

REIMAGINE POLICING

As Rowan Moore Gerety wrote in the Atlantic Monthly in December 2020¹:

“Should American cities defund their police department? The question has been asked continually – with varying degrees of hope, fear, anger, confusion and cynicism – since the killing of George Floyd on Memorial Day 2020. . . . ‘Defund the police’ has sparked polarized debate, in part, because it conveys just one half of the equation, describing what is to be taken away, not what might replace it. Earlier this month former President Barack Obama called it a “snappy slogan” that risks alienating more people than it will win over to the cause of justice reform.”

We formed our committee to look behind the rhetoric and understand policing in Jefferson County by providing information to our members to evaluate what the right questions are to ask of our law enforcement, and what, if anything we can or should do to support the best infrastructure for policing in Jefferson County. We focused on the City of Arvada, City of Lakewood, and the Jefferson County Sheriff’s Office to gather our data. In gathering the data, we realized that the law enforcement organizations must cover a wide range of community safety requirements, state mandates, and protecting the public, all with limited budgets (and personnel). The pandemic has also placed unique stresses on law enforcement. Our goal is to provide the basis for informed and factual discussions on this potentially divisive topic, keeping in mind the lessons we have learned from our Media Disinformation unit.

The historical framework for policing (see the “Did you Know” attached graphic for policing through history) gives insight into how some of the now institutionalized practices and inherent biases in the system evolved. From its beginnings through “night watchmen” in the 1600s, formation of “slave patrols” in the 1700s, to becoming tied to political power and control in the 1800s, militarization in the 1900s, and now, in the 2000s, an emphasis on science and technology and citizen surveillance. This speaks to a history of intimidation and focus on goals that were sometimes different from ensuring public safety; but now society is looking at a different model – one that is more fair, transparent, equal, and just, focused on public safety and protection for all.

League Positions:

The LWVCO has applied the LWVUS position statement on Individual Liberties in the past to support legislation relating to policing practices. That position states: “The League of Women Voters of the United States believes in the individual liberties guaranteed by the Constitution of the United States”² LWVCO relied on the Justice System Position in 2020 to support the passage of the “Enhance Law Enforcement Integrity” (SB20-217), which addressed police accountability issues, including provisions for body cameras and bans on certain use of force.³ The LWVUS (and LWVCO) Justice System positions focus on the judicial system, courts, incarceration issues and prison overcrowding, with no mention of policing practices.⁴

LWV Jeffco's positions on Governmental Solutions and Fiscal Policy, while general, might be applicable in some instances, such as "Support of governmental solutions most suitable to the needs of Jefferson County" and "Budgeting should strive to provide adequate funds for programs and services."⁵ Similarly, LWVUS' "Violence Prevention" position might be applicable to policing as it supports "violence prevention programs in all communities and action to support. . .⁶

As we will discuss during our unit meetings, these positions may not be sufficient to support any advocacy or action relating to policing issues in Jefferson County should the LWV wish to take action in the future.

Federal:

The George Floyd Justice in Policing Act of 2021 ("Act"), a police reform bill named after George Floyd, was introduced in Congress, and passed by the House of Representatives on March 3, 2021, but is still pending in the Senate. It includes restrictions on the use of force (any application of physical restraint other than handcuffing); creates a database of officer misconduct; requires federal officers to wear cameras and limits qualified immunity.

The Act also requires state and local law enforcement to buy body cameras with federal funds. One study shows a 37% decrease in use-of-force incidents when wearing a camera. De-escalation training was found to reduce use-of-force by 28%, decrease citizen injuries by 26% and lower officer injuries by 36%. The University of Chicago crime lab opines that implicit-bias training, teaching officers about their unconscious biases, which is more common in police departments (69%) – is ineffective as currently implemented.⁷

Colorado:

On June 19, 2020, Governor Polis signed Colorado SB 20-217 into law, concerning measures to enhance law enforcement integrity.⁸ By July 1, 2023, the act requires all local law enforcement and state patrol agencies to issue body-worn cameras to their officers (with some exceptions) to wear and activate when responding to a call or any interaction with the public when enforcing the law or investigating possible violations of the law. The act requires recordings to be released to the public within 21 days if there is a complaint of misconduct.

