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1 MEMBER BANNING: Here.

2 MS. PAOLI: Baron.

3 MEMBER BARON: Here.

4 MS. PAOLI: Beitey.

5 *(No response)*

6 MS. PAOLI: Bernard.

7 MEMBER BERNARD: Here.

8 MS. PAOLI: Blanco.

9 *(No response)*

10 MS. PAOLI: Bock.

11 MEMBER BOCK: Here.

12 MS. PAOLI: Brown.

13 *(No response)*

14 MS. PAOLI: Brunet.

15 MEMBER BRUNET: Here.

16 MS. PAOLI: Garner.

17 MEMBER GARNER: Here.

18 MS. PAOLI: Moore.

19 *(No response)*

20 MS. PAOLI: Spagnoli.

21 COMMITTEE VICE CHAIR SPAGNOLI: Here.

22 MS. PAOLI: Waltz.

23 COMMITTEE CHAIR WALTZ: Here.

24 MS. PAOLI: Brad Young.

25 *(No response)*

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1 MS. PAOLI: Jaime Young.

2 MEMBER JAIME YOUNG: Here.

3 Here, here.

4 COMMITTEE CHAIR WALTZ: I'd ask you to stand for the  
5 flag salute, please.

6 *(The Pledge of Allegiance was recited.)*

7 COMMITTEE CHAIR WALTZ: Please remain standing.

8 We'll have a moment of silence for Officer Andrew  
9 Camilleri from the California Highway Patrol, who we lost  
10 since our last meeting.

11 *(Moment of silence.)*

12 COMMITTEE CHAIR WALTZ: Thank you. You may be  
13 seated.

14 I didn't introduce myself. I'm Randy Waltz,  
15 representing the California Association of Police  
16 Training Officers; and I would like to introduce our  
17 vice chair, who already introduced herself, Sandra  
18 Spagnoli.

19 COMMITTEE VICE CHAIR SPAGNOLI: Thank you.

20 COMMITTEE CHAIR WALTZ: And our Executive Director,  
21 Manny Alvarez.

22 EXECUTIVE DIRECTOR ALVAREZ: Thank you.

23 COMMITTEE CHAIR WALTZ: And our Assistant Executive  
24 Director, Scott Loggins.

25 MR. LOGGINS: Good afternoon.

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1 COMMITTEE CHAIR WALTZ: I'd like to ask for a motion  
2 to approve the minutes of our last meeting, October 25<sup>th</sup>,  
3 2017.

4 MEMBER BERNARD: Bernard. So moved.

5 MEMBER GARNER: Second. Garner.

6 COMMITTEE CHAIR WALTZ: Any discussion?

7 *(No response)*

8 COMMITTEE CHAIR WALTZ: All in favor, say "aye."

9 *(A chorus of "ayes" was heard.)*

10 COMMITTEE CHAIR WALTZ: Any opposed?

11 *(No response)*

12 COMMITTEE CHAIR WALTZ: Abstain?

13 MEMBER BOCK: Abstention.

14 COMMITTEE CHAIR WALTZ: Abstention, Bock.

15 Motion passes.

16 Are there any announcements?

17 *(No response)*

18 COMMITTEE CHAIR WALTZ: Seeing none, we'll move to  
19 Item C, Review of Commission Meeting Agenda.

20 MR. LOGGINS: Good afternoon, Members of the  
21 Committee. I'm Scott Loggins, one of the assistant  
22 executive directors here.

23 Before you, you have the Commission agenda for  
24 tomorrow morning. It's a very robust agenda. You've had  
25 the opportunity to review a number of the items. And

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1 several of you have requested specific presentations to  
2 be brought up and presented by POST staff.

3 Having said that, the final presentation we're going  
4 to offer is going to be on the POST Organizational Study  
5 that Mission Consulting did. But we'll start off, right  
6 from the get-go. And once we're done, I will conduct an  
7 inquiry to find out if there are any other agenda items  
8 that you would like to have a report on.

9 So our first report I'm going to call up Law  
10 Enforcement Consultant Andrew Mendonsa, and I believe  
11 it's Captain Buckley from the Sacramento Police  
12 Department to talk about the report on Emerging Trends  
13 from the Command College Project.

14 MR. MENDONSA: Thank you.

15 Good afternoon, Mr. Chairman, Members of the  
16 Advisory Committee. My name is Andrew Mendonsa. I'm  
17 joined by Captain Buckley from the Sacramento Police  
18 Department.

19 What we are hoping to do is talk to you a little bit  
20 about Captain Buckley's Command College Project. And  
21 I'll let her talk first about sort of what created that  
22 project, what that process has been like; and then I'll  
23 wrap up with some of the implications that we think that  
24 probably has for some of the POST bureaus.

25 This was a project that was looked at by the IMPACT

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1 Team. And I'll talk a little bit about kind of what we  
2 looked at, some areas that we thought might be  
3 interesting moving forward. And then when we conclude,  
4 if there are any additional questions, we'll have time  
5 for that.

6 So with that, I will turn it over to Captain  
7 Buckley.

8 CAPTAIN BUCKLEY: Thank you very much.

9 Good afternoon, everyone. My name is Alisa Buckley.  
10 I'm a captain with the Sacramento Police Department. I  
11 am currently a student in Command College; and I'm about  
12 to embark on my sixth session. So I'm at a point where  
13 I'm completing my strategic plan. But the focus of my  
14 project is how will emotional-intelligence training for  
15 managers positively or negatively impact morale and job  
16 satisfaction for line personnel.

17 And initially, when I embarked on this, there was  
18 one incident that really sort of sparked my interest in  
19 this. I was a lieutenant in our Major Crimes Unit at the  
20 time. We had kind of an explosive event as a result of  
21 a controversial officer-involved shooting; and we had a  
22 call-out in the middle of the night. I had my entire  
23 homicide team out there; and I had a member of our  
24 management team that became very enraged at the process  
25 and why it was taking so long, which is fairly standard

1 as we all know in officer-involved shootings. And he had  
2 a very public anger outburst in front of 27 members of  
3 my homicide team, members of our legal team from the  
4 City and the District Attorney's office, in front of  
5 everyone. And it was an unfortunate incident; but what  
6 it really showed me as a manager was the catastrophic  
7 events that can take place; and they can really erode a  
8 unit or a division when there is an individual in that  
9 organization that lacks self-awareness and has that type  
10 of an anger outburst.

11 And so it sparked my interest in looking into  
12 emotional intelligence. And in all honesty, when I first  
13 looked at it, it was something that maybe I was a little  
14 fearful of because I really didn't know anything about  
15 it. And because of the fact that I was uncomfortable  
16 with it, I realized it was something that I needed to  
17 learn more about.

18 And it's taken me 20 years to figure this out. But  
19 I think in law enforcement, particularly when you've  
20 worked there your entire life, you have to assume this  
21 role of authority in a lot of ways. And I think it's  
22 been difficult for me, in my own life, and I think it  
23 has been for a number of others as well, to be able to  
24 transition back and forth between your personal and  
25 professional lives at times, not all of the time.

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1           So what I've learned is that the two can coexist,  
2           and you can still be the same person; but you really have  
3           to be very self-aware. And one of those things means  
4           that you need to be open to honest feedback from your  
5           peers, your supervisors, and those that work for you.

6           So when I went to the FBI National Academy last  
7           year in October, I took a graduate-level emotional  
8           intelligence class. Again, something I knew very little  
9           about. And one of the things that we did was a  
10          self-assessment tool. And in doing that, I realized that  
11          I was very, very low in the emotional-expression scale.  
12          And so I started to seek feedback from the people that  
13          I worked with very closely and asking them.

14          I wasn't really sure why I had a difficulty with  
15          that; but I admitted that I did. You know, it was  
16          something that I've been actively working on for the last  
17          year.

18          One thing that I learned was that emotional  
19          intelligence is not something that is a personality  
20          trait, something that you're born with or something that  
21          you inherently have or do not have; but it's something  
22          that you can actually develop over time, and it's  
23          something that you can work on.

24          And I think it's really important for us, in our  
25          profession, particularly in this day and age, with all

1 of the public scrutiny on us in so many different arenas,  
2 it's something that we, as a profession, haven't really  
3 focused on.

4 And one of the things that, for me, in Command  
5 College, we selected panel members for various panels.  
6 And I stayed away from law enforcement, which was very  
7 unusual for me to branch out and reach to clergy members,  
8 to members of the community, whether they were activists,  
9 Starbucks baristas -- the people that had very magnetic  
10 personalities and people that were very well received by  
11 the public in varying capacities.

12 So initially, again, the focus of my project was  
13 offering this type of training to managers and how that  
14 would affect the line-level personnel. But as I learned  
15 in my secondary panel from my subject-matter expert, who  
16 is a member of our peer support unit, I learned that  
17 probably the best way for us to go about this is to  
18 actually conduct the training at all levels in the same  
19 classes.

20 So you as a manager or you as a line-level staff get  
21 to hear the different perspectives from everyone else at  
22 the same time. So my project has kind of morphed over  
23 time.

24 Thank you.

25 MR. MENDONSA: So, as the IMPACT Team, when we were

1 looking at projects from Command College, we thought this  
2 one had some interesting implications for POST moving  
3 forward. So what we'll talk about in a little bit, is  
4 initially how we sort of structured our evaluation of  
5 this and then some of the bureaus that we think may be  
6 impacted by this.

7 So building on her work, we approached the research  
8 utilizing a framework which emotional intelligence is  
9 falling into two distinct categories, which we identified  
10 as intelligence as a trait or intelligence as a state.

11 It was important for us to decide the best way to  
12 conceptualize emotional intelligence before we could  
13 evaluate the most effective way to incorporate it into  
14 our programs in the future.

15 After initial discussions, however, we found that  
16 the two perspectives really weren't mutually exclusive.  
17 Each held different implications for POST in the  
18 incorporation of various elements in her programs. And  
19 I'll discussed the impact on bureaus a little bit more.

20 The first thing we did was, we looked at the  
21 question of whether emotional intelligence is a trait.  
22 We wanted to know if it behaved more like a feature that  
23 was inherent to the individual, deeply ingrained in  
24 their personality, and a characteristic which remained  
25 relatively static over the course of their career.

1           Anecdotally, at least with our groups, I think we  
2           can all point to individuals whose personality and  
3           capacity for emotional intelligence had changed a little  
4           over time.

5           So we first asked ourselves how responsive emotional  
6           intelligence might lead to external influences, or  
7           whether it was simply a feature of our individual  
8           personalities.

9           The second consideration was to conceptualize  
10          emotional intelligence as a state. That is, as opposed  
11          to a static feature, we wanted to know if emotional  
12          intelligence was analogous to other forms of  
13          intelligence -- social, academic, et cetera -- and  
14          amenable to being influenced by contextual situations,  
15          enhanced through learning, self-examination, feedback,  
16          and training.

17          Obviously, the more elastic emotional intelligence  
18          was, the broader influence POST programs could have on  
19          making positive changes.

20          In the end, however, when we were having these  
21          discussions with the IMPACT Team members, one of them who  
22          has gotten a little bit of background in this, argued  
23          that emotional intelligence, a good way to think about it  
24          is sort of like athleticism. So people have inherent  
25          capability for athletic ability, just as they do for

1 emotional perceptiveness. Some people are clearly more  
2 comfortable than others when it comes to emotional  
3 expression and interpretation. But a strong underlying  
4 ability is not, in and of itself, sufficient. Like any  
5 physical skill, if left underused, it can lead to  
6 atrophy.

7 So what we did was, we thought about the different  
8 ways if we were to combine these two, in what ways they  
9 might affect us moving forward.

10 So the first bureau we looked at was Standards,  
11 Evaluation & Research.

12 SER is primarily affected if we look at emotional  
13 intelligence as being a trait. So as the bureau which  
14 sets entry and testing standards, SER may need to  
15 consider the impact on hiring standards and recruiting  
16 if the evaluation of emotional intelligence becomes more  
17 common. SER would be the bureau most responsible for  
18 determining if there are reliable psychometric measures  
19 of a person's inherent capability or disposition.

20 If the testing of emotional-intelligence traits  
21 were found to be reliable, SER would be responsible for  
22 considering if they should become part of an initial  
23 screening or testing process. SER would need to examine  
24 if there's specific emotional-intelligence components or  
25 traits which reliably correlate with behaviors such as

1 increased work performance or beliefs such as increased  
2 work satisfaction.

3 For example, are there identifiable traits of  
4 emotional intelligence which better predict entry-level  
5 applicants who remain in police work longer, or  
6 applicants who are at increased risk for burnout or poor  
7 job satisfaction.

8 We would caution against using these traits as  
9 exclusionary screening criteria or not being cognizant  
10 of unintended outcomes, but perhaps incorporating these  
11 concepts into a means of self-awareness and  
12 self-evaluation may help prospective applicants make  
13 better decisions about their career options.

14 The research is still emerging. Many of these  
15 questions are still unanswered; but they're at least  
16 worth considering.

17 Captain Buckley's research highlights an interesting  
18 and emerging issue for POST. Broadly speaking, do we  
19 need to consider if modern policing still requires  
20 generalists; or is it becoming so highly specialized,  
21 that we need to be matching specific entry-level police  
22 personnel and their accompanying psychological traits  
23 with specific policing tasks?

