

*MARCH 2016 - SEPTEMBER 2016*



# **“STATE OF THE UNION III”**

**CHIEF STEPHEN WAYNE CRAMER**

*September 23, 2016*

*“Our lives begin to end the day we become silent about things that matter...”*

Martin Luther King, Jr.

**Can you believe it?!** One full year. 365 days. A small, yet significant step in the legitimacy of my tenure as Chief of Police and the City’s commitment to accountability and excellence for your police department. It is an honor and privilege to have been appointed the Chief of Police for the City of Cloverdale on September 23, 2015. Our vision as an organization is to strive for excellence through community involvement one interaction at a time, by utilizing our most valuable resource ~ the employees who make this organization one of the best law enforcement agencies in Sonoma County. As chief, one of my primary roles is to foster the practice of the department’s core value of extraordinary customer service. We are passionate about our ability to continue to excel in this most critical area of police work. Along with the outstanding work of the members of this department, the successes we enjoy come from the support we receive from City leadership and dedication of our all of our council members and community partnerships who support our vision.

Transparency & accountability continue to be an indispensable factor in your police department’s culture change. Thus, instead of preparing a static Annual Report for 2016, I have prepared the third installment of the continued changes, projects, events, and collaborations the Cloverdale Police Department has implemented and accomplished since I was promoted last year. The past year has been invigorating and challenging. We are strongly invested in service to the community and we constantly seek new ways to positively interact with it. Keeping a finger on the community’s pulse is a critical component of our agency’s philosophy. We understand the importance of seeking out and identifying new challenges facing the community and the ability to develop fresh and innovative solutions. We are maintaining visibility through interaction with service clubs, youth programs, crime prevention efforts, business owners & employees, and school programs. Our efforts convey the important message that members of the police department care about the community and is committed to improving quality of life.

In keeping with the theme, the following is a month-by-month breakdown of the *State of the Union III ~ First Three Hundred and Sixty-Five Days* of my tenure as Chief of Police for the City of Cloverdale and the Cloverdale Police Department, starting the day after my *First Six Months* report (3/24/16). The *First Three Hundred and Sixty-Five Days* of any new police chief’s administration should reflect the symbiotic relationship between the police department and the community in which it serves. Cloverdale residents have come to expect a professional and personal response to their calls for service and our department has long maintained a good relationship with the community. We want to

continue improving the community's impression of the police, where the community and the police, together, determine the direction of the agency. Our department is committed to treating its constituents as partners and customers, much like a business model. One value of embracing a business philosophy for a police agency is that it makes the public the ultimate arbiter of what constitutes quality policing; an essential component of community policing. In the truest sense of the term, community policing is a philosophy and not just a program. It is a philosophy that calls for police and community cooperation to determine the problems and desires of the community and develop a strategy of partnership that will address those needs.

Community policing also reinvigorates the community's sense of responsibility for maintaining law and order. Law enforcement is ultimately responsible for protecting the public, but good community policing empowers citizens to do their part in sharing the responsibility for the collective community. Citizens today routinely question government and their police managers about what services their police departments provide, and how they deliver them. It takes committed leadership to take the lead in providing these answers. An environment that encourages discussion and allows for community feedback is the foundation of any community policing initiative.

One of my major priorities is forming and strengthening close working relationships with community and government leaders from every area of society. I regularly meet with political officials, social and community activists, business owners, victim advocacy groups and other major local stakeholders in all areas of the City and County of Sonoma. I believe one of the keys to a successful police organization is making myself easily accessible to the public in a way that genuinely fosters honest communications, particularly with people who may have disagreements with the Cloverdale Police Department.

Our positive evolution occurred solely because **every** member of the department contributed extensively to the successes of the past year. We came together as an organization, completing *eighty-eight* (88) separate projects in the past six months alone. Most significantly, we had the eyes of the nation on us as we seamlessly organized, hosted, and protected a United States Presidential candidate in Bernie Sanders.

It is my heartfelt desire that the projects and successes that the entire Cloverdale Police Department accomplished in the *First Three Hundred and Sixty-Five Days* since my promotion reflect what the City deems important. This report provides the blueprint for what our community should expect from their police department, year-in and year-out. We have "*changed our stars*" and we are on our way to becoming one of the finest agencies in Sonoma County.

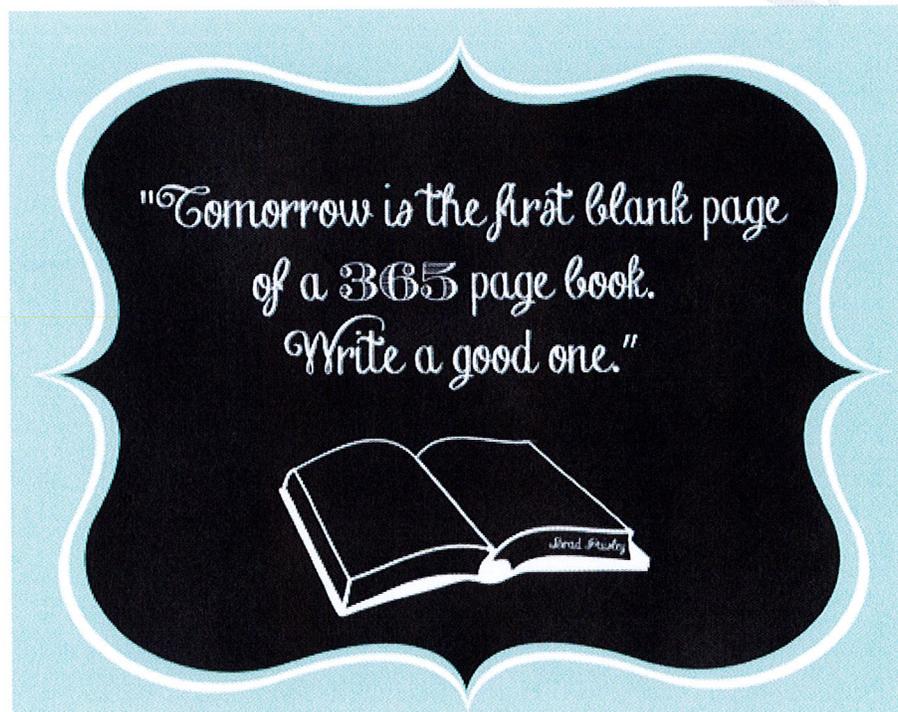
My first year as Chief vastly exceeded my personal and professional expectations. As I move forward, I remain sharply focused on making the Cloverdale Police Department the best municipal police agency in Sonoma County, measured by efficiency in fighting crime, integrity, courtesy, accountability and professionalism in everything we do and say. I am deeply grateful for this opportunity to serve our City and our community. I remain enthusiastic and am looking forward to yet another productive year as your Police Chief.

