

NORTHGLENN POLICE DEPARTMENT MEMORANDUM
#08-2020

DATE: June 8, 2020

TO: Honorable Mayor Meredith Leighty and City Council Members

THROUGH: Heather Geyer, City Manager *Hmg*

FROM: James S. May, Jr., Chief of Police *JSM/2.17*
Heidi R. Walts, Commander

SUBJECT: Police Department Assessment Project Status & Police Officer Training Overview

PURPOSE

On June 8, Chief May will provide City Council with an update on the Police Department Staffing & Operations Assessment being conducted by BerryDunn. Additionally, the Chief will provide the community with information on how the department builds a strong workforce from the point of hire and discuss what training and accountability looks like within the department. Community members are asking questions as a result of the police incident in Minneapolis. The purpose of this presentation is to provide the community with important information on the best practices in place to keep the community safe.

BACKGROUND

Police Department Staffing & Operations Assessment Update

On September 9, 2019, City Council approved a recommendation to conduct a third-party 360-degree assessment of Police Department staffing and operations. The third-party perspective is intended to help the department identify where gaps may exist by using baseline data, and comparative best practices from agencies throughout the U.S. Recommendations to the department and City Leadership will be the key output from the assessment.

The City entered into a Professional Services Agreement with Berry, Dunn, McNeil & Parker, LLC on December 16, 2019.

In January, the department began compiling the data requests from BerryDunn. To date, all requested data has been provided to BerryDunn.

In February, two community and two stakeholder meetings were held to get feedback and input on current and future Police Department staffing and operating needs. The attendance at the community meetings was as expected, drawing approximately 8-10 at the first meeting at the Senior Center and around 25 at the second held at the Justice Center. Attendance was light at each of the stakeholder meetings with four attendees at the Community Stakeholder meeting and eight at the Professional Stakeholder meeting.

On March 27, a community feedback portal was implemented on the Police Department website soliciting feedback from anyone unable to attend the community meetings. The portal was open until May 1. Only two responses were received with minimal feedback.

Mitch Weinzetl and Fred Fletcher, assessors for BerryDunn, conducted on-site meetings with the Mayor, City Council members, the City Manager, members of leadership team, and police staff during the week of February 3 and week of February 24. In March, after conducting these meetings, BerryDunn provided five initial recommendations to the department to begin working on. Progress on each of the recommendations is as follows:

- 1) Develop a Traffic Unit Strategic Plan
 - o Traffic Unit Strategic Plan was developed
 - o May 1 – Traffic Unit initiated
 - o Traffic Unit motorcycle purchase is in process, bid awarded to Grand Junction Harley Davidson
- 2) Develop, Communicate, and Implement a Pinning and Pursuit Intervention (PIT) Policy
 - o Vehicular Pursuit Policy 307 was updated to include recommendations from BerryDunn regarding Pinning and Pursuit Intervention (PIT) specifications.
 - o May 1 – Policy was distributed to all employees
 - o May 4/May 14 – All sworn personnel trained on policy during vehicular drive training
- 3) Document all Domestic Violence and Domestic Disturbance Incidents
 - o March 18 – The department instituted additional reporting requirements for all Domestic Violence incidents meeting statutory guidelines
 - o March 18 – The department instituted additional guidelines for Domestic-related incidents that do not meet statutory guidelines for Domestic Violence
 - o April 2020 – Implemented method to document basic information on every person contacted within the Records Management System (RMS) through Field Interview cards
- 4) Re-emphasize and Prioritize the Start by Believing Campaign
 - o Implemented new protocol for assuring victim notifications and updates are communicated both internally and externally
 - o Scheduling of interviews and phone calls will be done by Victim Advocates
 - o Shared calendar has been created for all investigators, victim advocates, sergeants and commanders
 - o RMS notification process developed when any new reports are added
 - o Automatic notification letter process developed
- 5) Establish Command Staff Expectations and Collaboration
 - o March 2020 – Sergeant and Commander Expectations developed by Chief
 - o March 2020 – Expectations presented and signed by Sergeants; by Commanders
 - o May 2020 – Implemented group problem-solving process during Command Staff meetings

April 2020 – Internal employee survey conducted by BerryDunn. Fifty-one employees/victim advocates responded. BerryDunn has analyzed the results, which will be included in the final report.