Beginning July 1, 2023, the Division of Criminal Justice (in the Department of Public Safety) will create an annual report with information reported by each local law enforcement agency that will include use of force reports, demographics, who was at the scene, why the contact occurred, result of the contact and many other data points. The statewide database shall be in searchable format and published on the Division's website.

The act allows a person who has a constitutional right that is infringed upon by a peace officer to bring a civil action for the violation. Qualified immunity is not a defense to the civil action. The act requires a political subdivision of the state to indemnify its employees for the claim (in other words, pay for that employee's legal defense and any damages awarded), unless the peace officer's employer determines the officer did not act upon a good faith and reasonable belief that

the action was lawful. In that case, the peace officer is personally liable (responsible for paying) 5% of the judgment or \$25,000 (whichever is less). If the police officer was convicted of a criminal violation for conduct from which the claim arises, the public entity does not have to indemnify the officer.

The act creates a new use of force standard by limiting the use of physical force and limiting the use of deadly force when force is authorized. The act prohibits the police from using a chokehold and requires a peace officer to intervene when another officer is using unlawful physical force and face decertification if that the peace officer fails to intervene when required.

Beginning January 1, 2022, the act requires the Peace Officer Standards and Training (POST) Board to create and maintain a database containing information related to a peace officer's untruthfulness, repeated failure to follow training requirements, decertification, and termination for cause.

In addition, in response to a demonstration or protest, a law enforcement agency and any person acting on its behalf shall not discharge kinetic impact projectiles or non- or less-lethal projectiles in a manner that targets the head, pelvis or back, or discharge them indiscriminately into a crowd, or use chemical agents or irritants, including pepper spray and tear gas, prior to issuing an order to disperse (in a sufficient manner to ensure the order is heard and repeated if necessary), and followed by sufficient time and space to ensure compliance with the order.

The act appropriated \$617,478 from the highway users tax fund to the Department of Public Safety for use by the Colorado State Patrol for the 2020-21 state fiscal year.

Jefferson County: (See attached Quick Reference Spreadsheet for statistics/information and side by side comparisons for each law enforcement agency we focused on):

Statistics: Policing Statistics for Jefferson County

The Colorado State Government provides reports on a variety of crimes. The three highlighted below come from its December 2021 report.

	<u>2020</u>	<u>2021</u>
Murder	3	--
Aggravated Assault	219	261
<u>Rape/Sexual Assault</u>	<u>127</u>	<u>167</u>
TOTALS:	349	428

The overall increase in violent crime in one year is 22.5%. The largest group of crime victims for the above crimes is aged 10 to 17. At least 99% of these victims are white with the percent of arrestees of violent crimes the same. Of those arrested, 83% are male and 17% female. Sexual offenses happen in a residence 70% of the time, and 62% of the offenders are acquaintances of the victims and 21.5% are family members. The weapons used in aggravated assault are

firearms, the majority, knives, blunt objects, and hands/fists. The Jefferson County Sheriff's Office reports that Jefferson County has seen an overall increase of crime of 18% from 2020-2021, and in unincorporated Jefferson County, violent crimes were up 15%.⁹

City of Arvada Police Department (APD):

We obtained information for the APD from interviews with Detective David Snelling, Public Information Officer with the APD, on June 21, 2021 and Feb. 1, 2022, and from the websites [Arvada.org](https://www.arvada.org/police) police page and arvadabuiltblue.org.¹⁰

Because of SB20-217 the City of Arvada will be paying over \$14 million over the next 10 years for Body Worn Cameras (BWC) and the accompanying staff and data storage. The department does not depend upon revenue from traffic stops and tickets. Other than an increased budget the Department can use volunteers for data entry, scanning, processing paperwork, PD tours, and helping with events such as the Kite Festival and the Fourth of July event.

The greatest need is for more sworn Police Officers; out of approximately 200 officers, there are still at least 25 unfilled officer vacancies. The most common reason that officers are leaving is because of the national and state climate around policing. Most of the officers who are leaving fear financial repercussions against themselves and their families. Officers who are leaving are leaving the profession entirely.

