



In the 21<sup>st</sup> Century



# Chief's Message

In December 2014, the President of the United States appointed the Task Force on 21st Century Policing and tasked them to identify best practices in policing that promote effective crime reduction while building public trust. The Task Force completed their report with recommendations and action items organized around six major pillars; Building Trust & Legitimacy, Policy & Oversight, Technology & Social Media, Community Policing & Crime Reduction, Training & Education, and Officer Wellness & Safety. In response to the Task Force's report, the Cheyenne Police Department required its officers to attend diversity training, has taken steps to record racial demographics for citations and use of force, launched a campaign to increase membership in an existing citizen advisory committee, and now uses the committee to review department policies. The Department also assigned an officer on each squad to engage the community through social media and tied community policing to annual performance evaluations. Officers are now required to receive training on crisis intervention and peer support.

The 21st Century Policing Report represents the best police practices from across the country. I am proud to convey the report's recommendations are already standard practice at the Cheyenne Police Department. This report evaluates how our procedures are consistent with the 59 recommended best practices. The full report by the Task Force on 21<sup>st</sup> Century Policing as well as our success story can be found on the Department of Justice Community Oriented Police Services website (<http://cops.usdoj.gov/Default.asp?Item=2761>)

I am grateful to the men and women of the Cheyenne Police Department for their focus to our mission; "Protecting the Legend" of Cheyenne by working in cooperation with citizens to lead the charge in preventing crime and defending the rights of the community.

Brian N. Kozak

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Chief of Police

## Pillar One: Building Trust & Legitimacy

1. Changing the culture of policing—guardian versus warrior culture of policing
  - Engaging the community is now the culture of the Cheyenne Police Department. In 2010 a committee of police employees developed our mission, which places the greatest emphasis on community: **CPD**, “Protecting the Legend” of Cheyenne by working in **Cooperation** with citizens to lead the charge in **Preventing** crime and **Defending** the rights of the community. There is a place for a warrior mindset. However, Cheyenne officers have been trained to appreciate diversity and recognize people in crisis to apply appropriate responses.
2. Role of policing in past injustices
  - The Cheyenne Police Department formed the Citizen’s Advisory Committee so police leaders can understand viewpoints of the community and adjust police practices to meet the desire of our citizens. Additionally, CPD reviews each incident of force and citizen complaint to ensure officers are following the mission of the agency with community support. Our employees are involved in organizations that review best practices throughout the country and if appropriate, implement them in our organization.
3. Culture of transparency and accountability
  - CPD recently began publishing statistics on response to force, enforcement actions and internal investigations, which include demographic data in the annual report. CPD policy requires that all complaints of service are fully investigated, and all employees are held to the same standards. We inform our citizens of important issues, whether positive or negative, on social media to receive immediate feedback. CPD has a policy to immediately release appropriate details about critical incidents on social media.
4. Procedural justice: internal legitimacy
  - CPD instituted a Leadership Committee made up of employees from the various sections of the agency. The committee receives employee input on policy decisions and makes recommendations to the Chief of Police. All command staff decisions are published in weekly minutes for employees to review and comment on. Additionally, the labor organization leadership is involved in command staff decisions. All members are held accountable to high standards, and we now publish internal investigation statistics to remain transparent with our community.
5. Positive non-enforcement activities
  - Police officers are required to engage positive community contacts, which is measured on their annual evaluations. Police officers take their police cars home so neighbors are aware that our officers are part of the community. Other outreach programs include:
    - Two citizen police academies a year
    - Annual Neighborhood Night Out attended by all police employees
    - CPD hosts an annual 5K run and police static display
    - CPD hosts an Explorer program to engage our youth

