

Survey Question Results for:: Police Chief Appointment Survey

Printed by Robert Dafoe

Question #1**Multiple Choice**

Do you think Chief Kozak should be reappointed as the Chief of Police?		88 Answered
<input type="radio"/> Yes	86	97.73%
<input type="radio"/> No	2	2.27%

Question #2**Multiple Choice**

Do you believe the Cheyenne Police Department needs a fresh perspective going forward?		88 Answered
<input type="radio"/> Yes	2	2.27%
<input type="radio"/> No	86	97.73%

Question #3**Multiple Choice**

Do you believe the Police Department needs to go in a different direction?		88 Answered
<input type="radio"/> Yes	0	0.00%
<input type="radio"/> No	88	100.00%

Question #4

Short Answer

What <u>different</u> characteristics, leadership and experience would you like to see in a new Police Chief?	76 Answered
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None; Chief Kozak has the best character traits and leadership abilities I have ever experienced in the military, EMS and 20 years in law enforcement. He has completely changed the department since his arrival approximately 11 yrs ago. He has earned the respect, fellowship and trust of not only police officers but the community of Cheyenne. A list of all the Police Department's accomplishments and successes would be difficult because THERE ARE SO MANY! I personally have grown as a person, a law enforcement officer and police leader because of Chief Kozak's mentoring. I would work for Chief Kozak any day...any time.

None! Not saying Chief Kozak is perfect, but he has a continuing vision for our department, is proactive in his approach to department goals and community involvement/policing, genuinely cares about his officers and civilian employees, leads by example, and takes public safety seriously. He is extremely creative with department budget, despite city cutbacks. As far as characteristics...Chief Kozak has a high level of integrity; makes it a point to recognize officers, civilian employees, and even community members for their great work; has the courage to make tough decisions when there are issues with public safety concerns in our community and has the drive to take on those concerns for the betterment of our community. Chief Kozak's experience in running a police department is second-to-none. Question #5: I cannot think of a more ridiculous, morally corrupt, not putting the community's needs first, unethical, and just plain dumb decision than not to retain Chief Kozak! What could a Mayor-Elect want more than to inherit an established police leader that knows how to run a police department, makes ethical and wise decisions, stays ahead of the law enforcement curve with innovative ideas and policies, and holds his officers accountable. Especially when other police departments in our nation are having Use of Force issues, are morally corrupt, and don't have the trust of their community. (continued in next section...)

NONE

Earning the trust and the respect of an entire department takes years, we already have that. While I don't always agree with everything he implements or decides he has earned my trust that he has the best interests of the employees at heart. Why would we want different than that.....

The characteristics possessed by Chief are the same we would like to see in a Chief.

We don't need changes- what we have is a leader who holds his people, at all levels accountable while maintaining the highest morale I've ever seen. We have a leader who is respected at the national level for focus on DRE and highway safety, he has built a model agency from the ashes left behind by the likes of Fecht, Maxwell and Schulz. I worked under their tyranny. This agency went from being a laughing stock among bigger agencies in the state to an accreditation-ready model for others to follow. We have the best equipment, the best training, the best facility, the best people, and the best leadership anywhere, hands down. We have the adoration and trust of the public. We would rather work short-handed than let a bad apple slip through the selection process. We have resources for our employees to get through tough times, we recognize positive performance through the awards.... I could go on and on about how awesome this place has become under Chief Kozak. People chose to come work here from other shit hole departments where the leadership just bows to community interest groups. Look at Laramie, look at Baltimore, look at Los Angeles, look at Baton Rouge- WE HAVE GOOD COPS FROM THOSE PLACES BECAUSE THOSE COPS WANTED TO WORK THEIR CAREER UNDER SOLID POLICE LEADERSHIP IN A COMMUNITY THAT SUPPORTED THEM!!!!!!!!!!!!!! WE DID NOT HAVE THAT UNDER FECHT. CHEYENNE FRONTIER DAYS HAS BEEN BULLYING THE CITY FOR OVER A HUNDRED YEARS. IF THEY CAN PAY FOR POST MALONE AND GARTH BROOKS, THEY CAN JUMP ON BOARD AND PAY FOR ADEQUATE PUBLIC SAFETY FOR THE EVENT THIS CITY REALLY CAN LIVE WITHOUT, (as proven by 2020). It's not fair to shut down the detective bureau and the traffic division for ten days while the drunk volunteers who think they are gods with their stupid little badges boss around the cops.

None. Kozak has all the attributes for a successful chief and leader in our community.

The chief has done an incredible job in Cheyenne! He has tackled every problem with out of the box solutions and not with excuses. I want the new Chief to follow the same policies and procedures because they work!!! We, the Cheyenne community, do not need different characteristics or leadership or experience.

Current Chief has a wide range of leadership and experience that is respected and known nationwide. It would be extremely hard to find anyone with that leadership and experience.

None

Our current Chief, by all accounts is at the cutting edge. He's brought the right training to ensure we stay ahead of/avoid negative trends out there. He's ahead on everything...CIT, bias training/procedural justice training, etc. I met a former gang member from Chicago who moved here with his kids here to turn his life

around. He told me he's never been anywhere where he felt more respected/not profiled, felt safer in interactions with LE and that CPD officers are fair. That kind of professionalism starts at the top. That's the expectation our Chief sets...caring, professional, fair, transparent, and trustworthy.

None. I'm very happy with our current Chief and upset that the new Mayor wants to get rid of him.

Good tactics, well rounded without having a "favorite" group.

No change required....hopefully there is a twin of Chief Kozak coming into the picture.

The new Chief should have an understanding of the importance of every aspect within the agency and should not focus his or her time solely on aspects he or she is comfortable with. A leader should be able to ask questions on those topics he or she doesn't understand and provide input on those he or she does. On-going training should be a priority for every member of the department.

Absolutely nothing. I don't want to see a new Chief. Unless, it is his choice to leave the dept. on his terms and we promote from within.

Nothing different

I believe Chief Kozak has been a true leader who has shown Cheyenne what law enforcement should be. Chief Kozak continuously creates bridges between the community and law enforcement. I can't imagine what a police chief could do to be "different" that would be better than what Chief Kozak is currently doing.

The department is heading in the right direction focusing on the issues facing police in America.

Chief Kozak has accomplished a lot in his tenure and has moved this department in the right direction. I feel the department is in a good place and I can't think of a different path of leadership at this time.