24 We get into even finer detail: Can we envision a  
25 time in the future when there is a connection between

1 performance on an emotional-intelligence screening tool,  
2 and correlating ability, aptitude, or interest in  
3 specific aspects of policing? Would components of a  
4 screening tool be able to assist with recruiting for  
5 individual interests or agency needs, such as applicants  
6 or agencies who prefer or need higher capacities in areas  
7 of community engagement, mental health, youth services,  
8 training, or leadership? Could hiring diversity expand  
9 to not just include demographic traits, but emotional-  
10 intelligence traits as well and would greater fit between  
11 personality and professional role lead to increased  
12 satisfaction and performance?

13 So those are some of the areas that we looked at  
14 initially for Standards, Evaluation & Research.

15 Moving on to the Basic Training: The primary focus  
16 of Captain Buckley's work with emotional intelligence  
17 specific to supervisors and managers, this begged the  
18 question for IMPACT: Should we be considering its use  
19 in what is arguably the first supervisory role in most  
20 organizations, the field training program? Can increased  
21 knowledge and application of emotional-intelligence  
22 principles be used by agencies to better match  
23 prospective trainees with training officers, either for  
24 compatibility or to enhance performance?

25 Again, not in terms of exclusionary criteria, but

1 more in terms of self-mastering development.

2 Can we begin a process of self-reflection and  
3 emotional management early in the career of prospective  
4 officers, with an understanding of how their unique  
5 emotional intelligence will be needed, enhanced, or  
6 evaluated over the course of their careers?

7 Building from this initial area of emotional  
8 intelligence as a trait to be evaluated and exploited,  
9 I'll discuss the second perspective, which is  
10 understanding emotional intelligence as a state, a skill  
11 which can be taught, enhanced, and developed for the  
12 betterment of the officers and their organizations.

13 In the Management Counseling Bureau, we're  
14 considering how the role of emotional intelligence may  
15 grow increasingly important for people as they progress  
16 to various ranks within the organization. It's likely  
17 that emotional-intelligence skills and capabilities will  
18 gain prominence as people naturally transition from  
19 managing tasks to managing people.

20 Our primary question from a training standpoint is,  
21 if there is a role for emotional intelligence in  
22 supervisory or management courses; and the response has  
23 been "Absolutely."

24 Even before the Command College work of Captain  
25 Buckley, there was already work being done by different

1 people within MCLD.

2 As part of a supervisory course review, we've looked  
3 at some of the work that CHP is currently doing with what  
4 they call "Communicative Intelligence," specifically  
5 designed to provide first-line supervisors with concrete,  
6 practical training in emotional-intelligence  
7 identification and response.

8 Emotional-intelligence discussions are also already  
9 contained in blocks within SLI; and there are topics  
10 covered in the upcoming work on the Strategic  
11 Communications DB in the POST Management course.

12 Another area within MCLD likely influenced by this  
13 work is in management studies. In interviews with staff  
14 during studies, communication and leadership problems  
15 are often cited as areas where organizations struggle and  
16 wish to improve. While not limited to single, easily  
17 remedied causes, frequently there are consistent themes  
18 raised by both management and line staff when they  
19 discuss issues, and varying degrees of emotional  
20 intelligence aptitude seem to be at the fore of their  
21 concerns.

22 Along with communication issues, some agencies have  
23 expressed concern about the effect of generational  
24 differences, and there's some initial evidence that  
25 increased emotional intelligence helps to bridge

1 communication gaps and increase receptivity and  
2 responsiveness of supervisors and subordinates.

3 Another significant emerging issue is the work that  
4 POST is currently doing with Principled Policing. It's  
5 worth considering what improved emotional intelligence  
6 between supervisors and subordinates will have on  
7 increase in perceptions about the internal procedural  
8 justice within organizations. We know from research in  
9 other areas outside of emotional intelligence, there is  
10 a strong relationship between perceptions about internal  
11 legitimacy and external expressions of procedural  
12 justice, a critical component of principled policing.

13 Which brings us to the final impacted bureau I'll  
14 talk about today, which is Learning Technology and  
15 Resources. According to one of the LTR instructional  
16 designers and one of the IMPACT Team members, LTR is  
17 looking at different instructional design approaches to  
18 self-paced training on racial and identity profiling  
19 and implicit bias. Emotional intelligence is important  
20 for these courses, as they are areas that rely on  
21 self-awareness and intrinsic motivations to be truly  
22 effective. Self-awareness and intrinsic motivations are  
23 core components of emotional intelligence.

24 LTR feels that the self-paced environment that  
25 they're designing provides a safe space for individuals

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1 to explore ideas, where classroom environments may  
2 inhibit true emotions. Participating in these types  
3 of training modalities may increase participants'  
4 understanding of their own emotional states and how these  
5 states would likely influence their work performance.

6 As can be seen from what I've discussed, this topic  
7 has some interesting implications for POST specifically  
8 in the field in general. The IMPACT team appreciates  
9 the thought, commitment, and effort and the work of  
10 Captain Buckley. We believe this is an excellent  
11 example of the ways in which POST can continue to  
12 leverage the experience of the field, combined with the  
13 research-building capacity of Command College policing in  
14 the future.

15 That's the end of my prepared statements. But we're  
16 happy to answer any additional questions about either the  
17 work that Captain Buckley has done or any of the things  
18 that we're considering as part of the IMPACT Team.

19 COMMITTEE CHAIR WALTZ: Thank you.

20 MR. LOGGINS: Thank you very much, Captain Buckley.

21 Thank you, Andrew.

22 With the permission of the chair, we're going to  
23 skip to a different agenda item because one of the  
24 Committee members has to leave at 3:00.

25 So we're going to skip now to Item F of tomorrow's

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1 agenda, which is the Report on Proposed Changes to  
2 Regulation 1015 and Procedure E-1, Reimbursement Plans,  
3 that will be presented by me.

4 As you're very well aware, POST is at a unique  
5 crossroads with respect to its finances and its history  
6 as well. For several years, POST has encountered a  
7 rocky series of financial hits, particularly with the  
8 realization that there are declining revenues.

9 To mitigate some of these challenges, we've taken a  
10 series of steps that have essentially been kicking the  
11 can down the road by doing temporary measures, such as  
12 temporary suspension of various levels of reimbursement  
13 for various specified courses. One of the things that  
14 we have identified with the direction of the Commission  
15 is, the way we've been doing business simply isn't  
16 working; and the era of kicking the can down the road and  
17 using temporary measures to mitigate what is a long-term  
18 problem is probably not the most cost-effective means to  
19 do business.

20 The current construct, the current design for  
21 reimbursement is essentially five reimbursement plans  
22 that, with the exception of one, have been in place for  
23 the better part of a quarter century. Those are Plans I  
24 through IV and, of course, Plan NA and Plan V.

25 When those were designed, they were a perfect

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1 complement to the budget as it was back in those days;  
2 and it was a design that would reimburse individual  
3 officers, for the most part, to attend training, wherever  
4 it is in the state.

5 We found that the current construct, in essence,  
6 cripples our ability to provide at least a modicum of  
7 funding to many of our stakeholder agencies, which is  
8 why now we're kind of stuck in a predicament of, it's  
9 either all or nothing. And to a lot of your officers on  
10 the street that means nothing because we simply can't  
11 afford to pay the full complement of reimbursement.

12 The Executive Office and some of our bureau chiefs  
13 have gone around the state of California and asked Cal  
14 Chiefs, Cal Sheriffs, individual command staff from  
15 law-enforcement agencies, "What is your top criteria?"  
16 And time and time again, the theme is, the training  
17 that's required by law, the training for the boots on  
18 the ground, those essential courses, those that are  
19 legislatively mandated or mandated by the regulatory  
20 action, if you could figure out a way to get us some --  
21 at least a small apportionment of training, that would  
22 absolutely ease the burden that they have. We've spoken  
23 to agencies that have a very generous training budget.  
24 We've also spoken to agencies where they have a budget  
25 of absolutely zero. So they're absolutely tied to POST

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1 reimbursement in order to get their officers their  
2 training.

3 At the October Commission, we proposed an idea of  
4 realigning the entirety of the reimbursement program; and  
5 rather than put a Band-Aid on a broken wheel, we decided  
6 to just reinvent the cart in its entirety so that we can  
7 be more effective at distributing the monies throughout  
8 the state of California, which is our ultimate goal.

9 The actual ideas for this process didn't come  
10 internally from within POST. They actually came from  
11 two outside sources.

12 The first was, one of our own stakeholders. When we  
13 were talking about revising the AICC program, as far as  
14 we'd reimburse it, during one of our stakeholders  
15 meetings, we had one of our presenters tell us, out of  
16 frustration, "Just simply give us whatever amount of  
17 money you can; and we'll figure out how to offset it with  
18 subvention monies in the form of FTEs, or we'll figure  
19 out how to make it happen. But, you know, this process  
20 of just cutting all the money all together, and then  
21 arbitrarily distributing it the next year just isn't  
22 working." So we took that into account.

23 The other genesis from this was actually from  
24 Commissioner Braziel, who has emphasized the fact that  
25 just from looking at strictly costs, it's far cheaper to

1 send a cadre of two or three instructors to anywhere in  
2 the four corners of the state of California, than it is  
3 to do the converse, which is ship 24 to 36 officers all  
4 the way across the state to go to training. And that's  
5 one area where we probably have dropped the ball and  
6 missed the mark in that respect.

7 To address this, we actually have presented -- or  
8 we're going to be presenting a proposed change to the  
9 reimbursement mechanism. And instead of arbitrarily  
10 signing four to five plans that don't meet today's needs,  
11 we decided to create a plan that gives us a certain level  
12 of flexibility.

13 In its current mechanism, in its current construct,  
14 only the Commission can make changes to the levels of  
15 reimbursement; which means, if there is a change in  
16 revenues on any particular fiscal year, we would actually  
17 have to present it in an agenda item, give it to the  
18 Commission, have them either approve it or disapprove  
19 it, and then vet it through the OAL process, which means  
20 by the time we're addressing a problem, it may be six,  
21 eight months or a year in arrears.

22 With this proposed reimbursement policy, it would  
23 extend a level of that responsibility to the executive  
24 director or his designee. And, in essence, what it would  
25 do is, it would follow the letter of the law, as defined

1 by the Legislature, which says POST will reimburse monies  
2 and distribute them throughout the state of California;  
3 and it will follow the letter of regulation that this  
4 Commission created when they said, monies will be  
5 reimbursed commensurate with the level of revenues that  
6 come in within POST's budget.

7 With the proposed budget, rather than having five  
8 specific plans to fit all the cops and all stakeholders  
9 across the state, we created a three-point reimbursement  
10 plan to reimburse the two entities that actually get  
11 monies, either presenters or the actual attendees. So  
12 the way it would work is, we would either fully reimburse  
13 a presenter, partially reimburse a presenter, or not  
14 provide any reimbursement whatsoever. And on the other  
15 side, with the student, we could either fully reimburse  
16 them, partially reimburse them, or not reimburse them in  
17 any mechanism whatsoever.

18 With this construct, with this flexibility, as  
19 revenues increase -- which probably isn't likely -- or  
20 decrease, we would be able to project out reasonably how  
21 much money we have in our coffers and distribute that  
22 money accordingly.

23 Also, with this reimbursement, it opens up the  
24 opportunity that we absolutely cannot do right now, it  
25 gives us the opportunity to capitalize on the

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1 recommendation that Commissioner Braziel has given us,  
2 in that we can actually provide a presenter or an agency  
3 in a region the opportunity to approach POST and say,  
4 "I've got a training need. Will you at least partially  
5 fund it so that we can bring some experts into that  
6 region, bring some experts up into that agency, and so  
7 that my local officers can attend?" because that  
8 particular chief cannot afford the extraordinary cost  
9 of flying somebody to Orange County or Los Angeles or  
10 San Diego.

11 There are some stakeholders that are apprehensive  
12 about this because it is a brave, new world. We're  
13 forging new territory here.

14 Please be mindful of the fact and we'll remind the  
15 Commission that we've vetted this through this committee,  
16 we've vetted it through the Commission. We fully  
17 anticipate that we'll probably run into some operational  
18 hiccups. We fully anticipate that we'll run into some  
19 unintended or unforeseen administrative challenges when  
20 we do so. The nice thing is, we will still be able to  
21 adjust those accordingly as we move forward.

22 The short answer to this is, what we have now is a  
23 reimbursement mechanism that is essentially five square  
24 pegs that aren't fitting in any of the current round  
25 holes that we need to address. And the days of "one size

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1 fits all" means one size doesn't fit anybody at all.

2 So what we're hoping with your guidance and with  
3 the Commission's guidance, they can take this into  
4 consideration and see if it's an opportunity so we could  
5 at least partially reimburse some of our stakeholders  
6 without cutting them off in its entirety, or preselecting  
7 a small percentage of presenters and stakeholders to get  
8 the full reimbursement that we can afford.

9 With that, I'd be more than glad to entertain any  
10 questions that the Committee members may have.

11 MEMBER GARNER: I have one.

12 How are you defining -- or have you got to the point  
13 where you're defining "partial reimbursement"? What does  
14 that mean in your mind? Or in POST's mind, I should say.