May 15 – Mitch Weinzetl presented initial staffing recommendations to the City Manager, Finance/Human Resources Director and the Chief.

June 15 – Target date for the draft report to be presented to the Police Department. Following receipt of the final draft report, the City Manager and Chief will review all recommendations and build an implementation plan to present to City Council on July 22.

July 22 – Mitch Weinzetl will present the final report to City Council for discussion and feedback. Staff will present an implementation plan for Council’s consideration for next steps.

Overall, the Police Department Assessment is on track.

As a final note, BerryDunn provided the following information related to current events, which will be included in their final report.

“Recent events underscore the challenges involved in policing a diverse society. They bring to light the need for law enforcement to engage in policing practices that embody the principles of procedural justice, and actions and behaviors by officers that ensure fair, impartial, and respectful treatment for everyone.

When conducting an operational study—such as the one BerryDunn is undertaking for the City of Northglenn—policing strategies, specialized training, and operational standards and practices related to impartial policing and procedural justice are examined. Based on a review of the relevant data and information, BerryDunn found that the Northglenn Police Department has appropriate policies, procedures, and training in place with respect to impartial policing and procedural justice. Furthermore, during the course of the study, and based on the information available and reviewed, BerryDunn found no evidence of biased policing on the part of the Northglenn Police Department. In addition, the department has not received a single biased-based or impartial policing complaint in the past three years (the period of data BerryDunn requested).

The Northglenn Police Department is well respected by, and has an excellent relationship with, the community. This reputation seems to be, in part, the result of intentional efforts to engage the community and responsiveness to its needs. BerryDunn has observed that community engagement and relationships are strengths of the Northglenn Police Department, and these aspects of policing are critical cornerstones of a collaborative public safety environment. BerryDunn considers the relationship between the Northglenn Police Department and the community to be an excellent example of the type of outcome that can be produced through engaging a successful and collaborative community policing strategy.”

Building a Strong Workforce with Excellent Training and Accountability

Staff is providing City Council an overview of how the department builds a strong workforce with excellent training and accountability.

Hiring and Training

Based on the current events, the Police Department is providing an overview of training and accountability as it applies to fair and impartial policing.

Northglenn’s efforts to build a strong workforce and train quality officers that embody law enforcement values begin with thorough testing procedures and background investigation during the hiring process.

- The department hiring process focuses on thorough testing procedures and background investigation to identify applicants who share the vision and core values held by the department and the city.

- The department conducts complete and thorough backgrounds of all lateral applicants, which include a review of all internal affairs and disciplinary files from their previous police department.
- The department process is designed to identify applicants who are psychologically suited while dismissing applicants that exhibit patterns or tendencies of poor behavior, conduct, or biases that would be indicators of concern.

New hires that are not certified through Colorado Police Officer Standards and Training (POST), must attend a 22-week academy to complete specific training POST has identified necessary for each peace officer in the state of Colorado. Total training hours in the academy are approximately 550. Of the 550 hours, the following training is required relevant to fair, impartial, bias-free policing.

- Law Enforcement Ethics and Anti-Bias Policing (minimum 8 hours) – focus on ethical conduct, valuing diversity, freedom of speech.
- Bias Motivated Hate Crimes (minimum 4 hours) – focus on responding to and identifying crimes based on race, religion, national origin, sexual orientation, or mental or physical disability.
- Use of Force (minimum 4 hours) – legal justification for use of force.
- Proper Holds and Restraints – proper ways to de-escalate conflict without force, or minimal force necessary to affect an arrest.

For academy graduates or lateral police officers coming into the agency, the department goes above these requirements and conducts additional training before any new officer begins their Field Training Officer (FTO) program reinforcing the importance of these areas:

- Forty hours defensive tactics and arrest control that focus on de-escalation techniques and tactics, along with proper holds and restraints
- Forty hours of simulated calls for service and officer survival that focus on de-escalation techniques and tactics, crisis intervention, and dealing with emotionally disturbed persons
- Ten hours of less-lethal training with a focus on how to arrest by use of less-lethal devices including OC (pepper spray), Taser, baton, and 40MM foam projectile
- Thirty to 40 hours of firearms training that focus on shoot/don't shoot scenarios

Upon completion of this training, each new officer enters a FTO program approximately 14 weeks long. The design of the FTO program is to mentor, teach, and evaluate the officer and their ability to do the job as a whole. This involves review of overall performance and alignment of officer values related to their job as a Northglenn Police Officer and to ensure there is alignment with this program to include written tests, policy review, practical application, and daily evaluation by a FTO Training Officer.