Respectfully,

*Stephen Wayne Coomer*



**MARCH 24, 2015 –  
SEPTEMBER 23, 2016**



# MARCH

(3/24/16 – 3/31/16)

## MOU Signed With Sonoma County Operational Area

I signed an MOU with the Sonoma County Operational Area for the purchase of upgraded portable radios. This agreement is the next step in the process to receive the upgraded portable radios from the Cal OES/Homeland Security Grant we were awarded late last year. The radios should be available at the start of the upcoming fiscal year;

## Officer Nunez Nominated for 2015 MADD Award

I nominated Officer Carlos Nunez for the 2015 Mothers Against Drunk Driving California Hero Award. Officer Nunez made twelve (12) DUI arrests out of twenty-six (26) total DUI arrests, comprising 46% of all DUI arrests. He received his recognition award in early September;



## **Confiscated Firearms Traded for Essential Equipment**

We traded in excess of 90 seized firearms and rifles to Pro Force in exchange for \$14,792 in credit. We used the credit funds to purchase essential equipment, including tactical vests, new duty Glock semi-automatic firearms, surplus firearms (in case of an officer-involved shooting), holsters, etc. Without this supplemental trade, we would not be able to purchase the needed equipment;

## **POST Audit of Training Records and New Hires' Background Files**

POST audited our training records and our new hires' background/personnel files (Parker, Gastineau, Perez, and Smith). Each of the records/files were intact. We passed the audit with no issues;

## **Community Meeting re: Medical Marijuana Cultivation Next Steps**

I met with Mayor Brigham, Patrick King (owner ~ Soil King), and Omar Figueroa (cannabis attorney) to discuss the next steps in medical marijuana legislation, specifically drafting a dispensary and commercial cultivation ordinance. I anticipate conducting a presentation & workshop for the full Council in the fall;

## **California Massage Therapy Council Presentation**

A representative from the California Massage Therapy Institute put on a free two-hour presentation on current massage therapy laws & administrative procedures at the Cloverdale Performing Arts Center. Representatives from the City of Santa Rosa and San Rafael attended. Two of our City Attorneys also attended. This presentation complemented our updated massage therapy ordinance;



# APRIL

## AAA Child Passenger Safety/Booster Seat Challenge

We held the AAA Booster Seat Challenge at the Train Depot parking lot from 10 am – 2 pm. The event was an overwhelming success, with needy families lined up at 9 am on a first come-first served basis. The parking lot was brimming with activity as seven car seat technicians (including our CSO Marino) inspected car seats and installed the new booster seats. AAA donated 100 booster seats and 12 convertible seats. We gave away 86 booster seats and 10 convertible seats through the day. A special thanks goes to Sergeant Chris Parker, CSO Marino, and Craig Johnson (Public Works) for their extensive help in putting this event together;

## Asset Forfeiture Seizure

K9 Officer Camara assisted two separate CHP officers with traffic enforcement stops resulting in \$130,000 in seized currency. Our agency will receive a large percentage of the seized proceeds under asset forfeiture laws. In a separate incident, K9 Officer Camara seized \$5,886 in currency under asset forfeiture laws. Officer Camara uncovered evidence that the suspect was traveling up to Lake County to illegally purchase marijuana. The suspect disclaimed the currency;

## Active Shooter Training

I met with Cloverdale Ambulance Director Tom Hinrichs about setting up an Active Shooter training with first responders and the School District. Tom will coordinate this project with me & set up a committee to hammer out the logistics. The committee will include representatives from public safety and the school district. They will meet on a monthly basis;

## “Place of Last Drink” Survey Results

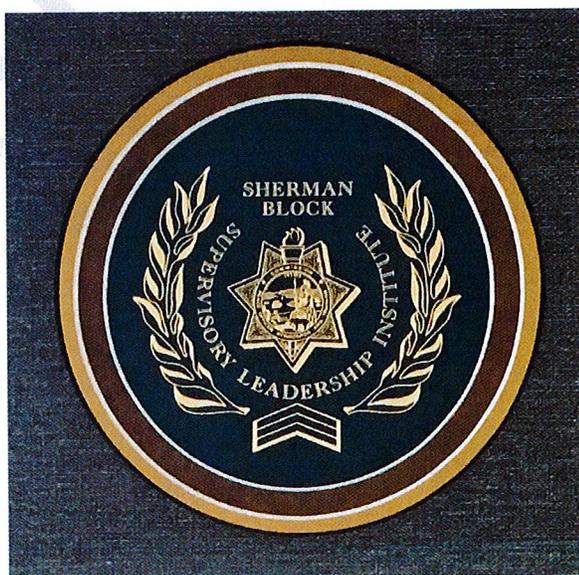
We received the 2014 “Place of Last Drink” survey results from the Sonoma County Department of Health Services. Twenty-five arrestees participated in the survey. Interesting to note that 40% of respondents reported they had their last drink in a residence before arrest; 65% were reported as ‘first offenders’; & 47% had a blood alcohol level between .08 - .15/BAC;

# Cloverdale Fire District 130<sup>th</sup> Anniversary Celebration

The Cloverdale Fire District invited the police department to set up an informational table at their 130<sup>th</sup> Anniversary celebration;

## Sergeant Parker Selected to Attend SBSLI

Sergeant Parker was selected to attend the prestigious California Commission on Peace Officer Standards and Training Sherman Block Supervisory Leadership Institute ("SBSLI"), starting May 12<sup>th</sup>. SBSLI is an eight-month program designed to stimulate personal growth, leadership, and ethical decision-making in California law enforcement front-line supervisors. Designed and implemented in 1988 through the efforts of California law enforcement professionals and top educators and trainers, the SBSLI is an intense program based on experiential learning techniques. Sergeants are challenged to learn new ways to resolve issues through group and individual work. The curriculum takes students through an analysis of management (planning, organizing, directing, etc.) and leadership (inspiring, challenging, developing, etc.) and how each discipline compliments the other. The course progresses from self-evaluation, to interpersonal evaluation, to organizational relationships. The cohort meets once per week for eight months. Sergeant Parker's training class will be held in Fremont (with one week held at the Museum of Tolerance in Los Angeles). Sergeant Parker is only the *third* Cloverdale Police Sergeant to attend SBSLI. Former Sergeant Scott Allred and I are the other two participants. Sergeant Parker will graduate in December;



## Cloverdale Rotary

I had the privilege of speaking at the weekly Rotary luncheon. I was asked to speak about the state of the department & the many accomplishments & programs we have completed since my promotion;

## Purchased a Currency Counter Machine

With the assistance from Finance Director Cavallari, we purchased a quality currency counter for our future asset forfeiture seizures. Too many times, officers are tied up for an extended period of time manually counting large sums of currency. The currency counter will also be utilized by City Hall;

## Sonoma County Dispatchers Association Luncheon

Sergeant Parker and I attended the annual Sonoma County Dispatchers Luncheon, held at Sally Tomatoes in Rohnert Park. Dispatchers Carolyn Peterson, Lori Smith, and Caitlin Jensen attended the event. Dispatchers and Command Staff from each of the Sonoma County agencies attended. This past week was National Telecommunicators Week & our department supported our dispatchers in style;



## Firearms Qualification

Our firearms instructors held firearms qualifications for our officers on the Tyris property. Our officers are required to qualify with their handguns and rifles twice per year, and their off-duty weapons once per year;

## **CarFax Presentation**

Sergeant Parker met with a representative from CarFax on their free law enforcement informational services, including vehicle history report, VIN alerts, partial plate searches, & an 'app' for smart phones;