15 MR. LOGGINS: The key words, we wrote "as determined  
16 by POST." So depending on the level of revenues -- the  
17 level of monies. The model that we are leaning towards  
18 is a per capita. In other words, a daily cap per  
19 student. So if revenues were comparatively generous in  
20 this day and age, perhaps that might be \$100 per day,  
21 per student. And I'm just throwing that number as a  
22 for-instance.

23 The advantage to that is, in its current construct,  
24 the vast majority of our courses are zero reimbursement,  
25 because we had to put a hold on it.

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1           So, for example, a smaller agency like yours, at  
2           least if you were to send somebody to a course, you would  
3           be reimbursed a hundred bucks a day, versus eating the  
4           entirety of that travel expense.

5           The advantage to POST from our perspective is that  
6           at least the agencies will have some skin in the game, so  
7           it's a shared responsibility.

8           But the short answer, we have not defined what  
9           "partial" is because it will depend on the amount of  
10          revenues we have per year and whether or not we've  
11          expended all those.

12          MEMBER GARNER: Well, the reason I brought up the  
13          point -- and anybody who is in a position where they're  
14          having to determine budgets on a regular basis -- we have  
15          to know. In other words, having a moving target in terms  
16          of what you budget for, doesn't do agencies like mine --  
17          or any agencies, for that matter -- any good.

18          I don't know who it was, said, "Just give us some  
19          money you have and we'll live with it." That's what's  
20          essential from our perspective. Tell us exactly what  
21          you're going to do, in advance of doing it, so we can  
22          prepare our budgets accordingly.

23          MR. LOGGINS: It's funny you mention that because  
24          one of our staff members who is probably far smarter than  
25          any of us, collectively, brought that point up. And we

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1 are mindful of that.

2 We built in a 180-day mechanism. If that is  
3 something that would be inadequate -- because I assume  
4 you project your next budget out for the entirety of a  
5 12-month period -- that is something you could recommend  
6 to the Commission or take into consideration.

7 As I mentioned, this is -- we entirely reinvented  
8 the wheel with this particular process. So that is one  
9 of those administrative hiccups that we are already  
10 encountering, that we need to figure out if there's a  
11 better way of doing business.

12 But our premise is, the current construct we have  
13 has absolutely crippled our ability to move forward and  
14 adequately reimburse agencies.

15 MEMBER GARNER: Right. And I understand that it's  
16 a work in progress. It's just that we need absolutes  
17 in the sense of budgetary preparation. If that's not  
18 available, then it's not; but that's what we'd like to  
19 see -- or I'd like to see, certainly.

20 EXECUTIVE DIRECTOR ALVAREZ: Chief, our intent is,  
21 when we learn what the budget amount is, kicking off the  
22 new year on July 1, we would establish that amount. It  
23 would be a set amount for all of those plans that fall  
24 under that reimbursement.

25 Let's use \$100. It's not going to be \$100 for one

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1 agency and \$50 for some other course. It's going to be  
2 the standard rate for that period. And as Scott  
3 mentioned, written into the plan, we will not be able  
4 to adjust that amount without six months' notice to the  
5 field. So it won't be up and down, up and down -- you  
6 know, this month we can pay \$100, next month it's \$75.  
7 It should be a set amount, hopefully for the entire year.

8 MEMBER GARNER: I appreciate that.

9 There's inherent difficulties. Most of our budgets  
10 run July 1 through July 1. Yours is a bit different, in  
11 the sense that -- don't you get your money in October?

12 EXECUTIVE DIRECTOR ALVAREZ: No, it's July 1.

13 MEMBER GARNER: Is it? Okay, well, that would be a  
14 good thing.

15 But just -- and I won't belabor it, but we just need  
16 to have some sort of a line that we can shoot for each  
17 and every budget year in terms of what we're going to be  
18 able to expect in reimbursements.

19 EXECUTIVE DIRECTOR ALVAREZ: Right.

20 MR. LOGGINS: Chief Spagnoli?

21 COMMITTEE VICE CHAIR SPAGNOLI: Thank you for that  
22 great presentation.

23 And I think that one of the things that you pointed  
24 out as the unknowns is what CPOA is very concerned  
25 about, being a statewide training provider of over

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1 80 POST-certified courses, reimbursable courses, so we  
2 have some concerns. But we do appreciate the work, and  
3 agree that there needs to be a new structure and format  
4 to accommodate the funding issues that POST is having.

5 So we had staff do a review of the proposed  
6 regulations; and we do have some concerns in the current  
7 format just because there is a lot of unanswered  
8 questions. So I don't know if you'd make a regulation,  
9 and then you do a policy behind it to explain some of the  
10 regulations. That would certainly be helpful.

11 We have concerns that, really, the changes are more  
12 complicated and onerous to the agencies and also the  
13 providers of that training; and believe it will be  
14 helpful to have some of the agencies and stakeholders at  
15 the table as this policy or regulation is developed.  
16 Because I think it was great to listen to the  
17 stakeholders on what they need and the restructuring,  
18 with the actual design of how this plan was put together.  
19 As a stakeholder, we would like to be sitting at the  
20 table to be giving some feedback.

21 You know, our staff is going to be recommending to  
22 the Commission not to enact the regulations until there  
23 is more input from stakeholders, like organizations like  
24 CPOA and also agencies that have to implement it.

25 One of our members, the Siskiyou County Sheriff,

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1 looked at the regulations; and one of their concerns he  
2 pointed out from a rural area, is the concept of the  
3 complete training package that was presented, or as he  
4 understands it. As he understands it is, due to the size  
5 of some of the rural agencies, a variety of agencies must  
6 participate in POST training to make sure that they get  
7 adequate students at the table. And this new process,  
8 in his opinion, may be too cumbersome for smaller  
9 agencies due to limited numbers of available students.  
10 And his recommendation is to get some clarification,  
11 which would make, I know, us and also some of the smaller  
12 agencies more comfortable, because they know that their  
13 class sizes are going to be limited, so they do regional  
14 trainings. So he wants clarification on some of the  
15 outline of the proposed regulations, was his  
16 recommendation.

17 There was a note in some of the agreements that the  
18 training and the agreements are between one presenter and  
19 one agency. So when you talk about regional training,  
20 the concern is, how do other agencies participate in the  
21 training when an agreement is between an agency and a  
22 POST presenter?

23 And, let's see -- so as you may know, our current  
24 process of administering training would be that we host  
25 a POST training course, we set up the training, and we

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1 are reimbursed by every agency who signs up for that  
2 training. And we have our training calendar posted at  
3 least a year in advance at CPOA.

4 As we understand now, the new regulation would  
5 require a police department to contact the POST region  
6 rep, who will decide if we can host training that's  
7 POST-reimbursable in the region. And this really  
8 creates a new policy and procedure, not only for us as  
9 an organization of CPOA, but a new process for agency  
10 training coordinators that they don't have to do right  
11 now. So that added layer of training, you have some  
12 agencies that are concerned that will create another  
13 roadblock to administering the training.

14 So we just ask to slow down the process and work  
15 with the stakeholders, so that we can make sure that we  
16 address the training reimbursements without creating a  
17 complicated and difficult process for some of the  
18 training providers, and also the smaller agencies that  
19 need the training as well.

20 So we support the actions that you're taking to  
21 change the regulations. I think we're just more  
22 concerned about the unknowns and impacts of the  
23 regulations that may not be very clear at this point.

24 MR. LOGGINS: First of all, thank you very much.  
25 Obviously, you read every word of it.

1           And if you caught the one typo, please ignore it.  
2           That will be our little secret.

3           We actually appreciate those concerns; and this is  
4           actually the kind of feedback we want because whenever  
5           you create a policy, like I said, there are those  
6           unanticipated operational hiccups that we're going to  
7           encounter.

8           With respect to that example of the training in the  
9           region, our goal -- and I may have missed the mark when  
10          we first created the policy -- our goal in that case was  
11          not only to support CPOA or whatever organization, in  
12          providing that training, but further support those  
13          officers in that region by actually subventing some of  
14          their costs.

15          So under that construct, if you were going to teach  
16          an officer-involved shooting course up in Siskiyou  
17          County, under the current construct, I believe the  
18          majority of the courses are non-reimbursable. So those  
19          law-enforcement officers in those local agencies, most  
20          of them which have cash-strapped budgets, they have to  
21          pay a tuition and send their officers to the training,  
22          and they get no modicum of reimbursement from California.

23          We're hoping if our monies are there, under that  
24          construct, that same course could be put on. But not  
25          only that, we would be able to provide reimbursement,

1     albeit probably partial, to those respective agencies.  
2     So when they come from that 10-, 20-person department  
3     that doesn't have a plethora of monies in their training  
4     budget, not only do they attend that course that's put  
5     on by CPOA or whoever the presenter is, we can actually  
6     offset some of those costs to those individual agencies.

7             So I apologize if the specifics in the language of  
8     the proposed regulation weren't clear. That's absolutely  
9     our intent, is to take some of that burden off of those  
10    smaller agencies, those agencies that are cash-strapped,  
11    that have difficulty getting cops to training.

12            COMMITTEE VICE CHAIR SPAGNOLI: And I think that  
13    really has to do with the functionality of how this is  
14    going to be rolled out, and to make sure that training  
15    managers and organizations who provide the training  
16    really understand how it's going to be rolled out.

17            I think the piece related to right now a training  
18    manager has a year calendar and can take what they want  
19    and assign students to those that are closest to their  
20    region or their area; and that now, if the procedure  
21    is going to change where now POST contacts an agency  
22    and sees what they want to connect them to training  
23    providers, it really creates one more step. And, as  
24    you know, as training managers, they have huge  
25    responsibilities and they feel that it may slow down the

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1 process or make a more cumbersome process than they have  
2 now. So I think that's one area of clarification.

3 EXECUTIVE DIRECTOR ALVAREZ: If I can add just a  
4 couple of things to some of your earlier points.

5 So class size is determined by the individual  
6 presenter. It's usually determined by -- I mean, in  
7 this case, a private presenter. Let's say that they're  
8 looking at a break-even point of 16 students. So the  
9 burden is on those agencies that are paying that private  
10 presenter, to come up with 16 students. Again, class  
11 size is set by the presenter. That burden is taken away  
12 when we come in and pay for that private presenter to  
13 come in; the burden is taken off of those agencies.

14 The second point is, there is no prohibition with  
15 this policy for an agency to reach out to a private  
16 presenter and contract with them, have them come, and  
17 teach their officers and dispatchers. There is no  
18 further bureaucracy, there's nothing. They can still do  
19 that, the way they're doing it now. They don't have to  
20 go through this process.

21 I think the overall intent of what we're trying to  
22 do is let a region, a county, decide -- which they're  
23 already doing -- what training they need, and where do  
24 they think POST can bring it to them.

25 I use Imperial County as an example. Imperial

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1 County has, I believe, less than 200 officers. They  
2 generally can't afford to bring training into Imperial  
3 County. They have to travel out of Imperial County.

4 Why wouldn't we have a conversation with Imperial  
5 County; and rather than pay for them to travel onesies,  
6 twosies, here and there, where they can't get maximum  
7 training done in their county, why wouldn't we have a  
8 conversation with Imperial County and say, "What is it  
9 that you need? What is it that you would like us to  
10 bring to you?"

11 And if it is an OIS course from CPOA that would be  
12 of interest to them but they can't afford to bring it to  
13 Imperial County, and it's a reasonable request, why  
14 wouldn't POST pay for that training to come to them, if  
15 that is what they desire?

16 And if Imperial County has the money and they don't  
17 want to go through POST and they don't want to bring CPOA  
18 in, knock yourself out. And I just use CPOA because I'm  
19 addressing you. I apologize. It could be any presenter.

20 So that is the intent.

21 The other intent -- and we've been very vocal about  
22 it -- is it should be, if we use some of this money to  
23 bring training to those regions, and let those regions  
24 have some control over the training they're receiving,  
25 it should be regional training. It should not be

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1 agency-specific. And internally, as we set our policies  
2 to how to distribute this money, I suspect that we will  
3 have to set some constraints.

4 If it's one department, perhaps 60 percent of your  
5 personnel can attend, but 40 percent have to come from  
6 other departments. There should be a limit. It  
7 shouldn't be -- you know, the money shouldn't be gobbled  
8 up by one department.

9 So that's our intent.

10 Yes, some of the policy stuff we still need to work  
11 out; and that can change over time. But it gives us the  
12 ability to bring training to them where, right now, we  
13 can't do that with the model that we have; unless we're  
14 picking one presenter who raises his hand and we decide,  
15 "Hey, we're just going to reimburse this one presenter,"  
16 and let him go. So that's the intent.

17 COMMITTEE VICE CHAIR SPAGNOLI: And just as a  
18 follow-up, I think one of the concerns is when POST  
19 would be the manager or selector of a presenter, or  
20 trying to connect presenters to agencies that may not  
21 have accessibility, you know, what is the fair and  
22 competitive process for organizations that provide  
23 training to be considered to provide that training, you  
24 know, as we have done -- as this organization has done  
25 in the past?

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1 EXECUTIVE DIRECTOR ALVAREZ: Okay.

2 COMMITTEE VICE CHAIR SPAGNOLI: So I think that that  
3 was a key point.

4 EXECUTIVE DIRECTOR ALVAREZ: So Scott can address  
5 the specifics of the proposed reimbursement plans a  
6 little bit more than I. But I think our intent is, we  
7 will reimburse the presenter or the agency.