A breadth of experience in many aspects of LE, not focused on one specific field. A chief should have a basic working knowledge about Patrol, traffic, investigations, schools, K9 and other specialties.

none

Chief Kozak embodies all of the traits I'd want in a new Police Chief. I find it absurd that he will not be retained as he is exactly the kind of chief this community and department needs. The new chief should continue Chief Kozak's legacy of strengthening community outreach, listening to the community and employees and demonstrating servant leadership. It's hard to imagine Cheyenne could win the lottery twice and find as good a chief as Kozak again. If we did, we'd have a chief who takes the time to listen to the concerns of his officers. Finds funding for training and programs. Finds creative solutions to complex problems. Backs up his/her arguments with facts and evidence. Has a clear vision for which way the department needs to go. Recognizes the hard work and sacrifices made by his employees. Experience in many facets of police work, from patrol to investigations to public relations to supervision. Again, these are all traits that Chief Kozak fully embodies. It disheartens me to know we won't be fortunate enough to have someone to possess such a broad resume and be willing to come work in Cheyenne, especially when if he does well and is successful the mayor could be so fickle as to fire him on the whims of the Good 'Ol Boy Club.

Chief Kozak is always looking for a fresh perspective. I appreciate his willingness to constantly research and evaluate policing best practices. He has brought great leadership and patience into our department. He has established a culture of leadership that is constantly looking to build officers and supervisors to make them better at their jobs. Chief Kozak has done a great job reaching out to a diverse range of community groups in an effort to get input on policies and procedures as well as promoting the great work that our department does.

Police Kozak exemplifies what a leader should be. Chief Kozak has vision, high level of intelligence, experience, integrity, empathy, communication and accountability. He has brought this agency into the 21st Century by following 21st Century policing principles. The community involvement is exemplary: Citizen Police Academies, Police And the Community Together (PACT) Group [which brings together many different community members], community education, LEAD Program. His dedication to employees: Peer Support, Chaplains, in-house mental health, employee fitness/wellness, etc. Chief Kozak is likely one of the best Chief's in the entire country, certainly in this region. - - A new Chief should have all of those traits, but how will you repair the damage to all police employees? We are proud of all of the work we have done to be innovative and a big part of our community! Your actions basically insult all of the remaining employees. We have other great Staff officers that are a big part of how everything works. Has their work been totally misguided by a Chief that doesn't have perspective or proper direction? What an insult to those of us that have worked here for the last 15+ years who have seen our positive connection with our community. Why would you not just give it a year or two FIRST...?... to see how the agency functions and interacts with the entire community? The characteristics spoken of in this narrative are leadership traits you should try to learn because your decision to not appoint Chief Kozak may be the decision that you question the most. Sure... CPD will be fine, especially if you appoint someone within, because WE ARE IN THE RIGHT DIRECTION. WE DO HAVE A FRESH PERSPECTIVE because our Staff, our officers, all of our employees... take great pride in always trying to better ourselves! If you would have actually taken the time to interview

a dozen or so employees, you would have seen that. Now you have created a mess over he
Very happy with the current approach.

No different. I hope the new police Chief continues with where Kozak left off. As an officer who was here prior to Chief Kozak I was able to see the difference in the amount of public support for the department after Chief Kozak took over and I hope the new Chief continues to interact with our community.

None. Chief Kozak is great.

None, Chief Kozak has begun a transformation of police practice to better fit the current needs of society with a focus on PD mora with this implementation. Chief a Kozak has made the department better equipped with training and an open mind to speak up against concerns from the public with how he utilized his department.

Nothing, Chief Kozak was everything that I wanted and needed in a Chief. He brought a new perspective to Cheyenne so to say that's what is needed would be inaccurate. He is extremely personable and knowledgeable. There is not a negative word I would say about him.

I believe the new Chief of Police should carry on many of the attributes of the outgoing Chief of Police. Chief Kozak is down to earth, has a good sense of humor and understands the importance of integrity, hard work and community relations. Chief Kozak believed in the goals set forth every year for the Department, and he made a concerted effort to improve the work environment for officers, while also focusing on improving public safety for Cheyenne's citizens. In my opinion, the only "new direction" Mayor-elect Collins is seeking is a pliable Police Chief who does not stand up to private interest groups and individuals (who are high ranking members in said private interest group) who financed his election bid. Pat Collins doesn't not want a Chief who puts the department first, he wants someone who covets the title of a leader, while not truly fulfilling the obligations of a leadership position.

Someone who continues to do what is best for the community and department. Someone who is happy to see you in the hallway and doesn't ignore you. A Chief should acknowledge the people who work at his department. Many of times I don't feel as if this has been the case with Chief Kozak.

The ability to say "NO" , not just to line employees but also to the Mayor and staff members. When someone comes up with a "good idea." these ideas should be vetted by PATROL prior to implementation. In the past the vast majority of these ' good ideas" have not helped or made patrols job quicker, easier, enjoyable or even fulfilling.

Nothing can be done. Can't fix something that is not broken. another mayor other than Collins would be wonderful.

Chief Kozak is leading this department in the direction of making CPD one of the most respected police departments in the nation. The list of things Chief Kozak has done for this department both for civilian and sworn is nothing short but absolutely terrific. The community relation and trust Chief Kozak has developed for this department is second to none. There is no better Chief and no better leader then Chief Kozak.

I don't know

A willingness to continue to enable CPD officers to enforce the laws and continue proactive police work. I would like to see a Chief that does not pander to political pressure when enacting knee jerk policies and procedures so that we appease certain groups (BLM) that have little bearing on policing in WY and at CPD. COVID-19 has already stripped us of enough of our options on how to effectively and fairly do our job, we don't need a leader that strips more of our tools away.

None

The characteristics of our current Chief is what this agency, and the city of Cheyenne, need!

I don't want a new Police Chief, I want Chief Kozak to remain in the position of Police Chief.

N/A

They would need to keep up with the transparency that currently exists (Staff meeting notes etc) with employees but also with the community. The community outreach programs need to continue. There is nothing DIFFERENT this agency needs.

I do not believe different characteristics, leadership styles, and/or experience are necessary. The current Police Chief goes above and beyond to inspire leadership from a top-down approach. His character demonstrates integrity and dedication to the Cheyenne community along with 30+ years of experience.

How about the same characteristics as our current Chief. Such as, lead by example, experience in the industry, a cops cop who has transparency for decisions made, puts rank and file first and a proven tract record for making a police department a decent place to work.