## **DEA National Take Back Event**

Our department participated in the DEA National Take Back event. Citizens have the opportunity to discard their unused and expired prescription medications in several locations, including the police department lobby. The DEA confiscates the drugs and destroys them. We have participated in this program in the past and recovered pounds of prescription medications;

## **Fire Hydrant Painted Blue**

Members of the Cloverdale Fire District painted the fire hydrant in front of the police department blue to coincide with our perpetual blue lights on the bay doors;

## **Agency Assist for Healdsburg P.D.**

Dispatcher Tami Lemley filled in as a dispatcher for the Healdsburg Police Department while they held an "all-hands" squad meeting. Chief Burke expressed his appreciation for our assistance;

## **Dispatcher Invited to be a Dispatch Academy Evaluator**

Dispatcher Lori Smith was asked to be an evaluator at the Dispatch Academy & the Police Academy. This is an excellent example of Cloverdale PD connecting with an outside agency to provide experience & professionalism to a new generation of recruits, plus enhancing our county-wide reputation;



# MAY

## High School Students Tour Alcatraz

School Resource Officer Mac Baker took his high school students on a tour of Alcatraz. Sergeant Parker and Technical Services Supervisor Webb went as chaperones. Officer Baker organized the trip and the students got a first-hand look at “life behind bars” on The Rock;



## Temporary Holding Facility Inspection

Sonoma County Health Services conducted our yearly inspection of our temporary holding facility. We passed;

## Petaluma Animal Services Foundation Tour

Petaluma Animal Services Foundation Executive Director Jeff Charter invited me to tour their shelter facilities & discuss their animal control services as we are approaching the six month mark in the relationship. Director Charter was thrilled with the relationship we have built in such a short time. The facility is well run and organized. We planned an upcoming PASF presentation at our next squad meeting;

## Attractive Nuisance ~ Abandoned Shed

I worked with Rafael Miranda and Denise Bazzano (City Attorney) on a nuisance abatement issue at the Harold's Car Wash property. There was an abandoned, burnt out shed that became an attractive nuisance to juveniles and homeless individuals. We had responded to the property on numerous occasions & the Boys & Girls Club has also been adversely affected. After several unsuccessful attempts to have the property owner remove the structure, the City Attorney's office & Rafael are obtaining an abatement warrant to have the structure removed, The structure was demolished;

## Abducted Child Recovered

K9 Officer Camara assisted CHP Officer Mike Phennicie in the recovery of a 4-year-old boy who had been abducted in the Seattle area by his mother seventeen days earlier. The FBI had been monitoring the suspect's cell phone usage and pinged her location at CA Hwy 128 near Hamburger Ranch. The officers conducted a traffic enforcement stop on the motor home on the freeway, detained and arrested the suspect. The juvenile was unharmed. CSO Marino and Dispatcher Novak entertained the child while his father traveled from Seattle to pick him up;

## Traffic Enforcement Warning Notices

As part of our continued outreach to the community, I created a *Traffic Enforcement Warning Notice* for officers to issue to citizens. This notice will provide enhanced community relations without compromising traffic safety. Internally, we will be able to track (a) officer productivity and (b) drivers/vehicles who may be chronic traffic offenders;

## USDOJ COPS Hiring Grant Application

I submitted a "pre-application" for the USDOJ COPS Hiring grant to fund a new officer this afternoon. The grant is similar to our previous COPS grant in that it funds an officer position for three years. The difference this time is that it only funds 75% of the new officer's salary/benefits. The City is responsible for the other 25%. The "pre-application" was necessary to start the process. The grant requirements includes a community oriented policing benefit attached to the application. I planned on using the Latino Community Engagement Program as the community oriented policing component to the application (under "Building Community Trust"). This program goes hand in hand with President Obama's Task Force on Community Oriented Policing final report. Unfortunately, the grant was highly competitive (as usual!). The Federal government only gave out 200 awards across the United States totaling \$137 million. Our application requested \$301,806 (75% of a new officer's salary/benefits for three years);



CLOVERDALE

## SoCo Alert

We have been invited to join “SoCo Alert”, a local emergency alert system for Sonoma County cities through Sonoma County Fire and Emergency Services. SoCo Alert provides citizens and businesses with time-sensitive emergency notifications by telephone, mobile phone, text messages, email, social media and mobile apps. This program is intended only for emergency notifications when County officials are instructing those in a specific geographical area to take specific action (i.e., shelter in place or evacuate). SoCo Alert is not intended to provide community communications or non-emergency notifications to the public. Citizens & businesses will be able to register directly for the program;

## Forensic Capacity Hiring Program for Wounded Veterans Grant

I submitted a letter of support on behalf of the San Jose Police Department to Robert Listenbee, Director of the Office of Juvenile Justice and Delinquency Prevention (OJJDP) in Washington, DC to work collaboratively and participate in the Forensic Capacity Hiring Program for Wounded Veterans Grant. The grant will be facilitated by SJPD and offers a wounded military veteran the opportunity to work in law enforcement;

## Dispatching for Bell’s Ambulance

We continued our discussions with the representatives of Bell’s Ambulance regarding our dispatching for them after hours and on weekends. This will be for non-emergency calls, mainly hospital to hospital transports or Code 2 (non-emergent) transports to local hospitals. The call volume would increase by approximately 20-30 calls per month. We installed a separate radio system to transmit via our radio tower to the City of Windsor where Bell’s Ambulance is housed. Bell’s will compensate us at \$500.00 per month. We are in the process of ironing out a Memorandum of Understanding toward this agreement;



# JUNE

## New Officer Katie Vanoni Hired

Police Officer candidate Katie Vanoni passed her remaining tests and was officially offered a position with the police department. Her first day was Monday, June 20<sup>th</sup>. She will be in a field training program for a minimum of sixteen (16) weeks. She was officially sworn in by the City Manager. We held a ceremonial swearing in at the June 28<sup>th</sup> City Council meeting;



Officer Katie Vanoni

## **No Smoking Signs Displayed**

I created public notice “No Smoking” signs in English & Spanish for the Plaza (for outdoor public events). Officer Nunez translated the English version into Spanish. Public Works hung the new “No Smoking” signs in several locations around the Plaza just in time for our first Friday Night Live. Through the entire summer we had no ‘smoking’ complaints from the attendees;

## **Sonoma County Gazette Interview**

I had the opportunity to be interviewed by the Sonoma County Gazette as part of their community series. Councilwoman Russell and Editor Reese Foxen asked insightful & probative questions related to my leadership style and background. The article was published in July;

## **City Manager/Police Chief Training in Sacramento**

In an effort to maintain our strong working relationship, City Manager Cayler and I attended the 24-hour POST Police Chief/City Manager training class in Sacramento, sponsored by the California Police Chiefs Association. This POST approved class provided us both with a better understanding of each person’s roles and how to collaborate together in the best interest of our city. This three day training workshop provided us with the opportunity to identify personal communication, roles and expectations, learn to manage crisis communications and social media, develop a performance assessment method and develop risk management. We connected with chiefs and City Managers of different sizes from other jurisdictions & discussed a variety of topics and issues. I believe Paul and I already knew the depth of responsibilities in our respective positions, but it was beneficial to gain a stronger perspective of our common goals & purpose. We were also able to blend business with some down time. More importantly, we worked well together in coordinating the Bernie Sanders campaign rally with our 2nds in command;