8 Personally speaking, we've been having -- I don't  
9 want to say a split within POST, but I would rather have  
10 that agency deal directly with the presenter. It's their  
11 training. Let them pick up the phone, call the  
12 presenter, say, "We want you. POST, will you?" and give  
13 us some kind of a budget that we can look at that's  
14 reasonable. Sure, knock yourself out. It's between you  
15 and this presenter. Bring them, and we're going to either  
16 reimburse you and you're going to pay them, or we're  
17 going to reimburse that presenter to come up to train  
18 you.

19 But the burden should be on them to decide who they  
20 want. That's, I mean, as we travel the state, I think  
21 that's what we hear from chiefs and sheriffs: "Let us  
22 decide what we want to do in our region." And I think  
23 this model kind of does that.

24 The intent of the staff is to let them make the  
25 decisions, not us make the decisions for those counties

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1 as to who the presenter is going to be, how they're going  
2 to have to do it. It's to give them a little bit more  
3 control over the training.

4 COMMITTEE VICE CHAIR SPAGNOLI: Good. Thank you.

5 MR. LOGGINS: Any more questions from Committee  
6 members?

7 MEMBER BANNING: Yes, Elmo Banning.

8 So, Chief Spagnoli, just one point you made about  
9 traveling the class from the location. CPOA would now,  
10 as I understand, one of their concerns from your board,  
11 is they would have to ask if they go into another region,  
12 which they don't now. I mean, they can go pretty much  
13 board to board, coast to coast?

14 COMMITTEE VICE CHAIR SPAGNOLI: We have regions  
15 across the state, similar to how POST sets up their  
16 regions.

17 MEMBER BANNING: Right.

18 COMMITTEE VICE CHAIR SPAGNOLI: So, we currently  
19 have regions, and then they currently select X amount of  
20 trainings. But they might not have -- if we have ten  
21 regions, we may not have ten OIS courses throughout the  
22 state in ten different regions. We might have, actually,  
23 when you point out you have three OIS courses in Southern  
24 California and less in Northern California just because  
25 of the attendance.

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1           So we may not be exactly what POST is describing  
2 because we may not go out to a county that is very rural.  
3 But we'll get close there, but then there's travel, so  
4 that becomes an issue as well.

5           MEMBER BANNING: I just wanted to relieve any  
6 concerns you may have.

7           I ask our POST area consultant on a weekly basis to  
8 travel classes. Because some classes we have, that  
9 because of a private presenter, are more popular than  
10 others. And I've never been denied.

11           They've asked sometimes who was requesting it; and  
12 I don't know if they ever contact the requester. But  
13 the area consultants have been absolutely fabulous.

14           You know, mine, Karen Lozito, I'll go on record,  
15 saying that she's back to me within an hour. And we've  
16 never, ever encountered that issue where they're saying  
17 you can't go to another region. Because they check with  
18 the other consultant before we put it in EDI for a  
19 change. And once that's in there, that's been pretty  
20 seamless for us.

21           The other comment I would like to make is that I  
22 think that the market is going to bear good classes, bad  
23 classes, or the whole concept. I do like the idea of  
24 people getting offered, or at least people -- say, I had  
25 a brake inspection -- well, I won't do that. CHP.

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1 Well, let's say if I had a particular class in a  
2 region -- a DUI checkpoint, whatever it is -- and say a  
3 particular agency holds that current certification, and  
4 they just pretty much keep it in-house; well, they  
5 haven't presented that class for several years.

6 I know a couple of years ago, we purged the system  
7 of, what, three or four thousand classes in  
8 certifications and allow maybe some fresh blood into the  
9 game. And that was, I thought, was very beneficial.  
10 But if that one agency holds that one cert, and they  
11 never, ever present the class, somebody else coming in  
12 their territory is not really -- they don't fight. I  
13 don't see a resistance there.

14 But I can see where, if we start doling out money,  
15 you know, per capita, I think one of my concerns would  
16 be, that there is going to be a rush to the table, much  
17 like a buffet. The people -- the first 40, 50 people are  
18 going to get fed real well. And towards the end of the  
19 fiscal year, it may dry up to where it's nonexistent.  
20 And I think that that was the chief's concern.

21 When you're sitting down, talking to someone, a lot  
22 of these private presenters or even ICI courses, they're  
23 entering into contracts with hotels and places of  
24 business, private entities or private people, business  
25 people, for a year out. And, "Hey, I'm going to give you

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1 25 slots," or guarantee 25 rooms in a particular class;  
2 and then all of a sudden it goes away. Well, they're  
3 already on the hook for the contract. And then people  
4 start shying away from entering in those contracts.

5 So I guess the government regulation and the private  
6 businesses have always had that struggle, you know, to  
7 try to meld themselves together in order to work  
8 seamlessly.

9 SDC, they only allow a hundred dollars per day per  
10 student; and that's a flat-rate reimbursement. I don't  
11 care if you're bringing in some \$50,000, \$60,000  
12 presenter or some guy that just is doing some sort of  
13 a -- you know, just came through master instructor, and  
14 it's their initial presentation.

15 So I don't know if you've looked at SDC or talked  
16 to them about their reimbursement policies or their  
17 procedures. I'm sure someone's made that phone call.  
18 You're not too far apart. But that seems to work fairly  
19 well. Everybody has a projection. Everybody  
20 understands, you know, that's the maximum you're going  
21 to charge for a class, and that's the reimbursement.

22 Now, the other concerns -- and I don't know how deep  
23 POST can get into it -- is the whole reimbursement  
24 process itself. I see this, the circular thing that  
25 happens, and it's kind of disturbing because in my old

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1 agency, we kind of lived with it, and Commissioner  
2 Braziel -- well, Chief Braziel then changed it, much to  
3 our -- really, to our benefit.

4 So a student goes to a class, it's reimbursable,  
5 say, just hypothetically for a hundred dollars. The  
6 money then comes back from POST; but often, in many, many  
7 circumstances, as you well know, the money doesn't go  
8 back to the agency that sent the student; it goes back to  
9 the general fund -- the county, city, municipal,  
10 whatever. And they use that to offset, or at least  
11 predict what the next training year's budget is going to  
12 be for that agency.

13 And I was just having this conversation in the  
14 audience prior to our meeting; and what's happened is --  
15 it's kind of sad -- is that, say, you were going to get  
16 \$50,000 reimbursement back from POST. And so ABC City  
17 says, "Hey, ABC Police Department got \$50,000 back from  
18 POST." Normally, their training budget is, say,  
19 \$200,000. Well, they're not going to increase that  
20 training budget to \$250,000. They're going to say,  
21 "Look, we'll give you \$150,000 because we're getting  
22 \$50,000 back from POST." Well, when that money doesn't  
23 come in, that agency is now stuck with that personal  
24 deficit.

25 And I'm probably not telling you anything you don't

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1 know, but that seems to be the cycle.

2 So the next year, POST doesn't come up with any  
3 kind of reimbursement at all; and there's another  
4 \$50,000. And so now the ABC City Council says, "Well,  
5 we're only going to give you \$100,000 for training."  
6 And incrementally, in four years, they have no training  
7 budget at all. And I think that that's one of the  
8 difficulties that a lot of these counties and cities are  
9 faced with. You know, over a period of time, there is  
10 just no more prediction; or the prediction is very clear:  
11 There is no money at all and it's completely taken out of  
12 their budget.

13 And agencies or administrators that have been  
14 successful in getting that POST reimbursement money back  
15 into their budget, so they can kind of recycle it, if you  
16 will, I see that being a tremendous benefit. And those  
17 people seem to be hit the hardest. Those are the people  
18 that me, personally, that I hear from a lot. They say  
19 "Well, now, POST isn't reimbursing at all; and that was  
20 really our only lifeblood."

21 Other agencies, they really don't have any stake in  
22 the -- really, they don't have a dog in the fight because  
23 they weren't getting the money back, anyway. So I don't  
24 know how you consider that.

25 And I know you're probably not going to be able to

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1 go real deep into 58 counties and 393 municipalities and  
2 say, "Here's what you're going to do," or if you can put  
3 a stipulation on the return or the reimbursement, which  
4 I personally would like to see, just as a public seated  
5 member here of this Advisory Committee, we would say,  
6 "If we're going to give you money back, it's got to go  
7 back to the agency, not to the general fund." And I  
8 don't know how you accomplish that. But that would  
9 stop a lot of, I think, for lack of a better term,  
10 shenanigans, and, really, disparity amongst counties and  
11 cities.

12 You say, "Look, here's what we're going to do.  
13 We're going to give you the money back with the earmark  
14 that it has to go back to the agency." And personally,  
15 I think from a public-policy standpoint, as a public  
16 member, that's what I want to see from our law  
17 enforcement. I mean, if they're talking about public --  
18 you know, peace officers or law-enforcement officers in  
19 our state being trained, they're going to have to put  
20 their money where their mouth is. They keep talking  
21 about more and more training, that's the first thing that  
22 we talked about when you see so many of these things.  
23 "Oh, let's have open dialogue." We can't even rent a  
24 place to have the dialogue. That's how bad the money is.  
25 We have to do it in the parking lot. You know, I mean,

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1 it's sad. But they keep talking about more police  
2 training. Well, who's going to pay for all of this?  
3 When they come down and they mandate certain things --  
4 which I think have been very good, don't get me wrong --  
5 but when they start talking about what? Body-worn  
6 cameras? Absolutely, I think they are a long time  
7 coming.

8 I remember when the in-car cameras first came out.  
9 But now everybody has a storage issue for their data and  
10 really restricts what they can do just to expand their  
11 own technology within their own department. I mean,  
12 maybe they had a five-year plan on, "We're going to start  
13 doing 3D HD scanning of homicide scenes." That's  
14 wonderful. That's a great deal. I mean, you know, they  
15 could get down to some -- and all of a sudden, the data  
16 forum that they're going to store all this information on  
17 gets what? Eaten up by what? Body-worn cameras. So  
18 that direction changed quickly.

19 I don't want to kind of get off track too much; but  
20 I think if we were going to go that route, the only thing  
21 I would like to see is if the reimbursements are made to  
22 a county or a city, it has to go back to the agency that  
23 sent the student.

24 MR. LOGGINS: I venture to say, that's something  
25 that's beyond our capacity here at POST. The Penal Code

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1 specifies that we reimburse agencies.

2 MEMBER BANNING: Right.

3 MR. LOGGINS: I think the holder of those cards are  
4 those respective agencies.

5 I do know many years ago, POST looked into the  
6 opportunity to reimburse students directly.

7 MEMBER BANNING: Right.

8 MR. LOGGINS: And we sought an Attorney General's  
9 opinion; and the Attorney General said, "No. The Penal  
10 Code said POST shall reimburse agencies." So I think we  
11 might be at a standstill with respect to that.

12 If I can ask you, Mr. Committee Member, you guys  
13 would be more comfortable with a 12-month window. The  
14 only reason we're apprehensive about it is, we're in the  
15 same dilemma.

16 MEMBER BANNING: Right.

17 MR. LOGGINS: We don't want to promise something for  
18 which we won't be able to pay the bills, so it's almost  
19 a cascading effect or self-defeating prophecy. We don't  
20 want to overextend ourselves and make a promise to  
21 reimburse people and encounter the same situation where  
22 we're at now, where we're behind on making reimbursements  
23 to those prospective agencies.

24 MEMBER GARNER: We have -- we play with a 12-month  
25 rulebook. So the closer you can come to that would be

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1 best for us. Because if we budget for 12 months and you  
2 change the rules six months in, we're not in a good  
3 position. So if you can get your process to match our  
4 process, that would be beneficial to everybody.

5 MR. LOGGINS: Would it be prudent, when we came  
6 back, if we try to figure out a way if we could actually  
7 project to the dollar amount how much we had for any  
8 given year? The problem is, that would put us behind the  
9 power curve. And my concern is if we build in an exit  
10 clause where we promise money -- and I'll use your  
11 reference to the buffet line -- those who are at the  
12 first table called, feast like emperors and those at the  
13 tail end get the crumbs, so to speak.

14 MEMBER BANNING: Right.

15 MR. LOGGINS: I'd hate to do that, particularly  
16 since the Penal Code says we'll fairly and equitably  
17 distribute the monies throughout the state.

18 MEMBER BANNING: Well, and sadly, we don't have a  
19 legislative voice anymore because that was disbanded,  
20 what, two years ago. I think we had a committee that  
21 would actually go out and pull some ears, shake some  
22 hands and actually get people on our side to kind of  
23 change some of the regulations.

24 I don't -- seemingly, on my side, I'd say, okay,  
25 change the Penal Code section. Well, that's probably not

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1 that easy of a thing to do; and I totally get all of  
2 that, I understand that. But we don't have anybody even  
3 beating on the door asking for that possibility, which is  
4 sad.

5 Secondly, to your comment about projecting for a  
6 year. I would like to shoot low. You know, if you're  
7 thinking, okay, right now, \$100 sounds great. Well,  
8 you know what? We can guarantee you \$25. At least it  
9 gives the chiefs and it gives other folks at least some  
10 foundation. Because I don't know that government  
11 generally has a good track record in the State in  
12 budgets.