Cheif Kozak displayed and instilled leadership, integrity and moral within our department. I hope the new leadership will continue this effort.

I like the way it is under Chief Kozak's leadership.

There are several areas that a new Chief could improve on that Chief Kozak lacks in, but I do not feel this survey is the place to air out these concerns. Perhaps another anonymous survey should be conducted at a later time? I do not feel that whatever issues I have with Chief Kozak outweigh the needs of the CPD, nor warrant the need for him to be replaced. The positives far outweigh the negatives.

Nothing different to add.

Chief Kozak is a forward looking, forward thinking administrator. The city would be hard pressed to find a more qualified applicant, and frankly I doubt there are many agencies nationwide that have as good a chief. I believe Chief Kozak is always seeking ways to improve our department and keep moral high.

I do not know Chief Kozak personally, nor have I worked very closely with him yet. I am a new officer starting FTO. I applied to the Cheyenne Police Department because of their relationship with the community and how satisfied most officers seemed with their career. I could see that Chief Kozak had the department moving in a good direction. I can not think of any different characteristic I would like to see if a new chief were to be appointed. If a new chief were to be appointed, I would hope he or she would have the same characteristics I can see in Chief Kozak. I know Chief Kozak is hard working, cares for the officers and community he serves, passionate about serving the community, and acting in the best interest of the department.

n/a

I don't know. There is nothing wrong with Chief Kozak so I don't know what else would be needed. We don't need a new Chief.

The new chief should have the same characteristics, leadership, and experience.

We don't need a new police chief.

Nothing different, I believe Chief Kozak or someone like Chief Kozak is what we need at this agency.

None

None

Is it the chief who has brought upon the department the following? If so, then maybe these things could change.... As I speak with officers I hear these things brought up time and time again: - department staff has created so much policy to shield themselves from liability and screw officers. Where is the policy on how to tie our shoes? - do the sergeants have the authority to lead squads? It seems sergeants are not acting like sergeants by allowing issues to occur within squads and simple things like swearing are addressed to the entire department when individuals could be held accountable. - being productive is for the ignorant because we place our jobs on the line when we do anything but take reports - The standard has changed from, "was force reasonable" to "did the officer have any other way to handle the situation without using force." Staff has told officers, "Do not use force." - I know we do not have a large selection pool of officers, but do we have a good reason to be hiring liabilities who nobody wants to FTO. Good FTO's have left and now we have guys who almost failed out of FTO teaching the new guys. - Be careful you follow all the rules, otherwise your take home will be taken away and given to a different officer. When you see other officers being treated like a child squads lose all motivation to continue being proactive.

None.

The same characteristics as the current Chief (awesome) but with support of City Counsel to address current issues and needs.

None, I think we have a wonderful Chief who is progressive, forward-thinking, and an amazing influence in our city.

N/A, retain Chief Kozak

None

I believe the police department is and has been going in the correct direction. The way I can tell this is by speaking with the community members and organizations and hearing the support they give to the police department and how grateful they are to all the support they have received by the Chief.

none

I do not support trying to become Calea accredited or trying to meet other national standards if they do not have an actual benefit other than bragging rights.

I have worked for 11 different Chiefs in my career and Chief Kozak is the best example of what I think a leader should be. He clearly cared about the men and women who work for CPD and the community at the same time. There will be no "Replacing" Chief Kozak.

Does not cater to the mayor.

Question #5

Short Answer

Do you have any additional comments regarding Mayor-Elect Collins' decision to not reappoint Chief Kozak?	82 Answered
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This is a HUGE mistake! This will hurt the department and most of all, the Cheyenne community. The Cheyenne Police Department is a "well-oiled machine" that does not need repair, a "new direction or a fresh perspective." This action is clearly driven by CFD politics and the "good ole boy" system. Do the math....who contributed the most \$\$\$\$ to Mr. Collins' campaign? Why would the CFD CEO, the CFD attorney (and his wife) give so much money to a mayoral candidate if there wasn't an agenda? Clearly Mr. Collins was bought and paid for....at the cost of public safety, common sense and dignity. Did you ask Cheyenne Citizens about their confidence in the Police Department under Chief Kozak's direction? Did you mention this decision to anybody before election day? Did you meet with the Police Department's leadership team, officers and/or civilian employees before you made this decision? The answer to these questions is NO! Shame on you Mayoral Elect Collins.....I have zero respect for you and will not trust you for the next 4 years....

... Other agencies would kill to have a Chief like Kozak, and we're just going to let him go!?! I would like to know what organizations within our community, other than Cheyenne Frontier Days, has an issue with Chief Kozak's leadership? Are we going to let the opinions of the minority (probably the groups that whine about not getting their way and don't want to be held accountable) of community groups make the decisions for the vast majority of community groups, and the citizens of Cheyenne?!? Are we seriously going to let Cheyenne Frontier Days committee members influence city leaders based on their own greed and pride, just so they don't have to be held accountable like every other private business is in regards to public safety at large scale events?!? Does it not say something that Mayor-Elect Collins never mentioned once his ideas or thoughts on replacing the two heads of public safety in Cheyenne? Mayor-Elect Collins was quoted as saying the department needs to go in a "different direction", however, what direction would that be?!? The Cheyenne Police Department is already going in the right direction, so any deviance of course...wouldn't you say would be the wrong direction?!? The ONLY group that benefits from removing Chief Kozak from the Cheyenne Police Department is Cheyenne Frontier Days. Period. The citizens of Cheyenne, the officers of the Cheyenne Police Department, and yes...even Mayor-Elect Collins will suffer due to the loss of Chief Kozak! The only option for Mayor-Elect Collins is to appoint a police chief that will fall in behind Collins' political agenda, and put the wants and desires of Cheyenne Frontier Days ahead of every Cheyenne citizen, at the same time taking money out of the taxpayer's pocket and the city budget for something that should be the obligation of Cheyenne Frontier Days! This dumb decision is the daddy of em' all!

A poor decision on Collins' part. As one of Collins' first moves as the new mayor, the next four years are not looking well for good choices from him. When an employee makes the City look good from a National level, you don't get rid of him for shady political motivations (If it wasn't shady politics, the optics certainly make it look that way) It's like cutting your nose off to spite your face.