To be considered for a FTO position, an officer must submit a Memorandum of Interest and a Letter of Recommendation from their immediate supervisor to the commander and meet specific criteria as outlined in the Northglenn Police Department Manual. The selection process includes a review of the applicant's qualifications and performance and participation in an oral board interview. The individual(s) selected for the position is/are required to attend and successfully complete FTO School.

Sergeants and command staff personnel receive on-going training in leadership by attending a 3-week Leadership in Police Organizations (LPO) program which covers applied learning,

translation of theory to practice, and practical leadership strategies. Supervisors and commanders also attend legal liability classes.

The State of Colorado has taken a direct approach to the training officers receive specifically surrounding the areas of diversity, impartiality, and safety during police contacts. In July 2015, Colorado passed legislation codified at State Statute §24-31-315 that mandates in-service training requirements for all POST certified peace officers.

- This statute requires every peace officer receive training in anti-bias training, de-escalation training, proper holds and restraints, and community policing/community partnerships.
- These classes are required every five years from the date of the last training in that specific area.
- If an officer fails to complete this reoccurring training, POST suspends their certification until all training requirements are met.

Although the state mandate requires a five-year reoccurring training cycle in the specific areas of anti-bias, de-escalation, proper holds and restraints, and community policing, the department works on a 2-year cycle in these areas.

Colorado POST also mandates 24 hours of annual training.

- The department exceeds the 24-hour requirement by conducting monthly and annual training in all areas surrounding the use of force and less lethal options.
- Briefing training and debriefs focus on areas of concern surrounding current events and situations.
- Employees are provided opportunities to train outside the department to enhance understanding of all areas surrounding the department's commitment to excellence in policing.
- Training in Crisis Intervention techniques to assist in the recognition of mental illness, to enhance verbal crisis de-escalation skills, and provide streamlined access to community-based mental health services.
- On-going training throughout the officer's career.

Federal law, state statute, and department policy demand accountability in direct correlation to the use of force. The laws and policy of when and how the use of force may be used are clearly defined.

Additionally, state statute specifically requires officers to report any use of force that does not fit within the confines of law or policy.

- This mandatory reporting statute is trained regularly through the department's defensive tactics training held at a minimum annually.
- The department has a clear and defined expectation that has been ingrained in the culture, on holding self and each other accountable to the confines of policy and the law.
- When an employee believes there may be an issue surrounding a use of force and reports this, an internal investigation is initiated into the use of force.

Accountability

The department has defined expectations and accountability models in place, internally and externally, at each level within the organization.

- Externally
 - The department wants to make sure our community has a voice.
 - The department has clear methods for complaints to be made and addressed available on the webpage or by phone and can be accepted by any employee.
 - If a complaint comes in via phone, the employee will take the information and then route to the appropriate division.
 - If a complaint comes in via CRM and is related to any use of force issue, the Internal Affairs Unit receives the complaint.
 - It should be noted an external complaint regarding the use of force is rare.

- Internally
 - The department has implemented a software solution for reviewing each use of force that allows for analysis into the use of force individually and collectively, as well as looking for patterns or trends that need to be addressed.
 - The software platform provides a direct means for supervisors and command staff to review each use of force.
 - A determination is made as to whether the force used followed the above guidelines, as well as department policy and expectations.
 - When it doesn't, further action is taken which can include remedial training and/or formal discipline, up to and including termination.
 - Analysis of the data provides a means for the department to identify areas or trends that can be addressed through additional training.
 - The department debriefs and provides a synopsis of incidents as a means of education for employees to understand when actions are both inside and outside of policy and expectation.

Department policy and procedure outline the individual, supervisor, and department legal liability and responsibility to the community and all residents as law enforcement professionals. Employees are required to follow statute and policy.