13 You know, the bullet train, it's -- and again, I'm  
14 not making the comparison. I'm just saying, things  
15 happen, and I get that. The zero is put in the wrong  
16 spot, there's a decimal point misplaced. Whatever the  
17 situation is, things could change overnight. I'm not  
18 unsympathetic to that.

19 *(Mr. Garner left for the day.)*

20 MEMBER BANNING: But I would say if I were sitting  
21 on that side of the horseshoe here, I would shoot low.  
22 I would shoot real low. But at least something is better  
23 than nothing.

24 EXECUTIVE DIRECTOR ALVAREZ: Well, if I can take  
25 some of those points, going backwards.

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1           One, I assure you, with our fiscal people that were  
2           at the last table, they're going to shoot low because  
3           they don't want to overspend, I can guarantee you.

4           In terms of the general fund and money going back  
5           to the cities, counties, as Scott mentioned, there is  
6           no way we're going to be able to control that. The vast  
7           majority of our agencies, that's how the funding  
8           mechanism works. So right now, the way the system works  
9           is if there is training that's put on by a private  
10          presenter, they submit an invoice to us. If we were to  
11          reimburse, or if we were to pay for that training, they  
12          submit an invoice to us, then we pay them, and then we  
13          pay for the cops and dispatchers to go, and it goes to  
14          the general fund.

15          The way the plan is written now, the payment, if the  
16          agency has a direct relationship with the presenter and  
17          the agency pays the presenter to come to their region,  
18          the agency can submit the PRR directly to POST, and then  
19          the check goes back to that agency, much like we're doing  
20          with team-building workshops and executive workshops, so  
21          it would not necessarily hit their training budget. It  
22          would go -- it would be even in terms of the agency.  
23          That mechanism is built into the policy, if I remember  
24          correctly.

25               MR. LOGGINS: Correct.

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1 EXECUTIVE DIRECTOR ALVAREZ: Second of all, in terms  
2 of how we would budget for it: Internally, we have  
3 talked about each region having a budget for a set  
4 amount. So it wouldn't go berserk, and certain regions  
5 getting more money than other regions. So we would be  
6 tracking that internally, in terms of each region having  
7 a fair shake in getting a fair amount of money for  
8 regional training.

9 The last, and first point, the discussion would not  
10 be with presenters. We would not be engaging in a  
11 discussion with presenters about what they could do for  
12 a region or where they could travel their courses. It  
13 would be with those regional training managers. That's  
14 where the discussion would be between POST and them.  
15 They would make those decisions; and if they want to  
16 bring somebody in, that's who they would bring. It would  
17 not be with us and the presenters.

18 MEMBER BANNING: Well, that's encouraging. And I  
19 like the work-around as far as the agency getting the  
20 money back directly from POST.

21 EXECUTIVE DIRECTOR ALVAREZ: That's what we do now,  
22 if I'm not mistaken, with the team-building workshops.

23 MEMBER BANNING: Okay, great.

24 EXECUTIVE DIRECTOR ALVAREZ: One department or an  
25 association within that county foots the bill for all the

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1 agencies, and then we reimburse that association or that  
2 department, usually, for the entire amount. And that's  
3 built into this model.

4 MEMBER BANNING: Great. That's wonderful.

5 And in consideration, I would hope that, regionally,  
6 you would have to look at some of the hardships that some  
7 agencies or regions have. Nobody is going to make any  
8 money going to Alturas. I mean, it's -- and so you would  
9 have to try to encourage somebody to go there.

10 What, are they down to 12 deputies, Alturas? Modoc  
11 County? What do they have, 12 deputies? They lost a  
12 sergeant last year. Maybe eight?

13 You know, so try to encourage them. Because I know  
14 that they really struggle. And you can even go up to  
15 Del Norte County, some of the far-reaching counties.

16 El Centro is not a bad place to go teach during the  
17 wintertime.

18 It's wonderful. I like it. That's good stuff. I'm  
19 glad to hear that at least we're going a direction that  
20 needs to be at least looked at.

21 EXECUTIVE DIRECTOR ALVAREZ: You know, I keep using  
22 a bad analogy. I've used it internally with POST and  
23 I've used it with the associations and with other  
24 agencies; and it's a bad analogy, and I apologize for it.  
25 But right now, our local-assistance money, the vast

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1 majority of that money, that \$14 million that you saw,  
2 and now is going to be \$13 million next year, is being  
3 sent to ship people all around the state.

4 MEMBER BANNING: Right.

5 EXECUTIVE DIRECTOR ALVAREZ: Almost all of it.

6 So why not take 5 to 10 percent of that money and  
7 bring training to those departments that need it? And,  
8 let's face it, this is probably going to impact those  
9 agencies and those counties that are more challenged  
10 financially and can't get the training. This is who,  
11 really, it's built for --

12 MEMBER BANNING: Right.

13 EXECUTIVE DIRECTOR ALVAREZ: -- to get them more  
14 training.

15 It's not going to cost us any more. We're just  
16 going to carve out a piece of that money. And the  
17 analogy that I make is, do we want to take our money to  
18 pay Southwest and Marriott, or do we want to take the  
19 money to pay an agency or a private presenter to come in  
20 and teach?

21 It costs a lot of money to send somebody from  
22 Northern California to Southern California, put them on  
23 a plane, put them in a hotel. It's expensive.

24 We could get a big, big bang for our buck by  
25 bringing some of that to those counties that make a

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1 request; and it's a righteousness request to bring it to  
2 them. So that's all we're suggesting.

3 And I know the policy in how we do it -- you know,  
4 we definitely need that feedback. And it's not set.  
5 Right now, it's just this reimbursement model is all  
6 we're asking.

7 MEMBER BANNING: No, I'm glad that we're going in  
8 some direction: Left, right, or down the middle. Just  
9 make a move; right?

10 EXECUTIVE DIRECTOR ALVAREZ: And it is somewhat the  
11 SDC model. And we did talk to them.

12 MEMBER BANNING: Okay, good.

13 EXECUTIVE DIRECTOR ALVAREZ: That cap, you know,  
14 they have that. And that's kind of what we're looking  
15 at as well as another option.

16 MEMBER BANNING: Right.

17 EXECUTIVE DIRECTOR ALVAREZ: These variables, these  
18 six models, three for the presenter and three for the  
19 student, give us 18 different variables on how we can  
20 reimburse for one specific course.

21 Right now, we're tied Plan I through V and NA. And,  
22 let's face it, when have you seen POST reimburse for  
23 Plan I, II, and recently a Plan III? All we had was  
24 Plan IV and NA.

25 MEMBER BANNING: NAs go through pretty quick.

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1 Thank you, sir.

2 MR. LOGGINS: Chief Spagnoli, I know you're the one  
3 that has to leave.

4 COMMITTEE VICE CHAIR SPAGNOLI: I was just trying to  
5 get the last word in.

6 I do want to say "thank you," Manny, because we do  
7 agree bringing training to the regions is important, and  
8 bringing training to the area is something that we take  
9 pride in doing. But I do want to make sure we mention  
10 that we appreciate being at the table for the first time.  
11 For a while, I know our regular staff comes to meetings  
12 that you have on a quarterly basis, and it's something  
13 that hasn't been done in the past. And as a member of  
14 CPOA and their representative, we really appreciate being  
15 at that table, which is how we heard about the  
16 regulation. And so I just wanted to make sure that staff  
17 really appreciates you listening to their input.

18 EXECUTIVE DIRECTOR ALVAREZ: Thank you, Chief. And  
19 thank you for letting POST participate in CPOA --

20 COMMITTEE VICE CHAIR SPAGNOLI: Yes, thank you.

21 EXECUTIVE DIRECTOR ALVAREZ: -- because you all give  
22 us a seat at the table at your meetings as well. So it  
23 goes both ways. And we're very, very appreciative of  
24 that relationship. So thank you.

25 MR. LOGGINS: Mr. Banning, to piggyback on what

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1 Manny advised, that fact pattern that you told us about  
2 in Alturas, that would fit the model of this new proposed  
3 plan. It would be essentially a P-2 S-1 course. POST  
4 would pay a small amount of money to send those  
5 instructors to wherever they're going to stay, and then  
6 pay a fairly generous amount of money to the locals, so  
7 that they could travel there. It would be far more  
8 effective to train 24 police officers and deputy sheriffs  
9 in Alturas, rather than fly 24 of them down to San Diego  
10 on a Southwest flight and put them up in the Marriott,  
11 Hilton -- what have you. And we're hoping under that  
12 construct, you could deliver that training.

13 And also to reiterate, as he mentioned, POST isn't  
14 going to have any skin in the game as far as selection  
15 of presenters. If they are a POST presenter, we don't  
16 care who they select. In fact, we want those agencies  
17 to pick who they want because they provide the best bang  
18 for their buck. We're simply providing the reimbursement  
19 mechanism, not being any part of the selection or  
20 de-selection of any presenter.

21 EXECUTIVE DIRECTOR ALVAREZ: I'm sorry, I don't want  
22 to belabor the point; but with Scott's model, those  
23 24 Alturas officers are not going to travel all around  
24 the state because they can't afford to do that; but it's  
25 much more efficient to bring it to them. They might only

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1 train two, three, four of those officers, not 24 under  
2 the existing model, because we wouldn't reimburse a dime.  
3 They'd have to do it on their own.

4 MEMBER BANNING: No, I totally agree. And, you  
5 know, historically, I think where the training has been  
6 is sometimes a nice little employee benefit or a nice  
7 little employee perk. I get that. And, you know, just  
8 call it what it is.

9 And my comment about El Centro, I love them. Those  
10 folks, they work hard, they really do. And people in  
11 Alturas, too, and Modoc County. You're absolutely right.  
12 We followed that model for years. We did it all over  
13 the place. Not only just in California; but you talk  
14 about ODP and Homeland Security, they do the same thing.  
15 They come in, they'll pay the presenter whatever it is,  
16 and then training is free regionally.

17 But when I say "free," there's no tuition. It's  
18 just basically, you know, back and forth with the daily  
19 commuter fees that the agency would have to do.

20 And then you have to worry about staffing levels.  
21 You know, that's something they have to work out.

22 The other issue is, when you start looking at some  
23 of these things, you kind of start talking about  
24 presenters, maybe they could do -- didn't have it too  
25 long ago, Phoenix, Arizona, 12 stations. So we put on a

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1 day-shift class, a swing-shift class, and a regular class  
2 with a single instructor. Nobody's life was disrupted;  
3 and everybody came to the same location to get trained.  
4 And it was a full house. So there's lots of different  
5 ways to do it in order to get it to them. Everybody just  
6 has to be flexible. So it was on a Monday through  
7 Friday, 8:00-to-5:00 thing.

8 MR. LOGGINS: Can I ask you this? I wouldn't  
9 overstep the boundaries that belong to the chair.

10 Are we going in the right direction? I'm looking  
11 for your guidance. I mean, obviously, we've missed the  
12 mark in a few areas. Predominantly, though, are we going  
13 in the right direction? Is it taking us to a better  
14 place than the current model we have?

15 COMMITTEE VICE CHAIR SPAGNOLI: Absolutely.

16 MR. LOGGINS: Will it satisfy your stakeholders'  
17 needs, presenter needs, particularly those boots on the  
18 ground?

19 COMMITTEE VICE CHAIR SPAGNOLI: Absolutely.

20 I commend POST for taking this on; and we understand  
21 it's a financial issue; and it's prudent to do that with  
22 the funding. So we support the method. We just want to  
23 know a little bit more about the details.

24 MR. LOGGINS: Thank you.

25 MEMBER BANNING: And I echo the sentiment of the

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1 chief. It's wonderful. I think that doing -- I'll  
2 tell you, one of the things that the budget cuts have  
3 produced, there's a whole bunch of instructors available.  
4 There are lots of people. Just as a side note, there's  
5 lots of people walking around with -- master instructors  
6 and things that they were contracted to do through their  
7 local agencies or community colleges, that are now on  
8 the table and available.

9 So from a business model, on my standpoint, that  
10 ended up being a good thing.

11 Thank you.

12 MR. LOGGINS: Very well, Mr. Chair.

13 Thank you for your guidance. Thank you for your  
14 input direction.

15 *(Chief Spagnoli left the room for the day.)*

16 COMMITTEE CHAIR WALTZ: Do we have more agenda  
17 items?

18 MR. LOGGINS: We have more agenda items.

19 The next person I'm going to call up, two people  
20 from the Commission on POST, Dave Althausen and Jennifer  
21 Van. They're going to provide a report on Peace Officer  
22 Ineligibility for Appointment in California pursuant to  
23 Penal Code 13510.7.

24 MS. VAN: Good afternoon, Mr. Chairman and Members  
25 of the Advisory Committee. I'd like to take this time to

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1 thank you for giving me the opportunity to provide this  
2 informational report on ineligibility for appointment as  
3 a California peace officer.

4 So at the last October Commission meeting,  
5 Commissioner Chaplin raised the issue of California  
6 officers who have committed crimes of moral turpitude or  
7 ethical violations relative to their ineligibility to be  
8 appointed as a peace officer in the state of California.