- Citizen Advisory Committee
  - Robust school resource officer and juvenile diversion program
  - Fulltime public information/engagement officer
  - Citizens on Patrol (civilian volunteer program)
  - Neighborhood meetings
6. Research crime-fighting strategies that build public trust
    - CPD creates annual crime fighting strategies that are based on priorities of the community and recognizable patterns of data. The strategies are reviewed by all members of the agency, the Citizen Advisory Committee and the governing body. CPD makes an asserted effort to not allow its strategies to be perceived as targeted enforcement against certain neighborhoods. Strategies are tracked for success by evaluating the end cause and not enforcement statistics.
  7. Community surveys
    - The City of Cheyenne discontinued community surveys due to a lack of funding. The Police Department encourages the City to deploy this recommended strategy to measure citizen input. The City often reacts to the very loud minority, when it should be listening to the silent majority.
      - CPD has found social media feedback to be reliable and a useful tool and will examine the possibility of engaging the community with surveys if the City does implement a survey tool.
  8. Workforce diversity
    - CPD believes it is important to have a workforce that is representative of its community. The demographics of Cheyenne police officers are consistent with national policing averages per the benchmark survey. CPD offers a variety of shifts for its police officers that may appeal to single working parents. We offer a \$5,000.00 bonus to new officers to help them relocate to Cheyenne, which has helped to attract a more diverse applicant pool. CPD will examine other strategies to recruit minority and female officers.
  9. Decouple federal immigration enforcement from local policing
    - Policy prohibits the consideration of immigration status when providing police services. The immigration status of an offender who is booked into the Laramie County Detention Center will be reported to detention staff, who may report the individual's status to Immigration and Customs Enforcement. Latino police officers have engaged the Hispanic community through public meetings to reassure this population that CPD is here to help them and to improve communication.

## **Pillar Two: Policy & Oversight**

1. Community input and involvement
  - The Cheyenne Police Citizen's Advisory Committee is comprised of members from the NAACP, LGBTQ community, Latino community and various religions to include those of

- the Muslim faith. The Committee meets quarterly or as necessary. CPD uses the Committee to review policies that are of concern to the community; such as, the recently approved harassment policy.
- CPD has a very robust civilian volunteer program, which is used in non-law enforcement duties.
2. Comprehensive use of force policy that includes training, data collection, de-escalation, and investigation/review best practices
    - CPD has a response to force policy that is based upon court case law. It does not involve a force continuum. CPD developed a group of force instructors, including an attorney, to review every use of force for training needs. Officers are offered 12 firearms and 12 de-escalation/simulator training sessions a year; they are required to attend half of the training sessions and two qualifications to include a use of force test annually.
    - Each response to force is investigated by a supervisor and reviewed by command staff. Critical incidents are investigated by the Wyoming Division of Criminal Investigations and reviewed by the District Attorney for criminal prosecution. Incidents are then reviewed by an internal board to ensure policy compliance and training needs.
    - Data (including demographics) on all use of force incidents are maintained and reported in the CPD Annual Report. Policy requires that all officer involved shootings are reported to the DOJ; however, the DOJ has not yet developed a method to collect such data.
  3. Non-punitive peer review of critical incidents
    - CPD recently formed and trained a peer support team. Policy requires that peer support is involved in all critical incidents to include conducting a debriefing of the incident with those involved.
    - CPD also developed “education based discipline” to teach employees in a non-punitive way when the employee mistakenly violated a policy.
  4. Scientifically supported identification procedures
    - CPD detectives generally use a “blind” photo lineup method. However, the method has not yet been formalized in policy. CPD Detectives will work with the District Attorney to establish policy.
  5. Demographic data on employees
    - CPD reports this data to the FBI and in our annual report.
  6. Demographic data on all detentions
    - CPD recently began tracking demographic data on all arrests, citations and response to force reports. The data is reported in the annual report and provided to the Citizen’s Advisory Committee.
  7. Mass demonstration policies
    - CPD recently revised the policy on mass demonstrations, which includes a layered response, and required all officers to attend scenario based training on this topic in 2016. We have a strict policy governing the use of the armored rescue vehicles, which

requires police chief approval before deployment.

8. Local civilian oversight

- A civilian civil service board oversees all hiring, promotional and disciplinary actions of the Cheyenne Police Department.
- Citizens may report concerns with the Police Department through the Civil Service Board or the Citizen's Advisory Committee.