But above that, as a department, we emphasize character as a core value and expect each employee to hold not only themselves accountable but each member of the organization accountable. We have ingrained in our culture the confidence and expectation to speak up, step up, and take action when they see a situation they believe does not fall within statute or policy. Therefore, if an employee believes any use of force does not fit within department policy or statute, they will immediately report it to the supervisor for further investigation, and it is referred to the Internal Affairs Unit.

Since 2015, the department has received eight complaints surrounding use of force and one complaint for profiling. Three of the nine complaints were received from the public, two for force issues and one for profiling. One use of force and the profiling were not sustained, and the other use of force was sustained and the officer was disciplined.

The other six complaints were generated internally by officers surrounding use of force issues. Of the six complaints, one was not sustained. The other five were sustained with two which resulted in internal discipline, the other three resulted in resignations.

The department actively promotes building relationships with members of the community, both on an agency and personal level. Our department has an obligation not only to reduce crime, but also to do so fairly while protecting the rights of residents. This is a critical part of Community

Oriented Policing and Procedural Justice that are the foundation of the department's vision, mission and values.

The members of the department take great pride and extreme care to protect the residents and community they serve. The department works diligently to hire and train exceptional employees to fulfill this commitment. The 360-degree assessment provides a unique opportunity to view how the organization compares with national standards and practices, while seeking strategies to continue the journey of becoming a premier and model law enforcement agency.

STAFF REFERENCE

If Council Members have any questions or comments, they may contact Chief James S. May, Jr., at 303.450.8967, or jmay@northglenn.org or Commander Heidi Walts at 303.450.8962, hwalts@northglenn.org.

ATTACHMENT

1. Presentation



Northglenn Police Department
ASSESSMENT PROJECT STATUS
And
POLICE OFFICER TRAINING OVERVIEW

Chief May
June 8, 2020



Northglenn Police Department ASSESSMENT PROJECT STATUS





Northglenn Police Department ASSESSMENT PROJECT STATUS

The City entered into a Professional Services Agreement with Berry, Dunn, McNeil & Parker, LLC on **December 16, 2019**

January

All requested data to date has been provided to BerryDunn.

February

- 2 community meetings & 2 stakeholder meetings held to obtain community input
- Senior Center community meeting: 8-10 attendees; Justice Center meeting: approximately 25 attendees
- Community stakeholder meeting: 4 attendees; Professional stakeholder meeting: 8 attendees
- The assessors for BerryDunn conducted on-site meetings with the Mayor, City Council members, City Manager, members of the Leadership Team, and police staff.

March

Based on the information from these meetings BerryDunn provided 5 initial recommendations to the department to begin working on as follows:

1) **Develop a Traffic Safety and Unit Strategic Plan**

- Traffic Unit Strategic Plan was developed
- **May 1** Traffic Unit initiated
- Traffic Unit motorcycle purchase is in process

2) **Develop, communicate, and implement a Pinning and Pursuit Intervention (PIT) Policy**

- Vehicular Pursuit Policy 307 was updated to include recommendations from BerryDunn regarding PIT specifications.
- The policy was distributed to all employees on **May 1**
- **May 4 and May 14**, all sworn personnel trained on policy during vehicular drive training



Northglenn Police Department ASSESSMENT PROJECT STATUS

March (con't)

3) Document all Domestic Violence and Domestic Disturbance Incidents

- On March 18, the department instituted additional reporting requirements for all Domestic Violence incidents meeting statutory guidelines
- On March 18, the department instituted additional guidelines for Domestic related incidents that don't meet statutory guidelines for Domestic Violence

4) Re-emphasize and prioritize the Start by Believing campaign

- Implemented new protocol for assuring victim notifications and updates are communicated
- Scheduling of interviews and phone calls will be done by Victim Advocates
- Shared calendar has been created for all investigators, victim advocates, sergeant and commanders
- Records Management System notification process developed when any new reports are added
- Automatic notification letter process developed

5) Establish Command Staff Expectations and Collaboration

- March 2020, Sergeant and Commander Expectations developed by Chief
- March 2020, expectations presented and signed by Sergeants
- March 2020, expectations presented and signed by Commanders
- In **May** 2020, implemented group problem-solving process during Command Staff meetings





Northglenn Police Department ASSESSMENT PROJECT STATUS

April

Internal employee survey conducted by BerryDunn. 51 employees responded. BerryDunn has analyzed the results which will be included in the final report.