## **City Strategic Planning**

I participated in a one-on-one conversation with consultant Sue Haun regarding the “Safe Community” category in the City’s Strategic Plan. We talked for two hours & came up with several substantive & attainable department goals;

## **USDA Tour of Police Facility & Future Site**

I hosted Reef Atwell, the USDA Community Programs Specialist I am working with for our Community Facilities Loan application. I gave Mr. Atwell a tour of our facility and showed him the Thyme Square property. He assisted me in moving forward with the next steps in our application process. According to Mr. Atwell, USDA has \$2.2 billion to loan for these types of projects;

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

We hosted the 16-hour POST Basic Rifle course for sworn officers from Sebastopol and Cotati Police Departments;

## **Found Bicycle Program on Facebook**

We have a deluge of found/abandoned bicycles that take up space at the corporation yard until we auction them off. In an effort to reduce this # and reunite owners with their lost/stolen bicycles, CSO Marino and Dispatcher Smith created a new "Found Bicycle Program" incorporating social media. CSO Marino will take photographs of bikes found in the city & tag them with case #'s (like we do currently). The bicycle photos & description are be uploaded to Facebook. Bikes will be kept for ninety days before being auctioned off;

## **Property/Evidence Room Audit**

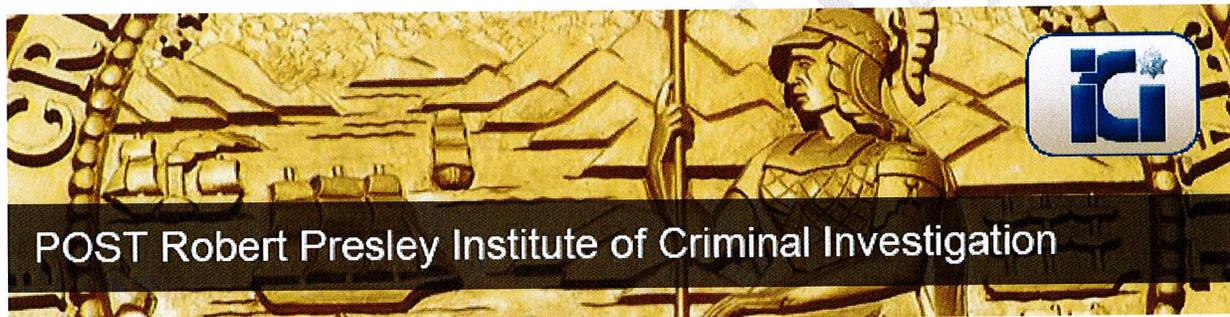
I conducted an audit of the property/evidence room, focusing on "found property" (comparing documentation in our RIMS system from 2010 – 2016, to what property is actually in the property/evidence room). I noted several documentation 'discrepancies' that needed cleaning up. CSO Hegarty spent one full day updating the RIMS records;

## **Cloverdale Health Fair**

Our department has been invited to participate in the annual Cloverdale Health Fair on Saturday, September 17<sup>th</sup> (it coincides with Mexican Independence Day on the 16th). Sergeant Segobiano and CSO Marino will attend and demonstrate the proper steps to install car seats;

## Robert Presley Institute of Criminal Investigation Core Course

We continued our vision of succession planning by sending Officer Perez to attend the POST 80 hour *Robert Presley Institute of Criminal Investigation (ICI) Core* training course as an essential training component for their day-to-day investigative responsibilities. ICI offers reputable specialty trainings in a variety of investigative categories. ICI Core is a basic investigation training course is designed to enhance the effectiveness of the individual criminal investigators skills in performing the multi-disciplined, multi-leveled tasks necessary to successfully conduct comprehensive criminal investigations. Officers who attend these training classes are considered experts in their particular area of interest. Officers Eglesfield and Gastineau will be next to attend ICI Core sometime in late 2016/early 2017, while Officer Vanoni will attend in May 2017;



## Fiscal Year 2016/2017 Budget Approved

The City Manager, Assistant City Manager, Finance Director, and City Council each approved the Fiscal Year 2016/2017 police department budget. The budget, set at \$3,394,987, includes funding for an additional police officer, body worn cameras, and a new police vehicle;



# BERNIE SANDERS

## Presidential Campaign Rally Held at Cloverdale Airport

The larger-than-life event that took over Cloverdale on Friday June 3<sup>rd</sup> was the Bernie Sanders Presidential campaign rally at the airport. As you are all aware, we received notice on Wednesday (6/1/16) at 1700 hours that the Sanders campaign had chosen Cloverdale on his rally campaign trail. The City Manager and I each received telephone calls while we were up in Sacramento. Paul coordinated with Assistant City Manager David Kelley while I was in constant contact with Sergeant Parker.

This event impacted each of my personnel, some more than others. Cumulatively, we accounted for 97.5 hours of overtime. In order to ensure proper staffing, I had to call people back from vacation (Haas & Strattan) and days off (Segobiano, Campbell, & Gastineau). I had to call people in early (Parker, Eglesfield, Nunez, & Perez) and have people extend their shifts (Camara, Marino). We needed an extra dispatcher and Technical Services Supervisor Linda Webb volunteered to stay through the duration of the event. Not one of our employees complained about working the event. We had competing interests to pay attention to, including calls for service, high school graduation, and the first Friday Night Live event. Multiple dispatchers handled the event inquiries and calls for service seamlessly. We handled every aspect of these events flawlessly. I cannot tell you how much I appreciate the selfless dedication your law enforcement personnel displayed to the community and the professionalism each of them displayed as 6,000 people descended down Asti Road to Chrome Iron into the airport property. No protests. One person scaled the airport fence and was dealt with quickly. The event could not have gone more smoothly.

I think it's situations like these that demonstrate to our community the true value and character of our police department. We rose to a daunting challenge in unison and we literally made a statement to the community, the county, the State of California, and our nation (that's not an exaggeration as social media, traditional media, and peripheral outlets commented on Bernie & Cloverdale). That's no easy feat given the nationwide criticism of law enforcement. Even as Bernie lamented the "militarization of law enforcement" in his speech Friday night we stood proudly, ready to protect him. This was a once-in-a-lifetime opportunity (unless Hillary follows suit like she did in Santa Monica!) that I will never forget.