9. No quotas for tickets for revenue

- CPD does not utilize nor does it condone practices or procedures designed to establish officer quotas or revenue generating practices. The Police Department records officer activity through electronic records. Productivity is reviewed by supervisors with an emphasis placed on quality of work and community service.

10. Policy for consent searches

- CPD policy (FLD321) states: an Officer may conduct a search without a warrant when permission to search has first been obtained from an individual in control of the place(s) or item(s) to be searched. Consent must be voluntary and obtained without coercion. Consent may only be given by a person with the legal standing to do so. Consent to search may also be given by any party who reasonably appears to share control of the place(s) or item(s) to be searched. If during the course of the consent search, permission to search is retracted, the search shall be discontinued.
- Consents to search a vehicle in relation to a traffic stop are recorded by camera.

11. Officer identification and reason for stops

- CPD policy (ADM532) requires officers to display their last name on their uniform and duty jacket. In addition, officers are required to provide their name, badge number and telephone number on a business card when requested. All employees are provided business cards with this information on it. All officers have been trained to provide the reason for the stop upon contacting a suspected violator.

12. Search and seizure policy for LGBTQ populations

- CPD has a policy that is equally applied to all populations.

13. Prohibit profiling and discrimination

- CPD policy (ADM560) prohibits profiling and discrimination of any type. The policy requires that employees receive training on this topic, which is completed every other year. The Citizen Advisory Committee assists with the development of the training. Additionally, the policy required an annual assessment of demographic data in relation to enforcement.

14. Encourage shared services between jurisdictions

- The Cheyenne Police Department has an MOU with the Laramie County Sheriff's Office to provide certain resources; such as, SWAT, EOD and equipment, to the County. In turn, the County supplies limited staffing to the teams. Additionally, the Cheyenne Police Department deployed a DUI command van, which is made available to any agency in Wyoming. There may be additional benefits by combining training with our surrounding jurisdictions in the future; this possibility will be researched.

## 15. National Register of Decertified Officers

- CPD would support a national register of decertified officers. Currently, CPD reports to the Wyoming Peace Officer Standards and Training Board the officers who have separated from service and the reason for separation. We also make our personnel files available to other law enforcement agencies conducting background investigations on law enforcement personnel.

## Pillar Three: Technology & Social Media

### 1. New technology standards for compatibility and interoperability

- CPD recently upgraded to dual band portable radios, enabling our first responders the ability to communicate with other public safety agencies throughout Wyoming. Additionally, CPD upgraded our records management system and computer aided dispatch computer to allow interoperability with the Fire Department and Sheriff's Office. We deployed an electronic citation program that shares data with our courts. CPD just received a grant to purchase two electronic fingerprint stations, which will be used to transfer digital fingerprints directly to the Division of Criminal Investigations. This technology, to include our interview room video systems, meets evidence storage standards.

### 2. Address human rights and privacy concerns with technology

- When CPD deployed an automated license plate reader, we collaborated with the ACLU in the development of the policy. CPD is currently in the process of evaluating body cameras, and will receive input from users about the devices tested. State law does not address privacy concerns when a police officer records the inside of a private home or patient at a hospital. Thus, CPD is working with the state legislature to revise the public records law to address these issues before this technology is deployed. Once state law is established, we will designate an employee group to develop our policy on body camera use, which will be reviewed by our Citizen Advisory Committee.

### 3. Body-worn cameras and dealing with citizens with disabilities

- Same as Pillar 3, Recommendation 2.
- CPD has policies to guide officers in dealing with people who may not speak English or have hearing and other disabilities.