Full-time programs such as STAR (see further explanation below at page 10 of the EMM) are good but not practical for Arvada, since there are usually only two mental health calls per day. APD partners with the Jefferson County Center for Mental Health to provide four clinicians to provide services. However, only one to two of the FTEs at the Jefferson County Center have been filled at any given time since the program was funded. The key issue that has been holding the program back is the inability to recruit clinicians.

Alternatives to firearms include TASER, 40mm launcher, mace, and police dogs when appropriate. APD developed a Community Outreach and Enforcement Team (CORE) in 2018 to specifically respond to calls related to the homeless population. The team assists individuals who want help, and they work with businesses impacted by the amount of crime created by this problem.

Background checks for hiring police are extensive and include initial screening confirming that minimum qualifications have been met, and if those are met, applicants must pass a written exercise, aptitude test, and suitability testing. Oral boards are next, and then applicants are given a polygraph exam, psychological exam, and background information that includes history of substance abuse, violence, and criminal activity. Finally, there is a physical test and an interview with the Chief of Police.

When asked what the public needs to know to help police do their job better, the response was for community members to educate themselves on the facts and not rely on social media for information. Go to your local police department or arrange for community forums to ask questions. Opening lines of communication with the League of Women Voters is a great start.

City of Lakewood (LPD):

We gathered information regarding the City of Lakewood Police department through interviews with the public information officer John Romero of the Lakewood Police Department, a YouTube video between channel 9 newscaster Mark Koebrich the and current Chief of Police Daniel J. McCasky (top officer) and the Lakewood Police Department's (LPD) website <https://www.lakewood.org/Government/Departments/Police>.¹¹ We obtained significant information, so have included here a brief executive summary of key issues, with more specific details set forth below.

Executive Summary:

News Flash: In the year 2020 the LPD answered 77,000 calls averaging 5000 a month.

The Lakewood Police Department (LPD) is the largest law enforcement agency in Jefferson County. Its mission is to "protect and serve with integrity, intelligence and initiative."

At the end of 2021 the Lakewood Police Department (LPD) had 400 employees, 300 were sworn officers including 51 military veterans, and 100 volunteers working in every aspect of running the department.

Requirements for joining the force include a four-year college degree, 6 months of interviews and testing followed by 6 months of Police Academy training. Additional training is required annually for sworn officers in policing techniques, anti-bias, and de-escalation.

The Lakewood City Council determines LPD's annual budget. It is currently \$52.5 million. The lion's share goes for salaries and equipment. Besides patrol cars and motorcycles, equipment includes bulletproof vests and "less lethal" weapons such as tasers, spray and bean bag rounds. Adding to budgetary concerns is SB20-217 requiring body cameras (including data handling and storage) by the year 2023. This initially was an unfunded mandate, but options are being explored to help with implementation.

The LPD is finding new ways of interacting with the public by using social engagement groups. These are a mixture of sworn agents, experts in various fields and civilians. They are designed to help those experiencing homelessness, domestic violence and/or mental health. Two examples are Community Action Team (CAT) and the Law Enforcement Assisted Diversion Team (LEAD). LEAD is unique in that it can divert people out of the justice system if the individual's actions were not part of a violent crime. It is designed after the Crisis Assistance Helping Out On The Streets (CAHOOTS) program originating in Eugene, Oregon in 1969. A similar program can be found in Seattle, Washington.

The LPD's biggest challenges (besides needing more funding) are finding qualified candidates to fill vacancies, meeting mental health challenges for their officers, and helping the public understand the demands of being a police officer.

Recruitment

At the time of the interview in 2021, the LPD had 400 employees, including 300 sworn agents and 100 volunteers. They are currently actively hiring, using job fairs, website, or social media, although the hiring process takes 6 months. LPD requires recruits to be at least 21 and to have earned a bachelor's degree in any discipline from a nationally accredited university by July 1, 2022, and have no felony convictions. The same requirements apply to lateral hires (who have at least 3 years patrol duty with a state, county, or municipal police force/sheriff's office), with the additional requirement of possessing certification through the Colorado Police Officer Standards and Training (POST Board) or an active state equivalent, and not currently under Internal Affairs investigation for any reason.