9 This prompted a review of POST regulations, along  
10 with Penal Code section 13510.7, which currently mandates  
11 POST to notate the EDI training profile of any California  
12 peace officer upon conviction of a felony offense, with  
13 specific language regarding that individual's  
14 ineligibility to be appointed as a peace officer.  
15 However, the Penal Code section also requires the  
16 exhaustion or waiver of his or her appeal before notating  
17 the EDI training profile.

18 Currently, POST does not have the resources  
19 available to track when an officer convicted of a felony  
20 has exhausted all of their appeals.

21 So POST staff, in conjunction with POST DOJ counsel  
22 Toby Darden, have identified both the need to adhere to  
23 the mandate of the Penal Code and the potential areas  
24 with respect to verifying or contacting the individual  
25 regarding that individual's right to his or her

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1 exhaustion of appeals under 13510.7.

2 It has been estimated by DOJ staff that there are  
3 approximately 350 to 500 known individuals who were  
4 peace officers who have been convicted of a felony over  
5 the past five years.

6 Currently, 44 other states either certify/license or  
7 decertify/revoke an individual's license to be a peace  
8 officer for a felony conviction or similar serious  
9 criminal offenses. California does not.

10 POST staff has met with and briefed representatives  
11 of PORAC, CPOA, Cal Chiefs, Cal Sheriffs, CDA, CAHP, and  
12 the Governor's office to discuss this issue.

13 So in order for POST to fully comply with the Penal  
14 Code mandate, Penal Code 13510.7 needs to be amended to  
15 remove the language regarding the exhaustion of appeals.  
16 The removal of this language would allow POST to  
17 immediately notate the training profile upon notification  
18 of a felony conviction of a California peace officer.

19 So that concludes my report; and I'd be happy to  
20 answer any questions that you might have.

21 MR. LOGGINS: Any questions?

22 MEMBER BANNING: Yes.

23 So we're back to trying to amend the Penal Code  
24 section?

25 MR. LOGGINS: That is correct.

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1 MEMBER BANNING: And we just had that  
2 conversation --

3 MR. LOGGINS: That's correct.

4 MEMBER BANNING: -- about reimbursement?

5 MR. LOGGINS: Correct. This will be far easier,  
6 though.

7 I don't know if I overstepped Mr. Althausen and  
8 Jennifer's comments. We spoke to labor organizations,  
9 as well as the professional organizations, as well as  
10 the Governor's office. So we'll have to find a  
11 legislator to sponsor the legislation simply to remove  
12 those words.

13 The problem is, those five or six words that say  
14 "*until the officer has exhausted all appeals,*" means  
15 "never." Because in theory, a convicted felon who is a  
16 former peace officer could say, "You know what? I retain  
17 my right to appeal it up until the day I die."

18 So if I'm speaking correctly, Jennifer, that's the  
19 conundrum we're in?

20 MS. VAN: Yes. That's right.

21 MR. LOGGINS: And did I describe it correctly that  
22 we -- at the direction of the Governor's office, we may  
23 have to approach a member of the Legislature to sponsor  
24 the bill, or that will be done through a different  
25 entity?

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1           MR. ALTHAUSEN: That may be done either through the  
2 Governor's office or through one of our stakeholder  
3 partners' associations. That has yet to be determined.

4           MR. LOGGINS: Very well.

5           Any more questions?

6           *(No response)*

7           MR. LOGGINS: Perfect.

8           Thank you, Ms. Van.

9           MS. VAN: Thank you.

10          MR. LOGGINS: Thank you, Mr. Althausen.

11          MR. ALTHAUSEN: Thank you.

12          MR. LOGGINS: Our next report will be conducted by  
13 Assistant Executive Director Maria Sandoval; and this  
14 will be the report on Principled Policing.

15          MS. SANDOVAL: Good afternoon.

16          The purpose of this report is to provide an update  
17 on POST's efforts to advance Principled Policing,  
18 Procedural Justice, and the Implicit Bias course, and  
19 infuse the tenets of Principled Policing within a broad  
20 cross section of POST courses and programs.

21          Principled Policing teaches policing approaches that  
22 emphasize respect, listening, neutrality, and trust.  
23 This simultaneously addresses a common implicit bias,  
24 as that can be barriers to these approaches. Law  
25 enforcement can improve trust in relationships between

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1 themselves and their communities by using these  
2 principles to evaluate policies, procedures, and training  
3 within their departments.

4 So this is an update from the last commission  
5 meeting on what we've done and what we have spent up to  
6 this point. And this is as of December -- the end of  
7 December 2017.

8 So as far as the eight-hour Principled Policing  
9 course, we have now 15 presenters, up to. We have  
10 instructed over 2,601 students, up 108 -- I'm sorry,  
11 from 108 agencies; and that is up almost 1,000 since  
12 the last report. We have five presenters certified to  
13 offer 16 train-the-trainer courses. We have put  
14 through 287 students, and have completed -- I'm sorry,  
15 287 students have completed; and that's up from 66 from  
16 October.

17 We have spent approximately \$99,000 on the "*Did You*  
18 *Know? Vehicle Stop*" that you saw last time. Since its  
19 delivery, we have had views of 14,246, and it's been  
20 downloaded 600 times.

21 We have another one that's in the works for  
22 \$101,000. It's the second "*Did You Know? Immigrant*  
23 *Communities*," which you will see here today. I was going  
24 to hold that off until tomorrow; but I'm going to go  
25 ahead and present that today.

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1           We're currently in contract with Stanford to develop  
2 the toolkit for assisting presenters to the tune of  
3 \$98,994.

4           Racial Profiling Learning Portal, we have a two  
5 and a half year program going through for \$600,000. Two  
6 courses will be offered in that for the line level and  
7 also for supervisors.

8           We are expanding user testing input with community  
9 members.

10           So for LTR Video, we have spent approximately eight  
11 thousand two hundred four dollars, seven hundred. And  
12 for travel, that's over \$100,000. So right now, with the  
13 \$500 infusion of the next video, it will be \$927,888.

14           The one that you are about to see is going to be,  
15 again, Procedural Justice with the Immigrant Communities.  
16 And if there are no questions, we will show that video  
17 now.

18           Time out. Connie has to make an end run. Connie  
19 has to find the Executive Director who has his computer  
20 locked up.

21           MS. PAOLI: The executive director has.

22           MR. LOGGINS: Let the record reflect, that's the  
23 Executive Director. You need the Assistant Executive  
24 Director.

25           MS. PAOLI: Pardon me.

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1 MR. LOGGINS: Can we move forward, Connie, or is  
2 this break time?

3 MS. PAOLI: No, we're okay.

4 MS. SANDOVAL: Any questions about Principled  
5 Policing? How about that?

6 MR. LOGGINS: Very well. Thank you.

7 MEMBER JAIME YOUNG: Actually, I have one.

8 I missed the number on the qualification for the  
9 supervisors -- or for the presenters, I mean.

10 MS. SANDOVAL: I'm sorry, one more time?

11 What did you say? I didn't...

12 MEMBER JAIME YOUNG: Oh, how many offerings have  
13 been given to certification of the --

14 MS. SANDOVAL: Train-the-trainer course?

15 MEMBER JAIME YOUNG: Uh-huh.

16 MS. SANDOVAL: We've had 287 students have completed  
17 that particular course.

18 MEMBER JAIME YOUNG: Thank you.

19 MS. SANDOVAL: And that is up 66 from October.

20 MEMBER JAIME YOUNG: Thanks.

21 MS. SANDOVAL: Welcome, Manny.

22 EXECUTIVE DIRECTOR ALVAREZ: I'm sorry. Thank you.

23 MR. LOGGINS: Perfect.

24 Thank you very much.

25 Commission Chair, may I bring on the Mission

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1 Consulting folks for their presentation?

2 MS. SANDOVAL: We're going to watch the video first.

3 MR. LOGGINS: Oh, we're watching the video.

4 MS. SANDOVAL: Yes.

5 MR. LOGGINS: Never mind. This will be our little  
6 secret.

7 *(Video presentation: "Did You Know?*  
8 *Procedural Justice with the Immigrant*  
9 *Communities")*

10 MS. SANDOVAL: Again, I'd like to thank Dane who  
11 is with Digital Outpost. He drove up to San Diego to  
12 deliver this, this morning, so that it could be shown to  
13 you. And, again, this has not been released yet to the  
14 officers across the state.

15 Any questions?

16 MEMBER JAIME YOUNG: It's a great presentation.

17 MR. LOGGINS: Very well. Thank you.

18 COMMITTEE CHAIR WALTZ: Thank you.

19 MR. LOGGINS: For our final presentation, I'd  
20 actually like to invite Michael Hearn, Rosette Nguyen,  
21 and Joe Sampson.

22 Michael and Rosette are from Mission Consulting.  
23 They spent the better part of the last few months at our  
24 home as part of our family doing an in-depth analysis of  
25 our organization. And Joe Sampson is a senior consultant

1 with MCLD.

2 MR. SAMPSON: Good afternoon.

3 Today, we'd like to present a brief summary of the  
4 Organizational Analysis Project. The genesis for this  
5 project was in 2015. As you probably read with our  
6 Strategic Plan, this fulfills one of the objectives  
7 that's listed in the plan.

8 And so Michael and Rosette have spent the last eight  
9 or nine months with us, conducting interviews, talking  
10 to external stakeholders, really digging into the  
11 organization, working with our project team, myself,  
12 Bureau Chief Don Shingara, and Jennifer Hardesty as the  
13 internal team.

14 And so today, we have the culmination of that work.  
15 You've likely seen or read the report. And Rosette is  
16 actually going to present this information to you today.

17 MS. NGUYEN: Good afternoon.

18 Michael and I are here from Mission Consulting.  
19 And before we start, we would like to thank very much  
20 the commissioners, POST staff, and external stakeholders,  
21 including PORAC, CPOA, Sheriffs, Chiefs, CCUG, and a  
22 variety of other organizations for all of their -- your  
23 participation, cooperation, effort, and commitment.

24 We have done a lot of interviews. We've met with  
25 eight of the commissioners. We have done our external

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1 surveys, both for electronic, as well as making sure that  
2 we have a focus -- in-person focus group.

3 So we do thank everybody for their participation  
4 and commitment.

5 Before we start, I want to make sure we have a  
6 couple points here.

7 The report that we submitted, it has a lot of  
8 constructive feedback; and we realize that POST has  
9 actually quite a bit of strengths. But the focus here  
10 is on getting POST back on track in terms of  
11 effectiveness and efficiency. So we do want to note  
12 that there are actually a lot of strengths that we  
13 necessarily focus on in the actual report.

14 Secondly, it is now up to POST to really take the  
15 study and decide what it wants to implement as a result.

16 And thirdly, we also encourage and ask that POST  
17 really take an opportunistic approach. And they have  
18 already started in doing that a lot already.

19 If you were at the Finance Committee meeting, you  
20 have also witnessed all the changes that are happening.

21 So moving into the findings, the first part is our  
22 framework and how we carry out the analytical approach,  
23 as well as the report itself.

24 So we have two sections in the report.

25 The first section is really about organization-wide

1 findings and recommendations. And the way it's  
2 structured, the framework that we chose is from the  
3 McKinsey 7S framework. It's a widely used framework; and  
4 it just helps in terms of looking at the organization's  
5 different components. So we have strategy, structure,  
6 systems, staff, style, skills; and at the heart of it is  
7 shared values.

8 And the second part of the report is  
9 bureau-specific. We went down into the detail for each  
10 bureau and included findings and recommendations for each  
11 bureau as well.

12 So in terms of the high-level themes, we've talked  
13 about this, to some extent already. But going down on  
14 the bullets you see here, POST's resources no longer  
15 support the breadth of its services, and change is  
16 required to ensure it remains sustainable, effective, and  
17 relevant.

18 You will see the theme of relevancy throughout the  
19 report as well as this presentation because it is a large  
20 theme in terms of what we encourage POST to look at when  
21 looking at changes: Asking itself when thinking of  
22 changes, the changes that you have all discussed in the  
23 last 30 to 60 minutes, "Are the changes going to continue  
24 to keep POST relevant today, as well as in five years,  
25 ten years, fifteen years, and into the future, beyond

1 that?"

2 In terms of opportunities existing for POST to work  
3 more efficiently and effectively, there are quite a few  
4 performance management changes. We're asking that POST  
5 proactively manage the performance of their resources to  
6 make sure that POST is efficient and effective. So with  
7 declining funding, and, really, resources overall that  
8 are declining, we're asking that POST really look at how  
9 POST can do work better, including looking at the  
10 performance management.

11 In terms of policies and procedures, there are  
12 quite a few policies and procedures in place today.  
13 However, there could still be gains to be had, especially  
14 in improving, documenting, including identifying,  
15 communicating, and enforcing policies and procedures,  
16 especially in the areas of accounting, budgeting,  
17 contracts, and certifications. So those are the areas  
18 that we've seen. And POST is already doing quite a bit  
19 of that already.

20 Once again, if you were in the Finance Committee  
21 meeting, you witnessed a lot of that.

22 In terms of IT, there's a lot of movement already  
23 towards automation of work that POST is doing. So that's  
24 great. I think there's a lot more to be done in terms  
25 of maximizing the technology that's there. In terms of

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1 supervision and accountability, we're asking for improved  
2 and active supervision at all levels, and making sure  
3 that POST is communicating and supporting staff  
4 performance.