June

June 15, target date for draft report to be presented to Command Staff.

July

July 22, final report to be presented to City Council.





Northglenn Police Department ASSESSMENT PROJECT STATUS

Statement by BerryDunn Related to Current Events

“Recent events underscore the challenges involved in policing a diverse society. They bring to light the need for law enforcement to engage in policing practices that embody the principles of procedural justice, and actions and behaviors by officers that ensure fair, impartial, and respectful treatment for everyone.

When conducting an operational study - such as the one BerryDunn is undertaking for the City of Northglenn - policing strategies, specialized training, and operational standards and practices related to impartial policing and procedural justice are examined.

Based on a review of the relevant data and information BerryDunn found that the Northglenn Police Department has appropriate policies, procedures, and training in place with respect to impartial policing and procedural justice. Furthermore, during the course of the study, and based on the information available and reviewed, BerryDunn found no evidence of biased policing on the part of the Northglenn Police Department. In addition, the department has not received a single biased-based or impartial policing complaint in the past three years (the period of data BerryDunn requested).

The Northglenn Police Department is well respected by, and has an excellent relationship with, the community. This reputation seems to be, in part, the result of intentional efforts to engage the community and responsiveness to its needs. BerryDunn has observed that community engagement and relationships are strengths of the Northglenn Police Department, and these aspects of policing are critical cornerstones of a collaborative public safety environment. BerryDunn considers the relationship between the Northglenn Police Department and the community to be an excellent example of the type of outcome that can be produced through engaging a successful and collaborative community policing strategy.”



Northglenn Police Department

Posted to the Police Department FB page

A Message from Chief May



Northglenn Police Department

May 31 at 9:50 AM · 🌐

A Message from Chief May

On behalf of the Northglenn Police Department I would like to extend our sincere condolences to the family and friends of Mr. George Floyd as well as the Minneapolis community. This tragic loss has spread incredible pain and anger across our entire nation.

As law enforcement professionals we take an oath of office to serve our community, and to do so with compassion, respect and dignity. The actions we've all witnessed do not display and uphold that oath. So understandably, communities are left with numerous questions.

As a department, the trust of our community is paramount. We do not take that for granted. We believe it is imperative to give our community a voice, and to listen and respect their concerns in a peaceful manner.

I want to briefly share a little about Northglenn officer's training and accountability:

We train our officers in areas that specifically deal with anti-bias, de-escalation techniques, use of force and proper control tactics. This begins in the police academy, and continues throughout each officer's career. As a department we have measures in place to review all use of force incidents, to ensure we are holding ourselves to the high standard our community expects and deserves.

We emphasize character as a core value, and expect each employee to hold not only themselves accountable, but each member of the organization accountable. We have ingrained in our culture the confidence and expectation to speak up, step up, and take action when they see a situation they believe does not fall within statute or policy.

Thank you Northglenn, for your support of our department. We will continue to work hard to serve our community well. And thank you Colorado Association of Chiefs of Police for the message of support to those we have sworn to serve and protect.

👍❤️👏 505

54 Comments · 65 Shares





Northglenn Police Department POLICE OFFICER TRAINING OVERVIEW





Northglenn Police Department

How does Law Enforcement Prevent this from Happening?



By Building a Strong Workforce with Excellent
Training and Accountability



Northglenn Police Department HIRING

Northglenn's efforts to build a strong workforce of quality officers that embody law enforcement values begins with thorough testing procedures and background investigation.

- Our hiring process focuses on thorough testing procedures and background investigation to identify applicants who share the vision and core values held by the department and the city.
- The backgrounds of all lateral applicants include a review of all internal affairs and disciplinary files.
- Our process is designed to identify applicants who are psychologically suited, while dismissing applicants that exhibit patterns or tendencies of poor behavior, conduct or biases that would be indicators of concern.





Northglenn Police Department ACADEMY TRAINING for POST Certification

New hires must attend a 22-week academy

Police Officer Standards and Training (POST) Certification

The following is the required training relevant to fair, impartial, bias-free policing.