Currently there are 51 veterans, making up 8% of the total. The LPD sees military service as a positive, proof of being service-minded and often with leadership qualities. Because the hiring process is so extensive, they feel that eliminates any problems before deployment. Psychological and mental health evaluations are also part of the hiring process. Testing includes suitability testing, polygraph tests, extensive background checks and interviews.

Training:

Training involves a six-month session at the Police academy administered by a field training officer. This is done in partnership with the Jefferson County Sheriff's Department. Other municipalities have also been a part of the academy including Wheat Ridge, Golden and the Police Department for CU Boulder. Much of this is on-the-job training. Recruits have oral boards designed to illuminate any issues early in the assessment. Training includes gun safety and understanding the Colorado Criminal Code and approximately 50 hours of anti-bias and de-escalation training is required every two years.

Social Engagement Groups:

The Chief of Police expressed that his proudest initiatives are of the social engagement teams his organization has put together. They include the Community Action Team (CAT), the Family Crimes Team, and the Law Assisted Diversion Team (LEAD). These teams are a mixture of sworn agents and experts in mental illness, domestic violence, and homelessness. It involves homeless navigators as well as mental health case workers. The LEAD is important because it can divert people out of the justice system if they were part of a non-violent crime. Two case workers were hired who connect people to helping agencies, including Jefferson Center for Mental Health; Porchlight, a new organization for crime victims; and The Action Center. Lakewood's team is designed after the initiatives implemented in Seattle, Washington (Crisis Assistance Helping Out On The Streets "CAHOOTS") and was rolled out in 2021. They also organize National Night Out.

Budget:

LPD's budget is around \$52.5 million which is awarded by the Lakewood City Council. Much of this goes for salaries. They also utilize grants, such as the one for labelling catalytic converters.

Thefts of these converters and of cars have escalated the past couple of years. As far as equipment goes, they have patrol cars, motorcycles, and some bicycles, as well as one armored vehicle which is shared with the SWAT team in Wheat Ridge. All agents wear bulletproof vests and have helmets.

Excessive Force:

Any incident involving excessive force is investigated. Agents receive yearly or bi-yearly training along with de-escalation training. After the George Floyd incident, the carotid pressure technique was banned. Any complaint filed triggers an internal investigation.

LPD has no body cameras yet, but SB 20-217 requires they need to have them by 2023. It will cost millions of dollars to purchase and integrate the cams into their force. They will need to develop a new unit and a huge storage system to handle all the new data from the cameras.

All agents carry “less lethal” weapons, including tasers, spray, and bean bag rounds to use in shotguns. It was mentioned that agents from LPD participated in the management of the protests near the state capitol in 2020, but they didn’t carry any less lethal weapons.

Interaction with the Community:

LPD wants the public to know that policing is a very tough job these days, but they are not afraid to change and lead as needed. They also depend on a large volunteer squad which works in every aspect of running the department. This includes a Courtesy Patrol. Until COVID struck, the public was invited to participate on “ride alongs” with an agent to experience what they go through. LPD also sponsors a program called “Christmas Cheer” in which items are donated for needy families in Lakewood. They provide School Resource Officers to area schools as well.

Jefferson County Sheriff’s Office (JCSO):

We interviewed Sheriff Jeff Shrader in person on August 4, 2021, and JCSO also responded in writing to follow up questions on March 3, 2022. We also relied on the JCSO website <https://www.jeffco.us/sheriff>, including JCSO’s quarterly Law Enforcement Authority (LEA) Reports.¹² Too few recruits, an increase in crime, and ongoing decreases in funding; these are some of the issues that echo throughout the police departments covered in this EMM. The JCSO is no exception.