From my knowledge he didn't speak to a single other staff member, he did not walk these halls to see that for the most part this is a well oiled machine, he is back tracking that CFD had anything to do with the decision to remove the Chief and all of this before he even takes office. Respect is not given with a title of Mayor, Respect is given with sound decisions being made.

Though it is his right to appoint a different chief of police, Mayor-Elect Pat has made an incredibly poor decision not reappointing Chief Kozak. Further, Mayor-Elect Pat continues to demonstrate poor leadership, character, ethics, integrity and moral character by remaining silent about his decision. He has not made any attempt (that I am aware of) to learn about the police department, its programs or employees to help him make an educated decision on his reappointment of Chief Kozak. This lack of leadership, integrity and ethics, as well as potential influence by Cheyenne Frontier Days in his decisions now and into the future will surely have negative consequences not only on the CPD staff, but also the community.

To bow down and kiss the collective butts of CFD and fire a perfectly good police chief is beyond disgraceful. During his meeting with PPA membership, Collins kept saying about how we need to "just sit down" and have a conversation with CFD about who should pay for what. My guess is if PPA didn't ask him that question, he would have just gone back to business as usual. Collins represents the ignorant of this community when it comes to public safety. "it'll never happen here, and if it does, the cops will figure it out." I'm reminded of an old comment from one of my favorite risk managers, Gordon Graham- "predicable is preventable." Many members of our agency can't get to training we need to do our jobs effectively. And to say the city should just eat the bill so CFD volunteers can get free beer? Are you kidding me? Weird how CFD knew they should be acknowledging the PD efforts and for a few years gave a belt buckle to some randomly chosen officer. But when Mayor Orr and Chief Kozak brought up the fact they pay nothing for cops, the belt buckles stopped flowing. Weird, huh?

Chief Kozak has proven time and again that he is a true leader. He is extremely well-informed in all aspects of law enforcement and always has our community's best interests in mind. He is constantly planning and researching ways our department can better serve the residents of Cheyenne while making the officer's job safer and more efficient. His focus isn't just on today; he has a long-range vision for the department. He relies on data-driven decision-making, not just knee-jerk reactions to that day's crisis. The State of the Department Report documents his accomplishments and what he had planned for the future. We have been headed in the right direction with the right perspective ever since he came to Cheyenne. I have never worked with a more professional, more knowledgeable, more dedicated individual than Chief Kozak.

I think this decision is confusing for anyone who has worked for Chief Kozak. This agency has been moving in a very positive direction for years, has high employee moral, and a great relationship with the community. It's hard to understand what direction the new mayor is wanting to go in.

I think the Mayor-Elect is trying to cater to one community group. He is starting his term as Mayor as Tommy Hirsig's bitch.

Mayor-Elect Collins made a total arbitrary decision to terminate the current Chief without speaking with the rank and file officers and civilians of the department on past, present and future programs that would help them be more community minded in their jobs. Mayor-Elect Collins has not been involved for several years with department transitions and new programs that are needed to keep Cheyenne in the forefront of state of the art policing and community support. He is only reacting to "sour-grapes" mentality from an organization that does not care about the community only as it benefits their bottom line. His reluctance to openly state who or what organizations are asking for "a new direction" only shows he is afraid to show he has no basis to remove Chief Kozak.

Chief Kozak is the best Chief this department has had. His decision not to reappoint Chief Kozak is totally political.

I know the Chief serves at the pleasure of the mayor, but I believe this decision was ill-informed and shaped by politics. It is my belief that the negative actions toward our Chief are based on his stand-off with CFD corporate. The Chief stood up for the taxpayers. Taxpayers should not be paying for a private entity's security needs. CFD is not meeting required modern standards for event security and its a matter of time before something happens. This community is not beholden to CFD. Sales tax figures were off by less than 2% this year...that means all the money made at the park stays at the park. For bringing all this to light and doing his job trying to keep the people safe, he has paid the price. The community writ large supports our Chief and our Department. It's pretty clear its a political hit job. If the mayor-elect thinks the Department is NOT going in the right direction, then he had better tell this department and our community what we did wrong and what we could have done better. I and many other community members don't believe for a minute it's about our direction. It's about who contributed to the campaign. They bought and paid for the Chief's removal. Depending on how things go, I don't know that I can/will remain with the City under leadership that can be so obviously bought.

I think it's a terrible decision that will be unpopular with the city and has already affected moral at the police department.

It's bullshit. He didn't even take the time to speak with officers or citizens or city council on the matter. He just wants a yes man to further his own bank roll. I hate to say it but he is going to be in for a rude awakening when he realizes Frontier Days as we know it is over.

It is kind of sad for the chief and for how we are going to be working Frontier Days from now on.

This decision on Mayor Elect Collins behalf was made without any conversations (that we know of) with CPD employees input. This decision is a morale breaker for the CPD moving in a "new direction" when the appearance has been we have been doing things the right way for a long period of time. Mayor Elect has shown his lack of forethought when it comes to treating his employees with any respect for the job we have done through some very tough times. By outward appearances Mayor Elect Collins has jumped on one too many bikes without a seat causing permanent damage to where his brain is located. Personally looking forward to bowing down to CFD and the good ol' boys. Perhaps moving forward in a "new direction" CPD can end our days of security at CFD and only patrol up to 8th Ave and let them take care of themselves inside there glass house. I'm sure the Redshirts will be able to maintain Utopia amongst the guest. I can't wait until Pat Crank becomes the next City Attorney and then the perfect CCC Menage a trois will have played out before our eyes with CFD/Collins/Crank. Any further comments I have would probably fall under heavy censorship so best left unsaid.....oh well, only four short years to watch a decade of work being flushed down the toilet. Good luck to Mayor Elect Collins and his "New Direction".....I can't wait to see what changes to our Motto will be or perhaps we will just have the CFD logo on our cars*****Yea haw boys!! Let R Buck!!

I respect the election process and the people of Cheyenne have elected Mr. Collins as Mayor and with those results grant him the right to chose how he manages the City of Cheyenne. I do not approve of his decision to not re-appoint Chief Kozak as police chief. Chief Kozak has done a good job in bridging gaps that

other cities have had with members of their communities. I will not brag about all of the things Chief Kozak has done as his work speaks for itself. Thank you Chief Kozak for your commitment to the agency and the city.