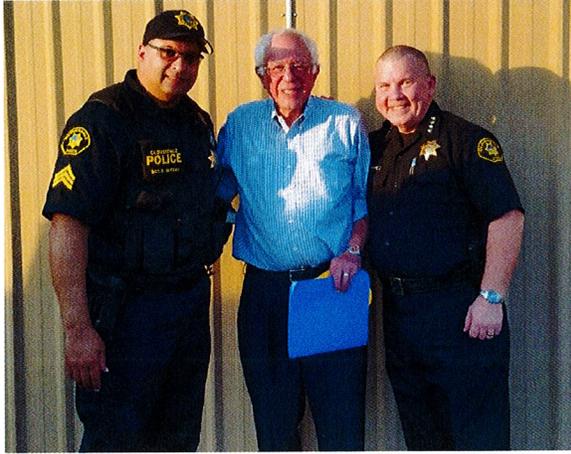
I gave Mr. Sanders one of our silver challenge coins as a token of him choosing Cloverdale. He seemed appreciative. I sent out a photograph of Parker, Sanders, and me via Twitter with a sentence expressing pride in hosting & protecting Sanders. As of 1330 hours today, we have received 183 retweets and 270 likes. In addition, this *one* tweet has been viewed 10,340 times and 755 different people interacted with this one tweet (and counting!). I understand that in the big scheme of things this doesn't mean much and the numbers are slight by comparison to 'significant' stories. The reactions are political in nature from Bernie Sanders supporters. But we literally reached people all across the United States. We are being mentioned and thanked for our service.

For us, Friday was not about political viewpoints or positions. Rather, it was about an agency working together to ensure that a national figure had a safe platform and that citizens from all over the area had a safe space to support the democratic process. Each of our personnel should be proud for what they accomplished individually and what we accomplished as a police department. I am proud to work for the City of Cloverdale and the Cloverdale Police Department.

After the dust settled and the enthusiasm for the event passed, we realized that the expense to hold such a national event was significant. The Cloverdale Police Department incurred ninety-four (94) hours of overtime for a total expense of \$5,676.90. In addition, seven additional public safety (police and fire) agencies assisted us with the event. Under the direction of the City Manager, I collected each agency's expense invoice and drafted a letter to Mr. Sanders' campaign manager requesting reimbursement in the amount of \$23,014.42.

From June until August, the City Manager devised an all-encompassing strategy to receive reimbursement for public safety expenses, including multiple newspaper articles, emails, and telephone calls. Paul and I were interviewed by reporter Deborah Villalon (Channel 2 Bay Area News).

On August 15<sup>th</sup>, City Hall finally received full reimbursement from the Bernie Sanders campaign! I notified each of the public safety agencies that they would receive their respective reimbursement checks from our Finance Department soon. Each agency head expressed their appreciation for the news.



**Bernie 2016**

# JULY

## AVOID the 13 DUI Checkpoint in Cloverdale

For only the second time in six years we hosted the AVOID the 13 DUI Checkpoint in Cloverdale on South Cloverdale Blvd, near the Owl Café. Every Sonoma County law enforcement agency (except Cotati PD) was represented as multiple officers from each agency converged on Cloverdale to assist with the event. The event ran from 6 pm – 10 pm before heading to the City of Healdsburg for the remainder of the evening. Officers processed 333 vehicles and made ten (10) arrests between the two cities, including two arrests for DUI;

## Department of Justice Audits Passed

We received formal notice from the State of California Department of Justice Bureau of Criminal Identification & Investigation Services that we passed our 2016 Criminal Justice Information System (CJIS) and National Crime Information Center (NCIC) database audits and are deemed “in compliance.” The audit focused on high profile categories including ‘*Second Party Checks*’, ‘*Validation & Recent Consultation*’ and ‘*Hit Confirmation Procedures*.’ The purpose of the audit is to promote data quality standards to ensure system integrity, especially given the sensitive and confidential information that passes through our department. This is a significant achievement for our agency and for Technical Services Supervisor Linda Webb as she transitioned into Ann Turek’s position last year. Linda worked diligently to ensure that we were in compliance across the board;

## Sonoma County Gazette Article

The Sonoma County Gazette published a wonderfully written article based upon Councilwoman Russell & Reece Foxen’s interview of me last month. They made me look good ~ far better than I deserve! You can read the article via this link:

<http://www.sonomacountygazette.com/cms/pages/sonoma-county-news-article-5391.html>

## Community Supports Cloverdale PD After Dallas Shooting

I am sure you are aware of the horrific events that unfolded on Thursday (7/7), when five Dallas Police Officers and Dallas Area Rapid Transit Officers (“DART”) were killed in the line of duty and multiple officers shot while defending protesters’ civil right to assemble peacefully. I watched as tragedies gave birth to yet more impromptu memorials. Candles, flowers, and signs adorned three separate locations across the nation, each expressing grief or support. In a moment’s notice, four law enforcement agencies and multiple families changed forever. The tragedy that occurred in Dallas last Thursday night underscores the random and imminent flash of potential violence that we as law enforcement professionals face each and every day, regardless of locale or size of department. The Dallas Police Department and DART literally had nothing to do with the two officer-involved fatal shootings in two different states (St. Paul, Minnesota and Baton Rouge, Louisiana), yet those officers faced the warped sense of vengeance and hatred during an otherwise peaceful protest...proving once again it can happen anywhere at any time. On Friday (7/8), our agency received four separate bouquets of flowers, each expressing their sorrow for Dallas and unwavering support of our police department. One large bouquet was placed outside the department for the community to see. I appreciate the kindness and support we have received during this incredibly tragic event;

## Letters of Appreciation/Letters of Condolences

I drafted letters of appreciation to the four Cloverdale families who took the time to deliver bouquets of flowers the week prior to the police department in a show of support for our police department and law enforcement officers nationwide. In addition, on behalf of the City of Cloverdale and the Cloverdale Police Department, I also drafted letters of condolences & support to the Dallas Police Department, Dallas Area Rapid Transit Police Department’s Chiefs of Police, the Baton Rouge Police Chief and the East Baton Rouge Parish Sheriff. We received a thank-you card from the DART Police Department;

## Emergency Operations Center Simulation Exercise

Cloverdale Fire District Chief Jenkins and I began preparations for a mock Emergency Operations Center exercise involving a large-scale earthquake. The simulation is tentatively scheduled for November;

## Channel Two News Interview (Sanders' Outstanding Bill)

City Manager Cayler & I were interviewed separately by Debora Villalon from Channel 2 news regarding Senator Sanders' refusal to reimburse the City for total expenses incurred for public safety services during the Presidential campaign event. The report aired on the 10 o'clock news;

## Participation in Youth Football Car Wash Fundraiser

We continue to immerse ourselves in community activities. Two of our officers (Haas & Strattan) participated in the Cloverdale Youth Football & Cheer fundraising car wash by having their patrol SUV's washed by the football players & cheerleaders. I personally donated extra funds in show of support for the youth football program. We immediately received positive feedback from the community & parents of the kids. I uploaded a photo on our police department Twitter account & we received substantially positive feedback nationally (with 3,403 views, 42 'likes' and 10 're-tweets');



## Formal Opposition/Drafted Resolution Opposing Proposition 64

I drafted a Resolution opposing Proposition 64 (the Adult Use of Marijuana Act). The proponents of the AUMA want three things: to commercialize, normalize, and advertise recreational marijuana. As your city's police chief, I can't stand by and watch policy that is so harmful to this community pass, which is why I am supporting a broad coalition of law enforcement, elected officials, healthcare providers, and community members opposing this poorly drafted initiative. The AUMA fails public safety and health by failing to include any quantitative measurements of impairment for individuals driving under the influence of marijuana; prohibiting the licensing agency from denying a license to an applicant solely on the grounds that they have a felony narcotic conviction; allowing for the complete vertical integration of the market by large players, successfully bringing "big marijuana" to California; weakening local control by allowing adults to cultivate marijuana indoors; and allowing the industry to regulate itself and reject any regulation that it deems to be "impracticable." My opposition also stems from the fact that the AUMA casts aside all of the protections Cal Chiefs fought for over the past three years at the state capitol as they developed the recently adopted Medical Marijuana Regulation and Safety Act. Rather than simply applying this act to recreational marijuana, the proponents of the AUMA discarded any provision that would prohibit or stall the growth of "big marijuana."