5 In terms of workforce planning: So POST is already  
6 on top of making some significant changes on that.  
7 However, there is still a lot to be done, especially in  
8 the field of recruitment and retention and training.  
9 This is within existing staff.

10 And then in terms of resource alignment by function,  
11 there are several opportunities to be gained here,  
12 especially in making sure that the more -- the better  
13 aligned their functions are and within the structure, the  
14 more efficient POST can carry out its work.

15 Strained resources have resulted in reductions to  
16 some practices and services. We talked about that a lot  
17 already.

18 And here, this is going to go in line with the next  
19 bullet: Communicating, collaborating with external and  
20 internal stakeholders on all the changes happening,  
21 whether it's because of strained resources or because of  
22 just decades-long issues that haven't been resolved is  
23 really key.

24 So you will hear communication as a major theme  
25 throughout for both internal and external communication,

1 and making sure that POST is using strategic  
2 communication practices in carrying all that out.  
3 Because with all the changes, it's very important for  
4 agencies, academy directors, sheriffs, and chiefs to  
5 understand, like, why is that change happening, and  
6 how does that impact us? And so a lot of it involves,  
7 like we saw in these last few discussions, a lot of  
8 back-and-forth understanding what it means, what kind  
9 of analogies we can kind of present here. Because when  
10 you get to the root of the problem, I think all parties  
11 will be more aligned if understanding why things are  
12 changing, whether it's because of financial reasons or  
13 just because of really wanting to gain efficiencies  
14 overall. It doesn't have to be necessarily because of  
15 budget reasons; but communication and collaboration are  
16 key.

17 And then despite the current circumstances that  
18 POST is in -- and we also reported this out to POST  
19 staff on January 30<sup>th</sup> -- POST, overall, really has and  
20 is continuing to set itself up for success in the short-  
21 and long-term. Transformation, change, they're all  
22 happening right now; and they've been happening the last  
23 few months since we've been with POST. And that's very  
24 key in terms of moving forward.

25 Those are the major themes.

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1           In terms of key priorities, they kind of go in line  
2 with the theme as well of making sure that POST defines  
3 organizational priorities and services. And that seems  
4 very fundamental and logical, and it's very logical for  
5 every organization. But it is at a key time right now  
6 where POST really needs to do that.

7           And there are a lot of things going on. There's a  
8 lot of crisis management happening. So we are  
9 recommending that POST take a step back, look at all the  
10 things that POST is doing, and making sure that, you  
11 know, if it's not mandated legislatively or through POST  
12 mandates, then that it provides service to the field and  
13 that these flagship programs continue for the benefit of  
14 the field.

15           And we are going to talk about impacts to the field  
16 in the future slides, too. So we'll focus on that as  
17 well.

18           Achieving financial sustainability. We've talked  
19 about that at length at this meeting as well as the last  
20 meeting.

21           And then, really, the need for flexibility. POST's  
22 management team -- so that includes the executive team  
23 and the bureau chiefs -- they really need the flexibility  
24 to make modifications, whether it's to plans or whether  
25 it's the funding structure, as they move along, because

1 they need to try things out, pivot as needed, go back to  
2 the old way if the new way is not working out. They need  
3 that flexibility. So that's what we want to make sure  
4 that they get.

5 In terms of recruiting, there are currently  
6 18 vacancies today, seven of which are LECs. And so  
7 that's a lot. That's 15 percent of their organization.

8 In terms of determining how employees,  
9 commissioners, and other champions of POST can work  
10 together to keep POST relevant, that's what we want to  
11 make sure that POST is mindfully doing. There are great  
12 ambassadors out there of POST. And we want to make sure  
13 that they are equipped with understanding of what POST  
14 does, but also equipped with the language and the  
15 understanding of the implications of these changes. So  
16 the better equipped they are, the better the field will  
17 understand all this.

18 So that kind of lines up with the next bullet,  
19 which is, once again, this theme of improving  
20 communications. That's only two words, but it's a really  
21 profound impact if you're looking at it internally,  
22 externally, with partners. And it really is more than  
23 just communications; it's having better relationships  
24 with partners. And in managing change together, we  
25 have and we encourage that the change happens with

1 internal/external stakeholders, but really internally,  
2 taking into account staff at all different levels and  
3 possibly implementing a change management team to  
4 proactively and mindfully handle those changes; because  
5 there are a lot of changes, and we want to make sure that  
6 staff understand the changes.

7 And then this addressing decades-long issues: What  
8 we have in our project, what we've unearthed is, just  
9 past projects and studies that have focused on the  
10 organization and the improvement of the organization.

11 In 1995 there was an organizational study, and --  
12 sorry, in 1999 there was an organizational study; and  
13 then also with the 2014-2015 years of all the work that's  
14 gone up to developing the Strategic Plan, there's a lot  
15 of really good information there. Those findings -- the  
16 1999 and the 2014-15 findings do align very much with  
17 our findings, and so we want to make sure that POST  
18 addresses these decades-long issues that have existed,  
19 so that it's not just about the current financial  
20 situation changes.

21 So this is probably the next two slides are probably  
22 the most interesting and important slides for the people  
23 in the room in terms of really the impact in the field,  
24 the agencies, the academies, the presenters. So what  
25 we hope the field will see is some of these changes as

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1 POST makes their own internal staffing and structural and  
2 process changes. So there will be a decreased scope,  
3 moratorium, or changes in models of certain services to  
4 manage costs. But I want to really reiterate: It's not  
5 about only managing costs, it's about serving the field  
6 more effectively. Really, this project was borne out of  
7 the Strategic Plan. And the idea was really to listen  
8 to the field and really serve the field better. So it's  
9 not just about dealing with the financial changes.

10 We would like to see more consistency in training  
11 compliance and service to the ten regions, and increase  
12 proactive compliance through education and engagement  
13 with the agencies. So we have heard a variety of  
14 different comments about the inconsistency of how the  
15 ten regions are managed. And we applied for those who  
16 are receiving great service already. And your region,  
17 that's fantastic. We just would like to see more  
18 consistency throughout, so that all ten regions of  
19 California are getting the same understanding and  
20 feedback when it comes to audits or course  
21 certifications, or a variety of different topics.

22 And also, we are already seeing faster turnaround in  
23 course certifications and other processing of paperwork.  
24 And that probably needs to be communicated out, you know,  
25 like a formal bulletin to make sure that the field knows

1 that POST is working on it, and the difference in data  
2 has been really dramatic.

3 So from 2016 to 2017, July to December for both  
4 years, I believe the course certifications that were in  
5 the hands of TDC LECs went from 38 to 12 days. So that's  
6 a big change. And we just want to make sure that the  
7 field knows that, because some folks -- for example, one  
8 person in the focus group said a course cert can take  
9 somewhere between one week to nine months. And so that  
10 has changed. We just want to make sure that they know  
11 that the focus is then paid on that and that the change  
12 is going on.

13 Increase Engagement with the External Stakeholders.  
14 So that involves, you know, the Governor's office, as  
15 well as the Legislature, as well as all the partner  
16 organizations: CPOA, PORAC, Chiefs, Sheriffs. And we  
17 want to make sure that that continues to happen because  
18 it needs a lot more just time and communication and  
19 collaboration.

20 And then, "Increased Polling of the Field." What  
21 that kind of translates to, is that one of our findings  
22 is that some of the subject-matter experts have been the  
23 same ones that have been tapped over time, time and time  
24 again, over a lot of years. We want to make sure that  
25 the field gets to provide input on POST services. That

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1 increasing the field voice, if you will. So by putting  
2 in a mechanism that could poll the field easily and  
3 faster, like through a test lab, we have that in the  
4 report, too, that could bring about a lot more feedback  
5 from the field a lot faster, and then help POST guide  
6 where and how the services can be carried out.

7 This is the second and last of the slides on the  
8 impact on the field.

9 For the POST facilitated meetings, some of that time  
10 can be either replaced or supplemented by less costly  
11 communication means. So we have here as examples,  
12 webinars, bulletins, newsletters. That has already been  
13 discussed. For example, at the January Consortium  
14 meeting, there was discussion with the attendees about  
15 how do we make it work so that we meet your needs, the  
16 consortium-attendee needs, as well as manage the very  
17 high costs of meeting in person with hundreds of people.

18 That first bullet goes very much in line with the  
19 next bullet, which is increased use of technology for  
20 communications and sharing of information and materials.  
21 So here, if we can -- if POST can distribute information  
22 through different technology means and mediums, it would  
23 be very helpful.

24 Also, in line with the last bullet, which is  
25 "Increase Outbound Communications and Increase Engagement

1 with POST through Various Mediums." So what we have  
2 found is that POST has really leaned towards meeting in  
3 person, because that's just the way that it's been done  
4 a lot. And what we're saying is not to discontinue those  
5 in-person meetings; but maybe meet, like, the first time,  
6 and then the next two times it's going through a webinar  
7 or some sort of report meeting or other medium, so that  
8 the field can still get the information and have a  
9 dialogue but not have as much of the costs as having  
10 hundreds of people flown into and have a conference at a  
11 hotel.

12 That was the Impact on the Field.

13 We're going to go pretty quickly through Impact on  
14 the Organization. So at the organizational level, this  
15 strategy here, we talked about this already. The theme  
16 in our report is POST relevancy and impact on the field.  
17 We want to make sure that POST stays relevant today and  
18 into the future.

19 For the structure, at the very high level, within  
20 the report itself, we talk about very logical  
21 recommendations about the structure.

22 I realize that POST has had to structure its  
23 organization due to various circumstances in the last  
24 year, but also in the last decade. A lot of the  
25 decisions have been made based on individual strengths

1 and weaknesses or circumstances. And what we're asking  
2 here is that the structure be based on organization  
3 functional needs.

4 And then specifically, I have three items under  
5 "Structure" that are in the appendix: "Shared Services,"  
6 "Pooling of Staff" and the "Matrix Organization." Those  
7 are some concepts that we added to the appendix for POST  
8 to further evaluate and apply as possible and as needed  
9 to the organization.

10 Communications, once again, this is not just about  
11 communications. It's about having really good  
12 relationship-building and strategic communications  
13 through that process and having it integrated. So all  
14 the messaging is very similar throughout, whether you're  
15 at the consortium meeting or you're a regional consultant  
16 in Region 6 or you're sending out a bulletin. So they  
17 should all be very integrated, very strategic, increase  
18 brand equity, as well as really sell itself. So there's  
19 a lot of just pure, what we're asking, marketing and PR  
20 in there. Because POST does a lot, and people just need  
21 to know what -- everything that POST does because I don't  
22 think -- just having interviewed the external  
23 stakeholders, the field doesn't understand everything  
24 that POST does. And we want to make sure that POST  
25 simplifies it or at least brings to light everything that

1 they do and so people can understand that.

2 In terms of project and program management, so  
3 measurement and evaluation, there's not a lot of that  
4 going on today. POST recognizes that and knows that  
5 that needs to happen like any organization, in terms of  
6 prioritizing work and looking at the future.

7 And also, there is no current formal intake of new  
8 ideas, projects, and regulations. So when they come in,  
9 you know, they could be handled differently. There might  
10 be two bureaus working on Procedural Justice. So we want  
11 to make sure that it comes through one funnel; and  
12 whether that funnel is through the management team, at  
13 the management-team meetings, or through a different  
14 group or committee or technology, that would be great,  
15 so that they're all treated the same. And they're also  
16 treated with very high-level project-management  
17 principles; and we want to make sure that staff are also  
18 trained in that field. Because a lot of what POST does  
19 is projects, and a lot of POST staff are project  
20 managers; and we just want to make sure that POST staff  
21 have the skill-sets that are needed for managing these  
22 very complex projects.

23 And in terms of agile piloting, what we're seeing  
24 here is POST is already piloting a lot of the projects,  
25 which is fabulous. And we're putting the word "agile,"

1 because if you take into account agile piloting best  
2 practices, POST can very well be more effective and  
3 efficient in terms of carrying out the project by just  
4 piloting out a sliver of the project in an agile way,  
5 so that they can pivot back to the old ways if the new  
6 way doesn't work, or pivot in a new direction, as needed,  
7 to get the best product out there.

8 And this last bullet for this, at the organizational  
9 level, is very important. There are cultural shifts that  
10 need to happen. So there is a lot of really good  
11 technology that exists today in the POST building. And  
12 so what we're asking is that staff really have a  
13 different mind shift, mindset in the use of technology;  
14 and to accept it and embrace it more because it will save  
15 POST staff time, money, and then also get out information  
16 as fast as possible to the field.

17 We're not saying that technology is the only means.  
18 In-person is very valuable as well; but we're asking that  
19 POST really embrace the use of technology.

20 And then staff, as POST ambassadors, it's not just  
21 staff. In the report, we also talk about the  
22 commissioners, external stakeholders, really all  
23 champions of POST. If they can view themselves as  
24 ambassadors and that they're equipped with what is needed  
25 to be an ambassador, it would really help in terms of

1 getting the information out, and then also carrying out  
2 the changes.