It's hard to believe that this was not a personal attack on the police dept. and on the Chief for standing up to CFD in 2019. The impression is the Mayor Elect is in bed with CFD and does not have the city's best interest or public safety as his #1 priority. This is 100% the good ol' boys club. Pat Collins posted to his candidacy Facebook page, " Unfortunately, the bad apples that plague their ranks cause distrust and extreme frustration and anger..." This makes me feel like he believes the Chief is a "bad apple" because he didn't bow down to CFD. Collins continues to say, "I will invest the resources necessary to ensure our policemen are acting in a manner we all expect and deserve. If there are bad apples in their ranks, I will help Cheyenne to rid of any bad apples so that Cheyenne never has a tragedy like that which occurred in Minneapolis." Chief Kozak and the rest of our leadership always seem to be several steps ahead of what's going on. They make proactive decisions and not reactive ones. He tried to get CFD to be proactive when it came to safety to avoid a tragedy like Vegas, but they refused. My opinion, is this was always Collins' agenda and he probably already has someone from his good ol' boys club picked out and he is going to turn CPD into policing with unicorns and rainbows. In addition to making CPD bend over every time Cheyenne Frontier Days or any other group that Pat Collins is in their pocket says to. Public Safety is not a concern for Pat Collins. He is 100% how can he benefit himself or those give him special benefits.

Chief Kozak has done amazing things for the city of Cheyenne. He has been the best of all Chiefs I have worked for. Chief Kozak has stayed ahead of the curve and kept Cheyenne PD in compliance in many areas of Law Enforcement. Anyone other than Chief Kozak will be a liability to the new Mayor.

Since hearing about this news I have not heard from a single officer who is not upset about Patrick Collins' decision. I have spoken to Cheyenne residents who are also upset about this issue. Chief Kozak has always surprised me on how great of a leader he can be. Chief Kozak not only cares about the community but he cares about his employees as well. I have personally seen Chief Kozak deal with patrol level incidents. This is only one example of Chief Kozak being a leader who leads from the front. If Kozak is replaced I believe the police departments moral will decrease significantly. Law enforcement in 2020 is hard enough but working under a Chief as good as Kozak has made it easier. I believe Cheyenne will become an overall worse place if Chief Kozak is replaced. My hope right now is that Patrick Collins will listen to the overwhelming majority of Cheyenne who are in favor of keeping Chief Kozak. Patrick Collins should be a representation of Cheyenne, not Cheyenne Frontier Days.

I don't believe a chief's appointment should be based solely on a political decision.

I am a Senior Patrol Officer with the department and have worked under several Police Chiefs in my career. It is my opinion that Chief Kozak has been the best chief I have worked under. I believe he has done a great job in being fair and transparent with the department's employees. I believe he has done a good job with sharing information with the community and has made great strides in getting in front of issues. I respect Chief Kozak and appreciate everything he has done for me as an individual and this community. He should have solicited input from the employees, or at a bare minimum let us know his plans to bow to special interests before shitting on the employees of the city's largest department.

This decision is the sign of a very weak leader, and it is apparent to everyone in my circle of friends/family /co-workers/ and individuals whom I've had the ability to converse with. Very poor choice PAT, I hope this is not the end of Chief Kozak.

I am disappointed that the Mayor-elect chose not to reappoint Chief Kozak, but not surprised as his responses during the "meet the candidate" interview were not encouraging in regards to law enforcement or the police department in general. Based on the lack of reasoning, justification, and inability to articulate what direction Mayor-Elect Collins would like to go, this decision seems solely political and self-serving in nature with complete disregard for the city and the PD as a whole.

I find it absolutely ridiculous that Mayor-Elect Collins would not reappoint Chief Kozak. Under Chief Kozak the CPD has grown tremendously and is an example to the rest of the state/region on how to do policing the right way. If Pat Collins wants to take us in a new direction, what direction is that? Into the ground? I don't know how he can salvage the trust of the department, but I can emphatically say that the way this was done feels like a betrayal. I understand a chief serves at the whim of the mayor. But the way in which this was done, without any communication with the employees who it affects has me very worried for the next four years. We need someone who is driven to speak truth to power and has the integrity to make sure the citizens of Cheyenne are safe and that the officers are safe as well, without fearing for their jobs. Try to find any other law enforcement agency in the state that offers as many services to the community, responds to the needs of the community and is as forward thinking as the CPD. This was done through Chief Kozak's leadership. You won't see Danny Glick out making traffic stops, making DUI arrests or doing drug evaluations on suspects. Pat Collins is more than throwing out the baby with the bathwater on this terrible decision. He's throwing out what this agency has built up over the past decade and has done so

without any communication with the people it affects. Growing up I never saw myself becoming an officer. I had the good fortune to see what community policing looks like though through a ride-along. I saw officers who cared about the people they interacted with and tried to find good solutions for the situations they were in. To my surprise these solutions weren't jail and tickets, but rather talking to people, understanding their problems and working to a resolution. I wanted to be part of that- to help. This is the type of officer Chief Kozak has built up at this agency. And the type we'll now lose.

I am quite frankly insulted that the mayor-elect would look to replace the head of a department without taking into account the members of that department. He certainly listened to the firemen and got their input before making a decision on their chief, of course they gave him a lot of campaign money. It shows poor leadership to not evaluate the actual job an administrator has been doing before deciding not to re-appoint one. The move to not re-appoint the police chief or at the very least not seek input and a discussion with the officers of the department shows the great police officers of this department that they do not have the support of the new mayor. I am very worried that it will lead to a diminishing of morale and the eventual loss of personnel. The department will be less equipped to deliver the services to the citizens of Cheyenne they have learned to expect because of Pat Collins.

It is the wrong decision. I anticipate it will be your worst decision as a 1 term Mayor, but time will tell. Sure hope you promote from within. If we get some "wind-bag" that likes to hear himself talk and brag about all of his experience as a "Chief" from some other agency, then I anticipate that CPD will see a large number of vacancies at all levels within the organization. I would anticipate you will lose both Captains, 2 Lieutenants... so good luck trying to fill that leadership void (which then opens up 4 Sergeant positions). How will you get enough officers to replace all of those positions (4 new officers). I would also anticipate recruiting becoming even more difficult. OUR BEST RECRUITERS ARE THE OFFICERS WHO WORK ON THE STREET! Since you have alienated most officers and detectives, I feel bad for the agency. Furthermore, to do this in the middle of a pandemic is absolutely irresponsible and reprehensible. I honestly think this decision was not well thought out. I believe public safety in our community will certainly take a hit and I worry about my kids, my wife, my family members. Maybe try to research what the potential impacts of your decisions might be so that you can ultimately make the best decision for everyone... that is what a leader does. And occasionally it angers a few in the minority, but that is what a real leader does.