### 4. Public records laws—update to keep up with emerging technologies

- Same as Pillar 3, Recommendation 2

### 5. Transparency and accessibility for the community through technology

- CPD has a very robust social media program. We have trained officers on various squads to manage our Facebook page so we can immediately engage our community. We currently have 13,000 followers, which is above average for a police department our size. A recent success story showed that a post about a missing 12 year old boy was viewed by 105,000 people in just a few minutes after being published. Our media policy requires a public information officer to be called out on all critical incidents and for us to

- advise the public as soon as practical of the incident facts.
- The City of Cheyenne released an app, which also allows the community to communicate with the Police Department.
6. Develop new less than lethal technology
    - This is a recommendation for the Federal Government. However, CPD has deployed the latest less lethal technology. All officers are issued an electronic control device and our SWAT team has the latest technology in deploying OC and less lethal munitions. Police officers receive ongoing training in the use of this technology as well as the use of their baton and defensive tactics.
    - The Police Department purchased a state of the art use of force simulator; officers attend training with this technology 12 times a year. The training incorporates de-escalation of force.
  7. Develop improved radio communication
    - This is a recommendation for the Federal Government. However, CPD has deployed the latest technology in radio communication.

## **Pillar Four: Community Policing & Crime Reduction**

1. Community engagement in managing public safety
  - CPD has engrained community policing into our culture. We host many programs to engage the community; such as, Neighborhood Night Out, Citizen Advisory Committee, volunteer program, 5K summer runs and many other community events.
2. Infuse community policing throughout law enforcement organizations
  - Police officers are evaluated on their involvement of community engagement. Our annual goals and mission are always connected to the employee performance evaluations.
3. Use multidisciplinary teams
  - CPD implemented multidisciplinary teams to respond to people who are in crisis. The Crisis Intervention Teams (CIT) are made up of health professionals and police officers from various agencies. CPD recently developed a peer support team with the Sheriff's Office and Fire Department to assist first responders dealing with stressful situations. The Peer Team also has members from the mental health profession to assist. All police officers are required to attend introduction training in CIT and peer support.
4. Protect the dignity of all
  - All police officers are required to attend regular training on the topic of cultural diversity and communication skills. The curriculum is approved by the Citizen Advisory Committee, and committee members may assist in the instruction of the classes.
5. Neighborhood problem solving
  - CPD now hosts two citizen police academy classes a year and an advanced academy class every other year. We encourage neighborhoods to form watch programs; however, no neighborhoods have been able to sustain the programs. CPD assigns



officers to certain beats, which is coordinated by a sergeant, so the same team of officers can address issues associated with specific areas.

6. Consider the needs of children when handling calls
  - CPD obtained a grant to fund our juvenile diversion officer. This officer works to divert children away from the criminal justice system and into proactive programs. The officer also coordinates programs designed to keep our youth safe by discouraging the use of drugs and alcohol. Additionally, the officer works to locate runaways.
  - CPD is part of a community coalition that ensures Federal guidelines are followed when dealing with children. The community is very close to opening a juvenile crisis center, which will be staffed by youth counselors.
7. Youth engagement
  - CPD recently formed Police Explorer Post #12; a program designed to get children engaged with the Police Department. Eight percent (8%) of our sworn police officer staffing is assigned to the school resource program, which is twice that of most other police departments. We place a high value on youth engagement. Each school officer is specially trained to ensure school discipline is separated from police responsibilities. Their first priority is to form positive engagement with the students.

## **Pillar Five: Training & Education**

1. High quality training and training innovation hubs
  - This is a recommendation for the Federal Government.
2. Engage community members in training
  - CPD uses the Citizen Advisory Committee to review lesson plans of officer instruction that may be of interest to the public. For example, the committee reviewed and approved our harassment policy and is currently going through use of force/simulator training.
  - CPD also hosts training classes for the community. For example, we routinely provide training for parents and teachers on drug influence recognition, or to business owners on how to communicate with the transient population who may be experiencing a mental health crisis.
3. Leadership training for all supervisors
  - All supervisors are required to attend 80 hours of leadership training. Employees have received basic courses on leadership. We recently sent supervisors to the IACP Leadership in Police Organizations course and are working to collaborate with the Colorado State Patrol to provide this training to all supervisors and eventually all employees.
4. National postgraduate program of policing for senior executives
  - Police executives (middle managers and above) are encouraged to attend the FBI National Academy or Northwestern University School of Police Staff and Command.
5. FBI National Academy curriculum that incorporates recommendations from this report