- Law Enforcement Ethics and Anti-Bias Policing (minimum 8 hours) – focus on ethical conduct, valuing diversity, freedom of speech.
- Bias Motivated Hate Crimes (minimum 4 hours) – focus on responding to and identifying crimes based on race, religion, national origin, sexual orientation, or mental or physical disability.
- Use of Force (minimum 4 hours) – legal justification for use of force
- Proper Holds and Restraints – proper ways to de-escalate conflict without force, or minimal force necessary to affect an arrest.



Northglenn Police Department IN-HOUSE TRAINING

Academy graduates and lateral police officers

Total training hours is approximately 6 weeks. The following is the required training relevant to fair, impartial, bias-free policing.

- 40 hours defensive tactics and arrest control which focus on de-escalation techniques and tactics, along with proper holds and restraints
- 40 hours of simulated calls for service and officer survival that focus on de-escalation techniques and tactics, crisis intervention, and emotional disturbed persons
- 10 hours of less lethal training with a focus on how to arrest by use of less lethal devices including OC (pepper spray), Taser, baton and 40MM foam projectiles
- 30-40 hours of firearms training that focus on shoot/don't shoot scenarios





Northglenn Police Department Field TRAINING

Field Training Officer (FTO) program

- The FTO program is designed to mentor, teach, and evaluate the new officer's ability to do the job as a whole.
- This program includes written tests, policy review, practical application, and daily evaluation by a training officer.
- Is approximately 14 weeks long and may be extended if recommended by the FTO.



Northglenn Police Department In-Service TRAINING

State Statute mandating in-service training requirements for all POST certified officers.

- This statute requires every peace officer receive training in anti-bias policing, de-escalation tactics, proper holds and restraints, and community policing/community partnerships.
- These classes are required every 5 years from date of last training in that specific area.*
- If an officer fails to complete this reoccurring training, their POST certification is suspended until all training requirements are met.

*Although the state requires a five-year reoccurring training cycle in the designated areas, Northglenn works on a 2-year cycle focusing on Anti-bias, Implicit bias, De-escalation, and Crisis Intervention for all employees.



Northglenn Police Department Northglenn TRAINING

Northglenn Police Department has a reputation for excellent training that exceeds POST requirements

- Briefing training and debriefs focused on areas of concern surrounding current events and situations.
- Monthly and annual training is conducted in all areas surrounding the use of force and less lethal options.
- Employees are provided opportunities to train outside the department to enhance understanding of all areas surrounding the department's commitment to excellence in policing.
- On-going training throughout the officer's career.



Northglenn Police Department EXPECTATIONS and ACCOUNTABILITY

Northglenn continually works to follow the best practices and standards across the county.

- ✓ **Federal law, state statute and department policy demand accountability in direct correlation to the use of force.**
- ✓ **State statute specifically requires officers to report any use of force that does not fit within the confines of law or policy**

Department policy and procedure outline the individual, supervisor and department expectations to include legal liability and responsibility to the community and all residents.



Northglenn Police Department POLICY and LAW

Department Policy Mirrors Federal & State laws

United States Supreme Court

Graham v. Conner (490 U.S. 386):

"All claims that law enforcement officials have used excessive force - deadly or not - in the course of an arrest, investigatory stop, or other "seizure" of a free citizen are properly **analyzed under the Fourth Amendment's 'objective reasonableness' standard . . .**" (Pp. 490 U. S. 395)

- Whether the officer's actions are "objectively reasonable" in light of the facts and circumstances confronting them, without regard to their underlying intent or motivation.
- Must be judged from the perspective of a reasonable officer on the scene
- Its calculus must embody an allowance for the fact that police officers are often forced to make split-second decisions about the amount of force necessary in a particular situation.