**No On 64**  
They Got It **Wrong, Again**

# AUGUST

## National Night Out

We participated in our first *National Night Out* by attending a 'Meet & Greet' with the Kings Valley Senior Apartment residents. *National Night Out* is an annual community-building campaign that promotes police-community partnerships and neighborhood camaraderie to make our neighborhoods safer, better places to live. and is held the first Tuesday in August. We plan on incorporating a larger community event for 2017;

## Sonoma County Gazette II

For their ongoing spotlight on the police department personnel, Councilwoman Russell & Reece Foxen interviewed Sergeant Parker, Sergeant Segobiano, and Officer Rhodes for the Sonoma County Gazette's August edition. The article provides excellent insight on each officer's path into law enforcement & their individual vision for community oriented policing:

<http://www.sonomacountygazette.com/cms/pages/sonoma-county-news-article-5511.html>

## Revamped Cloverdale Reveille Police Log

After discussing it with my command staff, I decided to revamp how the Cloverdale Police Department log information is provided to the Cloverdale Reveille for publication. Until recently, we provide the log (every call for service) to the newspaper on a daily basis via facsimile & they in turn publish it. Over the years the Cloverdale Police Department has been the subject of ridicule, both locally and on the radio. As an alternative, I will forward my weekly report to the Reveille. The current version of the published police log has been a long-standing section in the Reveille ~ I just think it needs to be updated to reflect the work we do for our community. I truly believe this will provide the media with more substantive information. I met with the Cloverdale Reveille Editor, Ray Holley, regarding the possibility of revamping the police log information published in the newspaper. We came to a mutual understanding regarding the content, wherein he will include components of my weekly report and streamline the daily activity log;

## POST 16-Hour Basic Rifle Course II

Our department again hosted the POST 16-hour Basic Rifle Course and trained 7 officers, 6 of whom work for different agencies in Sonoma;

## Formal Opposition/Drafted Resolution Opposing Proposition 57

The Sonoma County Law Enforcement Chiefs Association has formally opposed Proposition 57 (*"The Public Safety and Rehabilitation Act of 2016."*) by sending a letter to Governor Jerry Brown and the California legislature. Proposition 57 would release dangerous prisoners early and result in reduced incarceration of career criminals, drug dealers and gang members. The legislature's definition of "nonviolent" is in stark contrast to the public's idea of nonviolent. This initiative allows for early parole consideration for prisoners convicted for rape, assault with a deadly weapon, vehicular manslaughter, and solicitation for murder. Proposition 57 diminishes the sentencing severity of an inmate charged for multiple offenses; under this new system, someone caught for one burglary can do the same amount of time as someone caught for dozens. I drafted a resolution for City Council to adopt. The resolution will be presented to the full council on October 11, 2017;



## City of Cloverdale Identification Cards

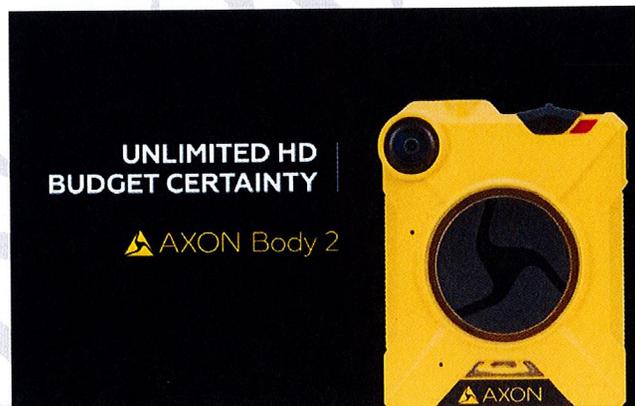
Per the City Manager & Assistant City Manager David Kelley's suggestion and direction, Linda Webb coordinated with City Hall staff to issue City of Cloverdale identification cards. There have been several instances, most notably the Bernie Sanders Presidential Campaign Rally, where our City leadership was unable to identify themselves as City of Cloverdale personnel. These ID cards will provide a new level of security & official identification;

## Update Taxicab Ordinance ~ Transportation Network Companies

Recently, I noticed a solicitation from a local Uber driver on the *Next Door* social media app. I began researching whether this particular individual obtained a business license to conduct transportation services within the City limits (he has not) and whether our Municipal Code covers Uber/Lyft (it does not as it was adopted in 1965!). I began coordinating with the City Manager and the City Attorney to update our “taxicab & other for-hire vehicles’ ordinance (5.40) to reflect these “Transportation Network Companies.” I began drafting the updated ordinance. I expect to present the first draft presentation to City Council in January of 2017;

## TASER/AXON II Body Worn Cameras in Service

We formally rolled out our new Taser Axon II Body Worn Cameras into full-time field use. Each sworn officer and our CSO have their own cameras assigned. The cameras allow for full accountability for both officer and citizen. Video footage is uploaded onto the ‘cloud’ via Evidence.com. Footage is distributed by specific category (i.e., “Arrest”, “Traffic Stop”, etc.). Pertinent footage is held for under specific periods of time based upon the Records Retention Policy;



## Aladtec Scheduling Program

My command staff & I participated in a training presentation from *Aladtec* on a new digital schedule software designed to reduce redundancy, increase efficiency, and keep track of employees’ schedules & time-off requests in real-time. The program was impressive and provides us with a better option than the multiple excel spreadsheets created;

## Sonoma County Safe Streets Coalition

Our agency was invited to join Supervisor Zane's Sonoma County Safe Streets Coalition. This is a coalition made up of County and various city planners, law enforcement agencies and non-profit groups working to make our roads safer for all users. The group meets 3-4 times a year to collaborate and support projects and efforts to further our goals. The agenda includes two presentations: Update on the Bicycle Safety Education project-OTS (Office of Traffic Safety) Grant and a Safe Routes to School Update. Sergeant Segobiano is assigned to attend these meetings;

## Joint Powers Agreement Review

Per Councilman Palla's request, I researched & obtained a copy of the 2016 Joint Powers Agreement by and between the County of Sonoma Fire & Emergency Services Department and the City of Cloverdale (& other Sonoma County cities). The City of Cloverdale pays \$2,000 per year to participate in this program. The agreement outlines the various services and benefits (ten in all) provided to us under the County Emergency Services Department & EOC protocols. Interestingly, one of the benefits includes their assistance in setting up mock exercises. Section III(i) states, *"We support, develop, conduct and participate in numerous local, regional and statewide exercises every year and encourage the Cities to participate. We have supported the Cities with their own exercises by providing exercise facilitation, simulation groups, evaluation teams and participating in exercise design."* I have started a dialogue with Chris Helgren, Emergency Manager for the department, to get Cloverdale more involved in the services they offer. I also advised him that Chief Jenkins and I were planning a mock EOC earthquake exercise in November;