Recruitment:

Based on our discussions, JCSO conveyed that the single biggest crisis they face is the staffing (not unlike most other law enforcement agencies locally and nationally) of the department’s more than 500-member force. As of March 2022, they were 95 positions down in a competitive market. In 2019, the budget was decreased by more than \$6 million causing the sheriff’s office to cut 40 positions plus the JCSO closed an entire floor of the jail. The JCSO currently has temporary backfill funding through the end of 2022 for these positions, but it takes time to hire qualified people and train them. The sheriff emphasized that it takes 18 months to fully train a recruit.

Resignations and retirements of deputies have increased substantially over the last two years. The majority have left for employment in the private sector, and roughly 30% have retired. Sheriff Shrader stated that vacancies in personnel were also caused by several other reasons: the George Floyd murder (his term), retirements that were pushed forward by the upturn in the stock market (employees have the option to participate in a 401k plan), SB 20-217 (passing after only two weeks of discussion at the legislature) and COVID. There are also fewer applicants. Sheriff Shrader reiterated that many recruits have been scared off by the fallout from the George Floyd murder and the constant publicity and questioning of law enforcement.

Training:

Recruits go through a Police Academy that includes 780 hours of training. The Jefferson County Sheriff's Office and Lakewood Police Department use a Combined Regional Law Enforcement Academy (Colorado Peace Officer Standards and Training (POST) Board), which also includes recruits from Golden, Westminster and Boulder Police Departments. There is also a state requirement for 24 hours of in-service training, but Jeffco deputies receive nearly double that amount.

Training includes use of force; de-escalation tactics; training in decisional shooting; anti-bias policing; and recognition, response, and provision for those suffering from mental health concerns, as well as various alternatives when dealing with juveniles. Coupled with the de-escalation training, there is a duty to intervene if a deputy observes excessive force being used. JCSO deputies are trained in a multitude of less lethal options. These are deployed when verbal persuasion has failed or is not practical due to an imminent threat of injury.

Citizen Interactions:

In 2021, the JCSO initiated over 24,000 case reports, meaning a deputy spoke or met with one or more people regarding each case. This does not include the over 2,000 online reports created by citizens. These 26,000 reports do not include the additional follow-up by deputies and/or investigators requiring citizen contacts. Many circumstances do not require a deputy to initiate a case report or document their interaction. Consequently, JCSO is not able to produce an exact number of citizen interactions. JCSO stated that there is an increased need for co-responders, homeless navigators, and complementary resources.

Gun Safety:

There are currently more than 30,000 concealed carry permits in Jefferson County. When asked whether he believed that created a safety risk, Sheriff Shrader said he is "a Second Amendment Sheriff" and that concealed carry is a Constitutionally protected right, and if done responsibly, open carry does not pose a safety risk. However, he does believe that people need to carry responsibly, and he does not condone those that use open carry for its "shock value."

In response to our question as to whether JCSO has been involved with the use of the "Red Flag Law" (where a court issues an Extreme Risk Protection Order), the JCSO responded that:

“Our deputies evaluate behaviors and criminal conduct to determine the need to seize firearms. If an exigent situation exists, a deputy may gain consent to take possession of the weapon or upon reasonable suspicion, may take the guns for safekeeping. Time permitting, there is also the option to apply for an extreme risk protection order through the courts in order to obtain the firearms. If a court issues an Extreme Risk Protection Order (referred to as the Red Flag Bill), the requirements governing the surrender of a restrained party’s firearms would be enforced by the Sheriff’s Office. Currently, our agency has not had any orders presented for enforcement.”

Response to SB20-217:

Body wear cameras (BWC) have been in existence within the sheriff’s office since March 2018. Deputies welcome the cameras as they provide additional supportive evidence of the interaction with citizens and of crime scenes. Pursuant to SB 20-217, all uniformed deputies will be equipped with BWC by 2023. The funding available for these systems is state funding, not federal, and JCSO has obtained a grant to begin its additional BWC purchasing.