- This is a recommendation for the Federal Government.
- 6. Require Crisis Intervention Training at basic training
  - The basic training is conducted at a central state academy, under the control of the Attorney General. CPD has no control of the curriculum instructed at the academy; however, academy students receive training on Interaction with the Mentally Ill and Crisis Situations. CPD has certified instructors in CIT and we host our own in-service training. We also require all officers to attend basic CIT training.
- 7. Require social interaction skill training at basic training
  - The basic training is conducted at a central state academy, under the control of the Attorney General. CPD has no control of the curriculum instructed at the academy; however, academy students receive training on Interpersonal Communications. CPD has certified communication instructors and require all officers to attend in-service training on this topic.
- 8. Require disease of addiction training at basic training
  - The basic training is conducted at a central state academy, under the control of the Attorney General. CPD has no control of the curriculum instructed at the academy; however, we have requested that this be included. CPD has required that all officers attend drug identification and addiction training.
- 9. Require bias and cultural training
  - The basic training is conducted at a central state academy, under the control of the Attorney General. CPD has no control of the curriculum instructed at the academy; however, academy students receive training on Human Diversity. CPD requires all officers to attend cultural diversity and racial bias policing training. The training is approved by the Citizen Advisory Committee.
- 10. Require training on policing in a democratic society at basic training
  - The basic training academy does provide this training.
- 11. Higher education for law enforcement officers
  - CPD agrees that the Federal Government should develop a program that pays for the tuition of police employees. The City was forced to discontinue the program due to a lack of funding.
- 12. Require scenario based training for officers
  - CPD agrees that the Federal Government should make scenario based training available to local law enforcement. In the meantime, CPD has taken the initiative to acquire a use of force simulator through our risk pool provider; we provide de-escalation training once a month. Additionally, officers are provided with firearms training once a month and bi-annual emergency vehicle operation training.
- 13. Improve field training officer programs
  - CPD realizes that the field training program socializes our officers in training to our culture. Thus, we require engagement with the community in the training process. However, we believe we can do more to formalize the community policing component

in a consistent manner and will make those changes.

## **Pillar Six: Officer Wellness & Safety**

1. Multifaceted officer safety and wellness initiative
  - CPD has an on-duty exercise program and annual fitness testing for employees. The test is optional, however times off incentives are provided to officers who test at certain levels. CPD recently started a peer support team and we require involvement of a licensed psychiatrist following critical situations. CPD recently developed a chaplain program and have male and female chaplains available to assist our staff.
2. Promote officer wellness and safety at every level
  - All officers have been required to receive training in peer support and crisis intervention.
3. Scientifically supported shift lengths
  - CPD supports the Federal Government's research in this area.
4. Tactical first aid kit and training
  - All officers have been issued tactical tourniquets and ballistic helmets for added protecting when responding to a hostile armed confrontation.
5. Collect information on injuries and near misses as well as officer deaths
  - This is a goal for the Federal Government. CPD would support providing this data.
6. Require officers to wear seat belts and bulletproof vests
  - Policy requires that all officers (including command staff) wear ballistic vests when in uniform and for all employees to wear seat belts. We allow officers to take their patrol cars home; a violation of our seatbelt policy will result in the loss of the take home car. We also prohibit the use phones when operating a vehicle.
7. Pass peer review error management legislation
  - This is a goal for the Federal Government.
8. Smart car technology to reduce accidents
  - This is a goal for the Federal Government. CPD does purchase vehicles equipped with the latest technology to prevent crashes. We also use a certified vendor to install police equipment that is designed with safety in mind



To review our Annual Report or to learn more about the Cheyenne Police Department and its many programs such as the Citizen Advisory Committee, Citizens on Patrol or Citizen Academy visit:

[www.CheyennePD.org](http://www.CheyennePD.org)

[www.facebook.com/CheyennePoliceDepartment](https://www.facebook.com/CheyennePoliceDepartment)