## Ad-Hoc Cannabis Meeting I

I attended an Ad Hoc Cannabis meeting with Mayor Brigham, Councilwoman Russell and three stakeholders in a potential cannabis dispensary located at the old saw shop just north of town (past the lumber mill). The meeting focused on the group's application and permitting process with Sonoma County and the potential for the City of Cloverdale to reap tax revenues in the future. The group seems supportive of our City's cannabis direction (ordinance & tax measure);

## Collaborated with Alexander Valley Regional Medical Center

I met with Doctor Gary Pace (Alexander Valley Regional Medical Center) regarding a new prescription medication being prescribed (naloxone). Naloxone (or “Narcan”) is a medication that reverses opioid overdoses and is introduced through the nasal passage;



# SEPTEMBER

## 2017 Ford Explorer Police Interceptor Patrol Vehicle Ordered

We ordered a 2017 Ford SUV patrol vehicle from the Ford Store in San Leandro. The purchase of one new Ford Explorer will supplement and upgrade our fleet of marked patrol vehicles, allow for more pro-active visibility, increase officer safety, and alleviate budgetary impacts to vehicle maintenance. Our department last purchased a new patrol vehicle in 2015. The department sought competitive quotes from qualified vendors. The County of Sonoma uses the Alameda County patrol car bid through the Ford Store of San Leandro. The Ford Store of San Leandro had the lowest quote at \$31,741.16. The 2017 Ford Explorer Police Interceptor Utility Model police vehicle comes equipped with complete wiring and transmission upgrades. Currently, we contract with the County of Sonoma's Fleet Operations for installation of patrol vehicle equipment and parts. The County quoted our agency \$18,155.62 as the cost estimate for essential equipment and parts installation, including labor;

## September 11<sup>th</sup> Memorial Events

Sergeant Parker and I attended the Cloverdale Fire District annual 9/11 memorial ceremony at the fire department. I also attended a second 9/11 Memorial ceremony in the City of Sonoma, hosted by the Sonoma Valley Junior Youth Football & Cheer organization. I cannot believe fifteen (15) years have passed since the planes hit the towers. The shockwaves still course through me so many years later. I am so grateful to work in such an honorable profession, and equally grateful that the police department has a supportive City leadership and community. I cannot imagine the ongoing devastation those families have suffered (whether the family of a first responder, or one who worked in one of the towers, or traveled on one of the four involved planes). I am so fortunate in so many ways. I feel such a deep connection with law enforcement & when one loses his/her life in the line of duty I feel the loss;

## Cloverdale Health Fair

We participated in the annual Cloverdale Health Fair on Saturday, September 17<sup>th</sup> (it coincides with Mexican Independence Day on the 16<sup>th</sup>). Sergeant Segobiano, Officer Nunez, and Reserve Officer Carlos Gudino attended and demonstrated the proper steps to install car seats;

## School Resource Officer Receives American Legion Officer of the Year Award

School Resource Officer Terry “Mac” Baker was named the 2016 Law Enforcement Officer of the Year by the Cloverdale American Legion Post 293. The group held a nice dinner & presentation for Officer Baker;



## Department of Homeland Security Grant Award

For the second year in a row, we received notice from the Sonoma County Office of Emergency Services that our request for six (6) additional dual band police radios was approved under the Department of Homeland Security grant. We are conditionally approved for another \$39,600 to purchase the radios. The grant now moves forward to DHS for final approval;

## Ad Hoc Cannabis Meeting II With Supervisor Gore

In our ongoing efforts to streamline current cannabis laws and impacts to our community, Assistant City Manager David Kelley & I attended an Ad Hoc Cannabis meeting with Supervisor Gore, Sonoma County Permit & Resource Management Director Tennis Wick, Mayor Brigham, and Councilwoman Russell regarding potential cannabis related businesses outside our urban growth boundary but within Cloverdale’s sphere of influence. The County agreed to advise us on any permit applications in this regard;

## Neighborhood Watch Meeting

Officer Gastineau and K9 Officer Camara presented “scam” related issues to the residents of the Kings Valley Senior Apartments. Members of the Cloverdale Fire District also presented disaster preparedness;

## Cloverdale Emergency Operations Center Planning

Cloverdale Fire District Chief Jenkins and I held an emergency operations center meeting to further implement our earthquake simulation exercise;

## County Mental Health Strategic Planning

Our agency is participating in a County mental health strategic planning meeting with Santa Rosa Memorial Hospital, Sutter Hospital, Kaiser, Sonoma County Department of Health Services, AMR, Santa Rosa PD, SCSO and Petaluma PD regarding law enforcement’s role in transporting 5150 W&I holds to hospital emergency rooms. These meetings were initiated by Sutter Hospital to address perceived problems and inequality in regards to where law enforcement was taking their 5150 W&I holds for medical clearance when CSU would not accept them outright. Initially, the hospitals invited who they perceived were placing the majority of the holds on 5150 WI patients. The hospitals are looking into more solutions and procedure changes that will have an impact on law enforcement bringing 5150 W&I holds to the ER’s for medical clearance. The meeting is scheduled for Wednesday, 10/26, at Sutter Hospital. Sergeant Parker (as the day shift supervisor) is scheduled to attend this meeting;

## IACP Planning, Designing & Constructing Police Facilities

In coordination with our efforts to build a new public safety facility on the Thyme Square property, I will be attending the International Association of Chiefs of Police *Planning, Designing, & Constructing Police Facilities* training class, held in Dallas, Texas. This class is only offered twice per year (once in Dallas and once in Oklahoma City). The class will expose me to the process of planning for a new public safety facility. It will include discussions led by experienced police facility architects and owners/users of police buildings. Tours of small, medium and large Dallas-area facilities are included, and will be led by the Police Chief/Staff involved with the entire process of their facility. The training is calendared for November 9 – 11, 2016;

## Annual Car & Motorcycle Cruise & Show

Community Services Officer Hegarty drove our 1973 Chevrolet police truck and led the annual car & motorcycle cruise. The cruise drew hundreds of people into the downtown corridor as vintage vehicles & motorcycles slowly cruised up & down the boulevard;



## New Ford Explorer Patrol Vehicle Ordered

We ordered our second new vehicle, a 2017 Ford Explorer Police Interceptor, replacing another outdated patrol cruiser. The new vehicle, complete with upgraded emergency equipment, should be in service by January 2017;

## Disposed of Out of Service Patrol Vehicles

With the assistance of the City Attorney, I drafted a Resolution to dispose of eight (8) out-of-service surplus patrol vehicles. These vehicles have been stripped of all essential equipment and parts and no longer hold any value. City Council unanimously approved the Resolution. A local salvage yard company will remove the vehicles from our corporation yard at his cost;

## **Request for Qualifications/Request for Proposals**

In coordination with our efforts to build a new public safety facility on the Thyme Square property, and working hand-in-hand with Assistant City Manager David Kelley, I had the opportunity to create a first draft of a Request for Qualifications/Request for Proposals for architectural services for a public safety facility. The purpose of an RFQ/RFP is for the City of Cloverdale to invite the submittal of responses from qualified firms interested in providing architectural services in connection with our new public safety facility. Once approved by City Hall, the RFQ/RFP will be provided to targeted architectural firms;