Do not believe the failure to re-appoint has anything to do with a new direction. Believe it is solely based upon Chief Kozak's not giving everything to the Cheyenne Frontier Days committee the feel they are entitled to despite the underhanded manner in which the taxpayer is supporting the event. Prefer to see Cheyenne Frontier Days cancelled than abuse the people and the taxpayers as they do.

I believe it is incredibly short sided to remove the Chief of Police without cause or reason. The highest liability in any municipality is the police department and to remove strong leadership which has a track record of success is indicative of personal bias or hidden agendas. If there was an outstanding problem with his leadership or failure on the department it would make more sense. However, if we look at the data available the department has improved in almost every parameter measurable across the board. When our department is compared to any agency within Wyoming we are by far the most progressive. The use of force review board is an excellent example of our ability to facilitate community policing and collaborate with citizens .

Typically, political transparency is a good thing. Not in this case. It's very obvious that this decision was made solely on the input of CFD. It's very unfortunate that a person who holds an office as important as Mayor, succumbs to the demands of one group for personal gain and/or career advancement. I'll now have to question the decision making and the integrity of Mr. Collins throughout his entire term. It's disappointing, discomfoting and frustrating.

Mayor-elect Collins needs to reconsider his decision about not retaining Chief Kozak. Chief Kozak is an amazing leader and has the respect of the officers that work for him. We currently have a community that supports that police department. Potentially ruining that relationship with the community could have tragic results for Cheyenne and the police department.

I believe this was a hasty decision. It doesn't appear Collins has taken into account how this will affect the department and the ripple effect it will cause. His first mission should have been to educate himself on current Pd practice and I feel he has allowed too much outside influence in his decision. This "new direction" seems more political then an actually decision for public safety or how the CPD represents themselves to the public. I feel under Chief Kozaks leadership the morale is at an all time high, we have a strong bond with our community and the door is always open to new insights and PR practice. To conclude his decision was not based on Chiefs Kozaks performance but more so his defense of his officers and the city in regards to public safety during CFD.

The direction this department is going in is fine...i can not think of anything justifying removing Chief Kozak.

I would like clarification on what new direction the department needs to go to.

This was a pointless and irrational decision. Collins has already proven in a short amount of time he makes tactless decisions that hold no bearing or meaning. He does things to benefit his donators and it is extremely worrisome that this was his first move. He openly lied about not having any reprieve towards Chief Kozak and has lost the trust of many, including those who voted for him. To shake up our community in a manner so irresponsible will become Collins' downfall.

This decision was short sighted and ill-informed. Based on many statements in the realm of social media, this was not a popular, or wanted decision, on the part of the Cheyenne community. This is very obviously not what was wanted or expected by officers of the Cheyenne Police Department. I'm not sure Pat Collins has the wherewithal or sense of humility to admit he made a poor decision while in a self-inflicted, compromised position. If he wanted to do the right thing as Mayor-elect, he would change tack and re-appoint Chief Kozak. If that is not an option he is willing to consider, then he needs to hire from within the department so there is at least some form of consistency regarding the progress, commitment and ideals of the Cheyenne Police Department.

Seems like Mayor-Elect Collins is going to do what is best for his "Buddies" and will not care about what is best for the department or city. Because if the department starts to fall apart it is going to show to the community who we have a great relationship with now.

We all should have known this was coming. The chief took on the CFD syndicate and lost. This corrupt organization was able to grease the Wyoming legislature to get a law passed that benefited only them. Collins is part of this system and anyone who has worked here longer than 10 years should know that. Our next Chief, interim or permanent will be a "yes" man for Collins. The best we can hope for is that we (the department) only have to return to donating our detective division's time to CFD. I hope Collins got something good from CFD, like rodeo or night show tickets. Our new mission statement should be " Serving CFD so they don't have to pay."

Well it's good to know that Collins puts public safety, transparency and a well run police department below the good ol boy system of Cheyenne Frontier Days. I have spoke with numerous business owners around downtown that was appalled at Collins decision and stated they would not have voted for him and will not again. I never asked anyone, this was brought up to me by these residents. I sure Collins will come up with some excuse but it won't fool anyone.

It's a terrible decision to not re-appoint. Chief Kozak has done more for this department than any other chief in CPD's history. The majority of officers are ok with Kozak and the decisions he's made. Mayor-Elect Collins was asked point blank what his plans were for the department when he spoke at the question-answer put on by the PPA. Collins said then that he had no plans to make any major changes at the CPD. What changed? Nothing like having a two-faced hack as your mayor-elect. He's not off to a good start and I think the CPD and the people of Cheyenne deserve better.

The decision to not reappoint Chief Kozak is an absolute disgrace. Mayor Elect Collins will not find a better person, leader or Chief of Police. This departments morale has never been higher then it is now. The programs developed with Chief's oversight making the Cheyenne Police Department at the top of this nations police departments. This department does not need a fresh perspective and certainly does NOT need a new direction. The vision Chief Kozak has for this department and this community is what is making its rank and file so great. I find it to be a very poor and informative decision to not allow Chief Kozak to continue being the leader of this department. We don't need a new direction, the direction this department is going is offering the best police service to this community. There is a reason he is the longest standing Chief CPD has ever had. When things are going great, you DON'T make drastic changes like this.

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I voted for Pat Collins based on a Facebook post of his stating his support for the PD and policing in general. Effective leaders assess new positions and situations and do not immediately change things that are not a problem. CPD is not a problem, but a force for good in the community. This change he has enacted before even officially taking office is a SEVERE breach of trust and pins Collins as a typical politician that cares more for his own interests than for the actual community. The speed at which he enacted these changes only leads me to believe he had ulterior motives, not just "to better the community".

What is there to say about someone that makes decisions prior to doing any research, talking to any employees, or even actually starting the job? At best it's pure ignorance and at worst it's a personal vendetta that puts the citizens of Cheyenne last and personal interests first.

I believe that this decision is absolutely horrible for the Cheyenne Police Department and our city. Chief Kozak has taken our department in the direction that other departments in our country need to go!