In addition to requiring body cams, SB 20-217 also requires a political subdivision of the state to indemnify its employees for claims of unlawful actions (i.e., pay for their legal defense and any damages that are awarded against them), unless the officer did not act on a good faith and with a reasonable belief that the action was lawful. Then, the peace officer is personally liable for 5% of the judgment or \$25,0000, whichever is less (and there is no requirement to indemnify the officer if the peace officer is convicted of a criminal violation for the conduct from which the claim arises). The JCSO stated that it will indemnify a deputy sheriff provided they are acting in good faith and are adhering to the policy and procedures set forth by the agency. SB20-217 has produced an anxiety in deputies and officers across the nation as to whether their agency will pay the legal fees and damages if they are sued. The Sheriff’s Office has reassured deputies of this support. Some officers have opted to obtain additional personal insurance coverage. The approval of this legislation and negative representation of law enforcement in the media has significantly impacted law enforcement recruiting and JCSO has seen a substantial decrease in the number of applicants for sworn positions.

Alternative Programs:

The Sheriff’s Office is in support of, and currently utilizes a multi-disciplined response team. JCSO has had mental health co-responders within the department since 2016. It also works with homeless navigators. The JCSO has proposed a pilot program to form a stand-alone regional community response entity, like CAHOOTS and STAR but far more comprehensive. The project is a regional partnership between all law enforcement agencies within Jefferson County, the Jefferson Center for Mental Health, Human Services and other county, city, and NGO officials. This is currently in the research phase of the project.

What the JCSO wants the public to know:

Sheriff Shrader asked that people focus on local practices, rather than getting caught up in the “broad brush” denigration of policing. He cautioned against making policies and passing laws based on what other departments (particularly in other geographic areas) are doing. He is concerned that all law enforcement is being blamed for what certain people or departments do or have done that is not proper. The JCSO also reiterated that the Jefferson County community provides a great deal of support to its local law enforcement.

Where do we go from here?

Alternative Programs for Community Policing:

STAR (Support Team Assisted Response Program):

STAR is an alternative 911 response program in Denver for those who are experiencing mental health, depression, poverty, homelessness and/or substance misuse challenges. A mental health professional and a paramedic respond to low-level calls instead of a police officer. The program began as a pilot in June 2020 with a single van and a two-person team. It has been successful and is expanding.¹³ As presented during the LWVCO Legislative Session program in January 2022, Carleigh Sallon, STAR Operations Manager at Denver 911, stated that the service has received 2,294 calls for service since June 1, 2020, and the responders have never had to call for police backup. As of February 20, 2022, they have responded to more than 2,700 calls, and STAR is getting ready to expand to six vans and more than a dozen workers — growth the program’s leaders hope will allow the teams to respond to more than 10,000 calls a year.¹⁴ The City has expanded the budget to \$3.9 million for 2022.

They’ve responded to reports of people experiencing psychotic breaks and people screaming for no apparent reason. They’ve helped a woman experiencing homelessness who couldn’t find a place to change, so she undressed in an alley. They’ve helped suicidal people, schizophrenic people, people using drugs. They’ve handed out water and socks. They’ve helped connect people to shelter, food and resources.¹⁵ Interestingly, while most of the calls come through Denver 911, where dispatchers are trained to send the STAR van for appropriate need, about a third of the calls are from Denver police officers who respond to a call and determine it would be better handled by STAR.¹⁶

Note that there have been recent concerns raised by community advocates about moving the management of the program from the Denver police to the Denver Department of Public Health and Environment (DDPHE) – even though that comes with additional funding.¹⁷

CAHOOTS (Crisis Assistance Helping Out On The Streets):

CAHOOTS is a community-based public safety system to provide mental health first response for crises involving mental illness, homelessness, and addiction. White Bird Clinic in Eugene, Oregon, a town of about 170,000, launched CAHOOTS as a community policing initiative in 1989. Denver’s STAR program is modeled after CAHOOTS.

CAHOOTS mobilizes two person teams consisting of a medic (nurse, paramedic, or EMT) and a crisis worker who has substantial training and experience in the mental health field. The CAHOOTS teams deal with a wide range of mental health-related crises, including conflict resolution, welfare checks, substance abuse, suicide threats and more, relying on trauma-informed de-escalation and harm reduction techniques. Staff do not carry weapons; their training and experience are the tools they use to ensure a non-violent resolution of crisis situations. They also handle non-emergency medical issues, avoiding costly transport and emergency treatment.