Northglenn Police Department POLICY and LAW

Department Policy Mirrors Federal & State laws

United States Supreme Court

Graham v. Conner (con't)

The "reasonableness" of a particular use of force must be judged from the perspective of a reasonable officer on the scene, rather than with the 20/20 vision of hindsight. ([Pp.490 U. S. 396-397](#))”

1. Judged through the perspective of a reasonable officer
2. Based on the totality of the facts known to the officer at the time the force was applied
3. Based on the facts known to the officer without regard to the underlying intent or motivation
4. Based on the knowledge the officer acted properly under established law at the time



Northglenn Police Department POLICY and LAW

Department Policy Mirrors Federal & State laws

Colorado State Statute 18-1-707(1) Authorizes the use of force and states:

"A peace officer is justified in using reasonable and appropriate physical force upon another person when and to the extent that he reasonably believes it is necessary: (a) to effect an arrest or prevent escape from custody of an arrested person unless he knows the arrest is unauthorized;

- (1) To defend himself or a third person from what he reasonably believes to be the use or imminent use of physical force while effecting or attempting to effect such an arrest or while preventing or attempting to prevent such an escape.
- (2) A peace officer is justified in using deadly physical force upon another person for a purpose specified in subsection (1) of this section only when he reasonably believes that it is necessary:
 - (a) To defend himself or a third person from what he reasonably believes to be the use or imminent use of deadly physical force; or
 - (b) To effect an arrest, or to prevent the escape from custody, of a person whom he reasonably believes:
 - (I) Has committed or attempted to commit a felony involving the use or threatened use of a deadly weapon; or
 - (II) Is attempting to escape by the use of a deadly weapon; or
 - (III) Otherwise indicates, except through a motor vehicle violation, that he is likely to endanger human life or to inflict serious bodily injury to another unless apprehended without delay.



Northglenn Police Department POLICY and LAW

Northglenn Police Department Policy – 303 Use of Force

USE OF FORCE GUIDELINES

Officers shall use only that force which is “**objectively reasonable**” to defend themselves or others, effect an arrest or detention, prevent escape, or overcome resistance.

The reasonableness of a particular use of force shall be judged without regard to an officer’s underlying intent or motivation, and after considering the following factors:

- The facts and circumstances confronting the officer at the time the force was applied
- The fact officers are often forced to make split-second decisions with limited information and in circumstances that are rapidly evolving, tense and unpredictable
- The perspective of a reasonable officer on the scene



Northglenn Police Department POLICY and LAW

Northglenn Police Department Policy – 303 Use of Force

REASONABLENESS OF FORCE FACTORS

- Whether the subject is actively resisting arrest or attempting to evade arrest by flight
- Whether the subject poses an immediate threat to the safety of the officers or others
- Severity of the crime at issue
- The subject's age, size, strength, skill level relative to the officer(s) involved
- The number of officers involved
- The number of subjects involved
- The effects of drugs or alcohol
- The subject's mental state or capacity
- Injuries sustained by the officers involved or subject
- Any other exigent circumstances

EXCESSIVE FORCE

Any force used that is not reasonable and appropriate shall be deemed excessive



Northglenn Police Department ACCOUNTABILITY

Complaints and Accountability

Externally

The department wants to make sure our community has a voice.

- Clear methods for complaints available on the webpage or by phone
- Can be accepted by any employee.

Internally

The Department has implemented a software solution for reviewing each use of force that allows for analysis into the use of force individually and collectively, as well as looking for patterns or trends that need to be addressed.

- Provides a direct means for supervisors and command staff to review each use of force.
- A determination is made as to whether the force used followed the above guidelines, as well as department policy and expectations.
- When policy or expectations not followed, action is taken up to and including termination.
- Analysis of the data provides a means for the department to identify areas or trends that can be addressed through additional training.

The department debriefs and provides a synopsis of incidents as a means of education for employees to understand when actions are both inside and outside of policy and expectation.



Northglenn Police Department Accountability

Complaints and Accountability

Since 2015:

- 8 complaints surrounding use of force
- 1 complaint for profiling

3 of the 9 complaints were received from the public: 2 for force issues and 1 for profiling. 1 use of force and the profiling were not sustained. The other use of force was sustained and the officer was disciplined.

The other 6 complaints were generated internally by officers surrounding use of force issues. Of the 6 internal complaints, 1 was not sustained. The other 5 were sustained with 2 which resulted in internal discipline, the other 3 resulted in resignations.



Northglenn Police Department

The members of the department take great pride and extreme care to protect the residents and community they serve. The department works diligently to hire and train exceptional employees to fulfill this commitment. The 360-degree assessment provides a unique opportunity to view how the organization compares with national standards and practices, while seeking strategies to continue the journey of becoming a premier and model law enforcement

Thank you

Questions or Comments