## **P.O.S.T. Executive Development**

I was accepted into the Peace Officers Standards & Training (“P.O.S.T.”) Executive Development training course. The focus of the Executive Development Course is to provide a different perspective regarding the roles of leaders in their respective organizations. The course is interactive and provides training on a variety of topics associated with organizational dynamics and development, personal and group leadership, and communication skills. The course focuses on organizational analysis, police administration, role of leadership, current legal issues, the challenge of change, media relations, perspectives on the executive role, executive experience, and organizational communications. The two week training course is slated for October 31<sup>st</sup> – November 4<sup>th</sup> with the second week set for December 5<sup>th</sup> – December 9<sup>th</sup>. We ordered our second new vehicle, a 2017 Ford Explorer Police Interceptor, replacing another outdated patrol cruiser. The new vehicle, complete with upgraded emergency equipment, should be in service by January 2017;

## **Ad-Hoc Cannabis Meeting III**

I attended a second Ad Hoc Cannabis meeting with Mayor Brigham, City Manager Cayler, Assistant City Manager Kelley, former Cloverdale Fire Chief/Consultant Brian Elliott and three stakeholders to discuss details for the comprehensive medical commercial cultivation ordinance. The committee assisted in completing several essential components of the ordinance. A third meeting is set for October 5<sup>th</sup> to discuss the mechanisms regarding how to equitably choose who receives the two dispensary permits;

## California DOJ Audit

We received notice from the California Department of Justice that we were in compliance with an on-site audit of our agency's use of DOJ's Automated Criminal History System, Criminal Offender Record Information (CORI) and the Federal Bureau of Investigation's Interstate Identification Index (III). Support Services Supervisor Linda Webb coordinated the audit with the DOJ representative;

# SPECIAL RECOGNITION

## Dispatchers Step Up

During much of the last twelve months, our five (5) dispatchers have worked short-handed as we are down one allotted position. With vacations, trainings, work-related injuries, and miscellaneous leave, our dispatch center consistently runs with only three or four dispatchers. During the past six months, each dispatcher logged an average of 120 hours of overtime, often sacrificing days off & time with family to cover shifts. In addition, Support Services Supervisor Webb and Community Services Officer Hegarty have each filled open shifts to ensure that the public receives immediate assistance 24 hours per day, 7 days per week.



# ON-GOING PROGRAMS

New Police Department Facility

Updated Medical Cannabis Ordinance

Limited commercial cultivation

Dispensaries

Manufacturing (non-volatile)

Testing

Internal Deliveries/Distribution

Cadet/Explorer Program

Updated Taxicab Ordinance

Citizens' Police Academy



# BY THE NUMBERS

Although we are not a “stat driven” department, each officer’s daily activity adds up over the year. Here is a breakdown of some of our significant activity from 9/23/15 – 9/23/16:

- ❖ 13,881 separate incidents
- ❖ 393 separate arrests
- ❖ 1,124 documented cases
- ❖ 131 alarm calls
- ❖ 12 open door calls
- ❖ 11 deceased persons calls (including two by suicide)
- ❖ 8 suicide attempts and/or threats
- ❖ 485 citizen assists
- ❖ 505 suspicious person contacts
- ❖ 6 prowler calls
- ❖ 11 stolen vehicle reports
- ❖ 12 stolen vehicle recovery reports
- ❖ 523 suspicious vehicles
- ❖ 81 traffic collision reports (including 30 hit & runs)
- ❖ 54 reckless driver calls
- ❖ 28 DUI arrests
- ❖ 18 mental health holds
- ❖ 628 animal related calls for service
- ❖ 250 agency assists
- ❖ 155 civil issues
- ❖ 134 welfare checks
- ❖ 84 domestic related incidents
- ❖ 24 illegal fireworks calls
- ❖ 20 hazardous materials calls
- ❖ 86 juvenile issues
- ❖ 349 parking issues
- ❖ 463 suspicious circumstances
- ❖ 96 traffic issues
- ❖ 23 truancy issues
- ❖ 2,329 traffic enforcement stops
- ❖ 26 vacation watch requests



# TRAINING CLASSES COMPLETED

We continue to be one of the best trained departments in Sonoma County. During the first six months I have held this position, our department personnel attended **1,452 hours** of law enforcement training. From March 24<sup>th</sup> to September 23<sup>rd</sup>, 2016 our department personnel have attended an additional **970 hours** of training (for a one year total of **2,422 hours**) including:

- Officer Haas – *Criminal Street Gangs & Current Trends* (8 hours);
- Officer Perez – *Crisis Intervention* (8 hours);
- Sergeant Parker– *Sherman Block Supervisory Leadership Institute* (120 of 192 hours ~ graduates in December);
- City Manager Cayler & Police Chief Cramer – *POST City Manager/Police Chief Training* (2 attendees x 24 hours = 48 hours)
- Sergeant Segobiano - *POST Leadership Development* (80 of 96 hours completed ~ graduates in October);
- Sergeant Parker & Officer Campbell–*Asset Forfeiture* training (16 hours x 2 officers = 32 hours);
- Community Services Officer Hegarty–*Advanced Dispatch Update* (8 hours);
- Officer Vanoni - *POST Basic Rifle Class* (16 hours);
- Sworn Personnel – *TASER/AXON II Body Worn Camera & Evidence.com training* (2.5 hours x 12 officers = 30 hours);
- K9 Officer Camara – *K9 Working Dog Conference* (32 hours);
- Officers Perez, Rhodes & Strattan – *POST Field Training Officer Update* training (32 x 3 officers = 96 hours);
- Technical Services Supervisor Webb & Dispatcher Tami Lemley - *Law Enforcement Records Management Conference* (32 hours x 2 = 64 hours);
- Dispatcher Novak – *POST Crisis Negotiation & POST Dispatch Role in Mass Casualty Incidents* class (16 hours);
- Officers Camara, Eglesfield, & Rhodes – *POST Emergency Vehicle Operations Course [E.V.O.C.]* (3 officers x 8 hours = 24 hours);
- Officers Haas & Eglesfield – *Glock Armorer School* (8 hours x 2 = 16 hours);
- Officer Eglesfield – *Growing Courage/Leadership Challenge* (8 hours);
- Officer Vanoni – *PEBT Intoxylizer* training (4 hours);
- Officer Nunez – *POST Force Options Simulator* training (4 hours);
- Officer Campbell – *POST Arrest & Control* training (4 hours);
- Community Services Officer Hegarty – *Federal Bureau of Investigation Advanced Crime Scene Investigation* (40 hours);
- Officer Rhodes - *POST Drug Abuse Resistance Education (D.A.R.E.)* training (80 hours);
- Officer Perez – *Robert Presley Institute of Criminal Investigation Core Course* (80 hours);
- K9 Officer Camara – *POST K9 Working Dog Conference* (32 hours); and
- K9 Officer Camara – *K9 training* (20 hours per month x 6 months = 120 hours)