Tom Hirsig is a whining ass, and Pat Collins has been bought and paid for by the CFD committee. "Mayor-elect" Collins' decision to replace Chief Kozak is absolutely the WORST decision he could make, BEFORE he's even been sworn in as mayor. He didn't do SHIT while he was on the city council, and he won't do enough to help Cheyenne progress in the right direction. If anything, things will get worse, both with the Cheyenne

Police Dept, as well as the city of Cheyenne. Pat Collins is an idiot that is just a puppet for the Cheyenne Frontier Days Committee and Tom Hirsig.

This clearly a self-serving political move on Mayor-Elect Collins' part. Once again, the City of Cheyenne has elected a political figure that cares more about their own interests than the constituents being served.

I believe Mayor-Elect Collins has made a terrible decision based on the opinions of a small private group. Chief Kozak is not only supported by all his officers at this department, but also the citizens of this city. I have had numerous citizens contact me and advise me they would not have voted for Mayor-Elect Collins if they had been made aware of his decision to remove Chief Kozak. I spent 20+ years in the military under numerous commanders and supervision and I have never had a commander care about his people and back them the way Chief Kozak has. In closing I believe this would be the worst decision for this department and city to remove Chief Kozak of his appointment.

I hope that this was carefully thought over before disturbing leadership that is well received by CPD officers.

This is a horrible decision. Going any direction other than the forward trajectory this department has been on for the last 10 years would just be going the wrong direction. I have zero respect for Mayor-Elect Collins for making this decision without talking with any employees before the decision was made, or even after. It's been a week. The public and employees have been screaming for an explanation...crickets from Collins. This agency needs a strong leader, and we already have one.

I strongly disagree with Mayor-Elect Collins' decision to not reappoint Chief Kozak.

I would like to know specific reasons why Mayor-Elect Collins thinks and feels the department needs to go in different directions, what are the new directions he wants the department to go and why he thinks those directions cannot be accomplished under the leadership of Chief Kozak?

This was a very disappointing and irresponsible decision made by Mayor-Elect Collins'. It is clear he did not care to consider the sworn and civilian employees of the department, nor the citizens, before making his decision. Thank you Chief Kozak for a job well done! You will be greatly missed by the department and our community.

Yes, it's a foolish decision on the Mayor's part.

Although Chief Kozak is not perfect, he has done an overall tremendous job, especially on the external side of things with in this God forsaken town. If Chief Kozak is somehow retained, he should solicit feedback in regards to what he can do better, as well as certain perceptions and opinions that officers have in certain areas. Mayor-elect Collins just proves that the good 'ol boy system in Cheyenne is alive and well, and he appears to be caving into special interest groups before even taking office. It looks very bad to CPD officers as well as the public. There is very little, if anything at all, that new Chief will bring to this Department as it is in a very good place as it is. I believe morale is at an overall acceptable level, and making a change at Chief puts that in jeopardy. Officers do not need to feel that their Chief is a pawn of the mayor.

It is very suspicious that Collins is not responding to the questions posed, such as defining "fresh perspective" and "different direction". Collins unwillingness to openly and HONESTLY address the issues speaks to itself.

Mayor-elect Collins' decision has to be one of, if not the worst decision I have ever seen a local politician make. Chief Kozak has developed our department into the finest department in the state, and I would argue the finest in the region. It's not by accident this happened. Chief Kozak is smart and is always aware of what is best for the department and the community. It is my opinion that Frontier Days made the decision for Mayor-elect Collins and I challenge him to show me where Chief Kozak is lacking as a leader and administrator of this department. Submitted by Jared Keslar

Mayor-Elect Collins is making a wrong decision and strongly needs to reconsider. Chief Kozak has worked hard to establish a professional department which I believe holds a high level of respect in the community. Mayor-Elect Collins needs to open his eyes and realize that Cheyenne Frontier Days does not provide safety to the community, but causes issues while the concerts, rodeo, and other festivities are in Cheyenne during that time. If Mayor-Elect Collins does not believe so, maybe he should have taken the time to step in our shoes and take a few ride a longs, rather than partaking in the festivities. It brings into question of what type of compensation Mayor-Elect Collins is receiving from the CFD board members to terminate Chief Kozak as the community knows their has been tension between Chief Kozak and the CFD board members on what CFD feels they should be privy to. Mayor-Elect Collins is looking for more of a "Yes sir", rather than a Chief who will stand his ground for what he knows through extensive research for the national standard on community safety. Has Mayor-Elect Collins not watched the news and realized what is occurring around the nation? When was the last time the Cheyenne Police Department was in the news for the law enforcement issues? Mayor-Elect Collins talks about wanting to take the Cheyenne Police Department in a new direction, what direction could that be? Has Mayor-Elect Collins even conducted his research, probably not and if so please prove us wrong as you made the decision so you should already have your research

completed. I would really like some clarity on the direction the Cheyenne Police Department needs to go from the Mayor-Elect. Maybe its so CFD does not have to assist in paying for law enforcement security, issues with personal businesses, or maybe it is just a personal issue the Mayor-Elect has with the Chief. Mayor-Elect Collins needs to think of the community and safety of the community with the decisions he is makin

I do not have any additional comments regarding Mayor-Elect Collins' decision not to re-appoint Chief Kozak.

Mayor Elect Collins decision to not reappoint Chief Kozak is clearly based on the opinion of a few city council members who got their feelings hurt over CFD funding. If Mayor Elect Collins feels this is a sole reason to not reappoint the Chief, who has done more for the Police Dept and the citizens of Cheyenne then any other Chief to date, I fear for the future of this organization and my community. If Mayor Elect Collins continues on this path of letting our Chief go he has chosen to compromise the safety of all and to bankrupt the city just so his "friends" on city council can send a message not to defy CFD – is this really the Mayor you want to be? Mayor Elect Collins, you have the chance to change a bad decision and show the citizens of Cheyenne that you work for them and not CFD – Make it right – bring our Chief back!

The new mayor-elect should take the time to get to know his employees and their jobs before making any changes. Specially before even taking the office. The mayor-elect should know he works for all city residence and not just local businesses who think they own the city. If CFD wants better relationship with the police and fire departments then maybe change needs to happen on their side not ours. Chief Kozak has looked out for this department and the city for the past 11 years and has made working for the department a pleasant one. I have been and continue to be happy to work for Chief Kozak. I also default to the old saying of, if it's not broke don't fix it.