3         Leveraging of non-LECs: So culturally, there is a  
4 section in the report that talks about this in terms of  
5 their relationship between the LECs and non-LECs. And  
6 what we're saying here is that there is a lot of work  
7 that LECs are currently doing today that are really  
8 administrative stuff that analysts can do pretty easily;  
9 and that if they shift over some of that work to non-LECs  
10 and leverage them more, too -- because the non-LECs are  
11 there longer-term, so the average tenure of an LEC, I  
12 believe, is under six years, and for non-LECs, it's a lot  
13 longer. So we want to make sure that some of the  
14 repetitive, administrative processes and work that can be  
15 done by non-LECs, be done by non-LECs.

16         And then we also talk about growth, mindset, and  
17 stretch goals in the report. And what that basically  
18 means, is really challenging staff to do more and better.

19         Michael and I have found that the staff at POST are  
20 motivated, very skilled, and have a very strong work  
21 ethic. However, we feel that for both underperforming  
22 and performing staff, POST could benefit by providing  
23 more challenging work to staff.

24         At the management level, communications, once again,  
25 is a theme. And what we are asking is, if you feel like

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1 you're overcommunicating as a manager, then continue to  
2 overcommunicate, because staff really need to learn and  
3 understand, over and over again, through different  
4 mediums and through pure repetition about all the ORBlite  
5 updates, the new projects, staffing assistance needed  
6 elsewhere. That would really help the flow of work  
7 happen better, and, overall, just be more efficient.

8           Collaboration and Inclusion: We're asking  
9 management to work closely and collaboratively together,  
10 but also with staff. And then really asking everybody  
11 to work with the benefit of the organization in mind,  
12 because they will be going through changes, including  
13 structural changes; and it's always a difficult thing  
14 for all staff to manage.

15           And then we also include that to the extent  
16 possible, include staff, and put on decisions, especially  
17 those that impact the field.

18           So at the bureau level, we talk about responsibility  
19 and accountability. So, here, we are saying that there  
20 should be regular reviews of the programs and services  
21 performed, and towards defined objectives. And so we  
22 just want to see more accountability overall in the form  
23 of budgets and performance. And I believe the bureau  
24 chiefs welcome and invite more access to their budgets,  
25 more transparency, more management, more accountability

1 of their budgets.

2 In terms of communications overall, once again, we  
3 talked about this: In general, within each bureau, the  
4 communications are good or improving. So that's good to  
5 hear. But in terms of across-wide the organization  
6 communications, there's a lot of work that needs to  
7 happen there.

8 And then in certain terms of outside communication  
9 with stakeholders, once again, we want to make sure that  
10 a lot of attention is paid there, and to really improve  
11 the relationship with the external stakeholders.

12 In terms of potential changes -- so in terms of  
13 potential changes, we're asking for really not just  
14 improvements, but to actually have a really close look at  
15 current policies, procedures, and operations; and then  
16 looking like not just an as-is, but the to-be view as  
17 well, making sure that everything is aligned and as  
18 effective as possible.

19 And then as we move from the bureau level, we go to  
20 the employee level. So as we had stated at the kickoff  
21 with POST staff on July 13<sup>th</sup>, we had said there would be  
22 no layoffs; and there are no layoffs. And then staff are  
23 being asked to provide input on the changes, which is  
24 great. When Executive Director Alvarez had sent out the  
25 report and also at the all-staff meeting, he made sure

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1 that staff understand that they are invited to provide  
2 input, because the changes do involve them.

3 Also, there's been a big change and shift-over when  
4 we were first interviewing staff, the annual performance  
5 evaluations were not being done regularly. And there  
6 were no self-assessments, as well as individual  
7 development plans. But since then, there are now all of  
8 these items, including the upstream evaluations that have  
9 been implemented. And that's been -- POST is going on  
10 its second year doing that.

11 And then we have stretch goals for both performing  
12 and underperforming employees. And then we have also  
13 asked staff to be flexible in terms of working together  
14 to manage the urgent tasks across the organization. So  
15 it's really managing some of the more urgent things that  
16 are coming across in this next month, two, three months;  
17 but also looking ahead and working with the benefit of  
18 the organization in mind.

19 So that concludes the presentation. And it's a very  
20 quick review of the 61-page report. There are a lot of  
21 details in the report. And we are happy to answer  
22 questions now.

23 MR. LOGGINS: Very well.

24 MEMBER BANNING: Just one comment.

25 I guess we all sit here and when we were asked for

1 input, we were all quick to criticize; but no one is  
2 speaking up on the benefits of what's coming out of this  
3 report so far.

4           Autonomy at the area-consultant level that I have  
5 seen personally, over the last year or so, has been  
6 phenomenal. And I'm just talking about just approving  
7 classes or modifying classes. I'm just talking about  
8 communication, getting back. And maybe I'm just blessed  
9 with a nice area consultant; and I have mentioned that  
10 twice already today. But one of the things that I  
11 understand -- and maybe you can correct me if I'm  
12 wrong -- because the budget is so bad, you know, some of  
13 the financial restrictions on getting a course approved  
14 are almost lifted because they're not reimbursed, anyway.  
15 But as I understood it, anything that involved money had  
16 to be approved at the assistant-executive level for a  
17 POST plan that involved money.

18           That was true? Or is that --

19           MR. LOGGINS: To a considerable degree, yes, we  
20 closely scrutinized every expenditure; and the whole  
21 intent was to make us be the proverbial bad guys. There  
22 was, at the LEC level, a tremendous amount of autonomy.  
23 The executive level is more of expenditures for  
24 contractual agreements.

25           MEMBER BANNING: Okay, well, I don't know if that's

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1       been modified; but it certainly seems to be streamlined,  
2       I mean, considerably.

3               MR. LOGGINS:   Yes, the LECs do have a tremendous  
4       amount of autonomy; and our intent is to remain that way.

5               EXECUTIVE DIRECTOR ALVAREZ:   And so in answer to  
6       the question about the course certification, it was a  
7       three-level approval process up until about ten months  
8       ago, and we switched it.  It was, the approval was at  
9       the LEC level, the bureau-chief level, and then the AED  
10       level.  We eliminated the AED approval, so now it's two  
11       individuals who approve the courses.

12              MEMBER BANNING:   And certain modifications can be  
13       made at the area-consultant level if it doesn't really  
14       impact, like, the financial aspect of it, as I  
15       understand -- or seemingly so, let me just put it that  
16       way.  I don't know if that's true or not; but I mean that  
17       sure has been -- that's been really -- you know, they're  
18       moving fast, that's what I like to see.

19              MR. LOGGINS:   Our executive levels try to get it out  
20       of their hair, as you very eloquently expressed.  The  
21       brunt of the work is done by our LECs and line staff, and  
22       they do a phenomenal job.  To an extent possible, we want  
23       to get out of their way, so they can do the magic that  
24       they do every day.

25              The stuff that we do have oversight over were the

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1 major expenditures for contracts and other associated  
2 expenses. But certification, we prefer to get out of the  
3 mix because, quite honestly, they have far more expertise  
4 than do we.

5 MEMBER BANNING: Well, I appreciate that very much  
6 just from the standpoint for what I do. Thank you.

7 EXECUTIVE DIRECTOR ALVAREZ: And we have struggled  
8 with modifications in the past. You know, we understand  
9 that the current model that we have, excluding the pilot,  
10 causes the course to, you know, basically stop. If you  
11 put it into modification so there is an incentive not to  
12 put it into modification.

13 So we really haven't changed the procedures. But  
14 the LECs have heard from you all in the field, that those  
15 modifications -- we want them to be done, and we want to  
16 get them done faster. So I think that hopefully has  
17 improved. It sounds like it has.

18 MEMBER BANNING: And maybe this question is going  
19 to get it answered tomorrow at the Commission meeting;  
20 but do you have any idea, just a ballpark figure, on how  
21 many of the courses have been approved with the new  
22 fast-track system? I know there were just a couple of  
23 areas that we're -- and, again, I'm not asking anybody --  
24 putting -- I don't know if anybody has that, or it's  
25 going to be --

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1 MR. LOGGINS: Bureau Chief Janna Munk will be here;  
2 and she can answer that specific question.

3 MEMBER BANNING: Perfect. Perfect. Thank you.  
4 Appreciate that. We'll wait for her tomorrow.

5 MR. LOGGINS: Having said that, she's actually in  
6 Mexico, trying to get a flight here, so...

7 MEMBER BANNING: Maybe not.

8 MR. LOGGINS: If not, one of us will provide that  
9 information to you.

10 MEMBER BANNING: Thank you. Perfect.

11 MR. LOGGINS: Very well. Any other further  
12 questions?

13 *(No response)*

14 MR. LOGGINS: Very well.

15 Thank you very much. We appreciate your time and  
16 effort.

17 MS. NGUYEN: Thank you.

18 MR. LOGGINS: Before I hand this back off to the  
19 Chairman, I neglected to ask, we've gone through the list  
20 of agenda items.

21 Does any member of the Committee want a report on  
22 any of the remaining agenda items, or are you satisfied  
23 for the day?

24 *(No response)*

25 MR. LOGGINS: I'll take that as we're good.

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1 Mr. Chair?

2 COMMITTEE CHAIR WALTZ: Thank you.

3 Next on our agenda is the Report on the Nominations  
4 for *POST Excellence in Training Awards*; and I will give  
5 a brief synopsis for that.

6 Members of our committee met this morning and  
7 reviewed the nomination applications for the *Excellence*  
8 *in Training Awards* for Individual and Organization, as  
9 well as the *O.J. "Bud" Hawkins Exceptional Service Award*.

10 Our recommendation for *Individual Award* is Matthew  
11 O'Deane, commander from the San Diego District Attorney's  
12 office. Notable achievement is that he developed  
13 San Diego County Regional Leadership Institute, which  
14 is a three-week, 112-hour course for law-enforcement  
15 leaders; and he's been a long-time instructor at the  
16 Palomar College Police Academy and done extensive gang  
17 training and written several publications about gang  
18 activity.

19 Our *Organizational Award* we will be recommending,  
20 will be to the San José Police Department Training Unit  
21 Force-Option Simulator Instructor School. And what's  
22 notable about that is they have expanded their program  
23 to include pre- and post-incident training. It's not  
24 just about the incident. They're training for some  
25 pre-incident deescalation and to prepare the students

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1 for what happens after the incident.

2 For the *O.J. "Bud" Hawkins Award*, we are  
3 recommending Wayne Windman, a lieutenant from Redondo  
4 Beach Police Department. His contribution: He has  
5 over 40 years of law-enforcement experience, he is a  
6 subject-matter expert in multiple disciplines.  
7 Post 9/11, he helped develop the Training Liaison Officer  
8 Program, and many other accomplishments that will be  
9 listed later.

10 And we will be asking the Commission to consider  
11 another nominee for the *"Bud" Hawkins Award*, with  
12 Shelley Spilberg. We will be asking the Commission,  
13 our recommendation is that Shelley be considered for  
14 the *Lifetime Excellence in Training Award*. And she has  
15 been a driving force in public safety dispatcher  
16 selection standards for nearly three decades; and she is  
17 a research specialist III for POST; and we're going to  
18 be recommending that for Dr. Spilberg.

19 Did I leave anything out, Committee?

20 MEMBER BANNING: Good job.

21 COMMITTEE CHAIR WALTZ: Okay, we'll move to the  
22 Advisory Committee member reports.

23 Mr. Bernard.

24 MEMBER BERNARD: No report.

25 COMMITTEE CHAIR WALTZ: Brunet.

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1 MEMBER BRUNET: Nothing to report, sir.

2 COMMITTEE CHAIR WALTZ: Bock.

3 MEMBER BOCK: No report.

4 COMMITTEE CHAIR WALTZ: Young.

5 MEMBER JAIME YOUNG: No report.

6 COMMITTEE CHAIR WALTZ: Baron.

7 MEMBER BARON: Nothing to report, sir.

8 COMMITTEE CHAIR WALTZ: Banning, have you spoken  
9 your piece?

10 MEMBER BANNING: Pretty much so. Thank you, sir.  
11 Bits and pieces only. I appreciate your indulgence.

12 COMMITTEE CHAIR WALTZ: Thank you.

13 And I have no report, either.

14 I see there are a few commissioners still left in  
15 the room.

16 Are there any commissioners who would like to make a  
17 comment to this committee?

18 COMMISSIONER BUI: No, thank you.

19 COMMITTEE CHAIR WALTZ: Thank you.

20 Any old business?

21 *(No response)*

22 COMMITTEE CHAIR WALTZ: I don't believe we have any  
23 new business.

24 Our future meetings: June 20<sup>th</sup> and 21<sup>st</sup>, 2018, at  
25 POST headquarters in West Sacramento. October 17<sup>th</sup> and

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1 18<sup>th</sup>, 2018, POST headquarters in West Sacramento.

2 Any other comments or business?

3 *(No response)*

4 COMMITTEE CHAIR WALTZ: We are adjourned.

5 *(Gavel sounded.)*

6 *(The Advisory Committee meeting concluded*

7 *at 4:11 p.m.)*

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**REPORTER'S CERTIFICATE**

I hereby certify:

That the foregoing proceedings were duly reported by me at the time and place herein specified; and

That the proceedings were reported by me, a duly certified shorthand reporter and a disinterested person, and was thereafter transcribed into typewriting.

In witness whereof, I have hereunto set my hand on February 28<sup>th</sup>, 2018.

---

Daniel P. Feldhaus  
California CSR #6949  
Registered Diplomate Reporter  
Certified Realtime Reporter