CAHOOTS calls come to Eugene's 911 system or the police non-emergency number. Dispatchers are trained to recognize non-violent situations with a behavioral health component and route these calls to CAHOOTS. In 2017 the CAHOOTS teams answered 17% of Eugene's Police Department's overall call volume, for a budget of \$2.1 million annually. The program saves the city of Eugene an estimated \$8.5 million in public safety spending annually.¹⁸

There have been over 310 requests for information about this program from communities around the country.¹⁹

These alternative programs are in addition to the department-specific programs discussed above, including the CAT and LEAD programs (LPD), the JCSO's proposed a pilot program to form a stand-alone regional community response entity, and the APD's efforts to partner with the Jefferson County Center for Mental Health to provide mental health clinician resources.

Ending thought:

How do all these issues effect our lives and our community and what actions, if any, can or should the League take to support or improve policing in our communities?

Reimagine Policing Committee: Lisa Decker, Marge Gostic, June LeCrone, Mary Olson and Ann Rutkofsky.

References

¹ Rowan Moore Gerety, The Atlantic, “An Alternative to Police That Police Can Get Behind,” December 28, 2020.

² LWVCO Program of Study and Action, Positions for Action 2022 (p. 9).

³ *Id.* at 88-89.

⁴ *Id.* at 86-87.

⁵ LWVJeffco Program and History 1953-2020, A Guide to Public Policy Positions.

⁶ LWVUS Impact on Issues: A Guide to Public Policy Positions 2020-2022 at 143.

⁷ “The George Floyd Act is a police-reform smorgasbord. Would it work?,” Economist, May 29, 2021.

⁸ Summary of bill at <https://leg.colorado.gov/bills/sb20-217>. Full text of bill at https://leg.colorado.gov/sites/default/files/2020a_217_signed.pdf.

⁹ Written Responses to Questions from JCSO dated March 3, 2022.

¹⁰ Sources for City of Arvada include: interviews with Detective David Snelling, Public Information Officer, Arvada Police Department on June 21, 2021, and Feb. 1, 2022; websites [Arvada.org](https://www.arvada.org) police page and [arvadabuiltblue.org](https://www.arvadabuiltblue.org).

¹¹ Sources for City of Lakewood include: Romero, John. Public Information Officer, Lakewood Police Department, Interviewed through Zoom application. August 3, 2021; Chief Dan McCasky Conversation (June 7, 2021). City of Lakewood: Watch a conversation between Lakewood Police Chief Dan McCasky and host Mark Koebrich that covers some interesting aspects about our police department. <https://www.youtube.com/watch?v=jxjpNyh9HgE>; Police-City of Lakewood. (2021, August 4) Retrieved from <https://www.lakewood.org/Government/Departments/Police>

¹² Sources for the Jefferson County Sheriff’s Office include: Interview with Sheriff Jeff Shrader, August 4, 2021 (with Lisa Decker and Marge Gostic); Written Responses to Questions from JCSO dated March 3, 2022; Jefferson County Sheriff’s office webpage: <https://www.jeffco.us/sheriff>; Jefferson County Sheriff’s Office LEA Quarterly Report, Second Quarter and Fourth Quarter, 2021. <https://www.jeffco.us/ArchiveCenter/ViewFile/Item/626>.

¹³ August 31, 2021, CBS4 report, <https://denver.cbslocal.com/2021/08/31/star-program-mental-health-denver-police/>. See also Denver Post

¹⁴ Elise Schmelzer, Denver Post, February 20, 2022.

¹⁵ *Id.*

¹⁶ *Id.*

¹⁷ <https://www.rmpbs.org/blogs/rocky-mountain-pbs/as-star-expands-the-community-feels-left-out-of-planning-heres-why-it-matters/>

¹⁸ See <https://whitebirdclinic.org/what-is-cahoots/> (October 29, 2020)

¹⁹ The Atlantic, “An Alternative to Police that Police can get behind,” by Rowan Moore Gerety, 12/28/2020.