The chief is being removed because the department "needs" to go in a "different direction." The department is currently going in the right direction and is leading the way in Wyoming on 21st Century Policing initiatives. The chief is also being removed because the department needs a "fresh perspective", even though the Chief is a member of national level law enforcement groups and is always looking for new law enforcement techniques and best practices. If the department is already heading in a good, ethical, and effective direction, what needs to be changed? A different direction would make the department less effective in any type of proactive crime prevention and could lead to unethical policies and procedures. The Mayor-Elect's intent may be to change policing in Cheyenne from crime prevention to something that is reactionary in nature, as seen in some major cities across the nation. However, the Mayor-Elect has announced there will be change but has not provided any strategic guidance on what that change looks like. There has been nothing provided to explain the intent of the change nor what the purpose or end state of the change would be, which is essential information that any competent leader would communicate to their organization.

Its a failure of leadership on his part to remove the police chief, when the chief has done so much for the community and the police dept, especially in these turbulent times.

I'm very frustrated with his decision to not reappoint Chief Kozak. Chief Kozak has done so much for this community which I have not seen with other agencies or communities. Chief Kozak is very proactive with the community and puts on many classes for community members to go to. When George Floyd died in Minneapolis, Chief Kozak went to the black community churches and told them about our use of force policy and showed videos of what we do and why we do it. Chief Kozak is a great leader and the best chief I have worked for. Mayor-Elect Collins made a huge mistake by not reappointing Chief Kozak. The police department is outraged by the incident and the community is as well. This is going to ruin Mayor-Elect Collins future and the community will not trust him or re-elect him.

Collins is an idiot

Chief Kozak has the support of the community and should not be replaced. The whole community backed him and the department with a tax increase in order to build a new building, that kind of support is rare and should not be tossed away. He has done, and would continue to do, great things with this department and the community we serve if he stayed.

Before you make a comment about changing direction for an organization you should talk with those involved. That was a very controversial statement to make during this time in law enforcement history. I think the Chief has moved this department decades ahead from where it was when I started. He has moved this department decades ahead of most agencies in the country and certainly in Wyoming. To go in a different direction would significantly impact the City of Cheyenne.

His decision was not based on true-leadership. A leader who comes into any organization gets a feel of how it operates, the personnel, the policies, and the views strategic plans of the future of the organization. In this circumstance, this is a process that should involve the Mayor-Elect and the chief, and from there, establish a list of what is working and what are recommended changes in procedures, then find avenues to address the concerns. This in-depth process that should happen did not happen, instead, it was a knee-jerk

reaction to bow down to CFD. When the Chief came in back in 2010, he didn't come in and just up-end his staff, the team worked together to make a smooth transition and begin forward progress under new leadership. This decision is not about Mayor-elect Collins, this is a decision that impacts stakeholders throughout Cheyenne, including CPD personnel.

Don't try and fix something that is not broke.

Mayor-Elect Collins has not interviewed the people that will be working for him. He needs that perspective. He may change the leadership but, in doing so, he may not have enough employees that will want to follow the prescribed "new direction", and may move away from Law Enforcement. Chief Kozak is an excellent fit for the requirements of Cheyenne Police Chief.

I find it amazing that a newly elected person can make that decision without firsthand knowledge of the inner workings. I feel Collins is hated before even stepping inside the office and will not get the support from the community or city workers. Chief Kozak is well liked for being honest, fair, experienced, and understanding to needs and wants from the community and staff. Chief Kozak is an excellent Chief and he will not be tarnished by Collins decision. I hope Collins did not make his decision on his personal views like the rumors state,

I think he has shown how unintelligent and uneducated he is. He made a decision based on politics. If he truly wants to make this decision, he should (at least) come in and see what our police department is about and/or join one of us for a ride along (I will even volunteer). The media and the internet will only get a person so far.

No

Ill considered.

Mayor-Elect Collins has damaged his relationship with the Public Safety members of the community and is alienating the community members and organizations by firing the Chief without cause or explaining why he did. We all know he is close to Cheyenne Frontier Days and that Chief Kozak was making CFD pay for police support, just like any other private event, and CFD and Collins fired Chief Kozak. If you do not believe this, watch CFD this year, It will go back to the citizens of Cheyenne footing the bill to pay the cops to be up there. Mayor-Elect Collins enjoy your 4 years as Mayor because you will not have a second term. This was a bush league move to de-stabilize the Police Department during a time of high stress and low moral due to COvid restrictions on us doing our jobs. Good job dumb ass.

I can not say enough good things about Chief Kozak. Under former administration before Chief Kozak, the Cheyenne Police Department had no direction and the relationship between CPD and the community was strained. Chief Kozak changed all of that. He gave the department a direction, and built a positive relationship between the community and the Cheyenne Police Department. Chief Kozak also drastically improved the morale among police officers, promoting a climate of fairness and accountability. I remember what it was like before Chief Kozak, and the atmosphere in the police department was awful...I remember coming to work with a pit in my stomach due to harassment and bullying by superiors at that time. Chief Kozak changed all of that...he weeded out the leadership that was creating that hostile environment. Without Chief Kozak, the Cheyenne Public Safety Building would not have happened. Chief Kozak stands up for what is right and has been instrumental in improving the Cheyenne Police Department budget, training, and equality within the police department. I was shocked when I found out that Mayor-Elect Collins did not want to reappoint Chief Kozak. Chief Kozak has been one step ahead of the national climate and shift in law enforcement, implementing policies and training to ensure that the Cheyenne Police Department is in compliance with laws and to prevent law enforcement failures within the community. Chief Kozak built the trust of not only the community, but the officers of the Cheyenne Police Department. Again, I remember what it was like before Chief Kozak, and I never want to go back to that. I wish Mayor-Elect Collins would do his homework, put aside any personal differences he might have with the Chief, and see that the best thing for the community is to keep Chief Kozak in place as Chief of the Cheyenne Police Department.

I am disappointed Collins is not retaining Chief Kozak. Chief Kozak has shown himself to be willing to make tough calls for the benefit of the community even if that means making unpopular choices. Chief Kozak also changed the culture of the department to be a fair workplace that was not focused on political gain once promotions began. Hopefully Collins will choose someone with a concern for community safety, a clear vision, and someone willing to speak his/her mind. Our community supports the police because we are focused on Community Policing, if that changes it would be detrimental to Cheyenne. Hopefully we will not be run Tom Hirsig with Collins as the mouthpiece.

The Mayor Elect is making a terrible, politically motivated decision, which has already affected morale and will cause people to leave for other employment.

Terrible decision.

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