

Henderson Police Department in the 21st Century

A Demonstration of Leadership



CONTENTS

Message from Henderson Police Chief, Patrick Moers | 4



Pillar One

Building Trust and Legitimacy

5



Pillar Two

Policy and Oversight

15



Pillar Three

Technology and Social Media

27



Pillar Four

Community Policing and Crime Reduction

33



Pillar Five

Training and Education

45



Pillar Six

Officer Wellness and Safety

53

A Message from the Chief

In December 2014, President Barack Obama signed an executive order establishing the Task Force on 21st Century Policing. This was in response to significant events surrounding that period that exposed several gaps in relationships between local police and the communities they serve. The Task Force, led by police and academic leaders, was charged with identifying best practices and offering recommendations to promote effective crime reduction while strengthening public trust in law enforcement. The Task Force concluded their report in May 2015, providing recommendations on six pillars: Building Trust and Legitimacy; Policy Oversight; Technology and Social Media; Community Policing and Crime Reduction; Training and Education; and Officer Wellness and Safety.



As a result, I tasked my Command Team to analyze the Task Force report and provide city leadership and the public with a score card measuring how the Henderson Police Department had already met elements of the recommendations and to identify areas where our current practices could be enhanced and augmented with these best practices from across the nation. I am pleased to say that prior to the report, and at the time of the report, the Henderson Police Department had already incorporated a majority of all elements from the pillars. This score card reflects the hard work that the professionals in the department have done and will continue to do well into the future.

I have personally attended meetings at the White House over this past year sitting alongside our nation's leaders in law enforcement discussing the importance of self-examination and continuous improvement. As our society changes and progresses, so must we.

After several months of examination and implementation, I am very proud to present to my City Council and the citizens of the great City of Henderson the results of this effort. I would like to express deep appreciation to the Henderson City Council and our City Manager for their support and guidance through this unprecedented period of change that all law enforcement is facing. I would also like to express profound gratitude to the men and women of the Henderson Police Department for their tremendous professionalism, integrity and dedication to keep Henderson one of the safest communities in America.

A handwritten signature in black ink that reads "Patrick Moers". The signature is written in a cursive, flowing style.

Chief Patrick Moers



Pillar One
Building Trust and Legitimacy

Pillar 1 Building Trust and Legitimacy

People are more likely to obey the law when they believe that those who are enforcing it have the legitimate authority to tell them what to do . . . The public confers legitimacy only on those they believe are acting in procedurally just ways.

Pillar 1 Introduction

The Henderson Police Department has historically enjoyed a progressive and trusting relationship with our citizens. We have successfully maintained their faith by conducting a critical review of our operations and community relations, engaging and informing our public, and exploring methods to improve. We have the public's trust, and we will continue to work hard to keep it. Henderson Police Department will continue to pursue meaningful ways to connect with our citizens and build lasting relationships.

1.1 Recommendation:

Law enforcement culture should embrace a guardian mindset to build public trust and legitimacy. Toward that end, police and sheriffs' departments should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with the citizens they serve.

Henderson Police Department:

Procedural justice exists when the public trusts law enforcement and perceives their enforcement actions as legitimate. We pride ourselves on the professionalism of our officers and maintaining a balance of our enforcement and non-enforcement roles within the community.

First and foremost our officers are public servants with the authority to enforce laws, and the responsibility to act in a manner consistent with the department and city values. We accomplish this in part by involving the public in critical incident reviews with our Police Activity Review Committee (PARC). The PARC includes three civilians who are graduates of our Citizen's Academy. Along with the committee members, they review information and ultimately, help decide if the officer's actions were within policy and procedure. We also proactively review our use of force policy to ensure it is aligned with current case law and recommendations from groups such as the American Civil Liberties Union (ACLU). Furthermore, we are a Commission on Accreditation for Law Enforcement Agencies (CALEA) Gold Standard Accreditation agency and continually seek best practices in reviewing and developing policy and procedures.

While we do not specifically reference a guardian culture, we hold true to our purpose statement, which is to enhance the quality of life by working in partnership with the public within the framework of the U.S. Constitution to enforce the laws, preserve the peace, and provide a safe community.

1.2 Recommendation:

Law enforcement agencies should acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.

Henderson Police Department:

We acknowledge that the issues facing some departments reflect on every law enforcement agency, and we recognize our responsibility to connect with every culture in our community. We have always maintained positive relationships with our citizens. However, we have placed a renewed emphasis on establishing meaningful relationships with minority leaders and working collaboratively with members of various community organizations. Furthermore, we continue to seek forums to communicate with our citizens and address their concerns.

We are exploring the topic of implicit bias and plan to continue incorporating it into our training. Additionally, our department is a key stakeholder in the Southern Desert Regional Police Academy



where our officers and several other jurisdictions receive their recruit training. The academy staff recently received media praise for their instruction in cultural awareness, intended to break down barriers and stereotypes that exist between law enforcement and the communities they serve.

1.2.1 Action item:

The U.S. Department of Justice should develop and disseminate case studies that provide examples where past injustices were publicly acknowledged by law enforcement agencies in a manner to help build community trust.

Henderson Police Department

We support this recommendation.

1.3 Recommendation:

Law enforcement agencies should establish a culture of transparency and accountability in order to build public trust and legitimacy. This will help ensure decision-making is understood and in accord with stated policy.

Henderson Police Department

The Henderson Police Department is the only Nevada agency that is part of the White House Police Data Initiative. As a participant, we send our use of force statistics to the White House and place the information on our website. Further, we investigate every complaint we receive, regardless of the source or method of transmission. We also review (rather than report on) every use of force incident. We displayed our commitment to transparency in 2011 when we were the first municipal agency in the Las Vegas Valley to install vehicle-mounted cameras. We are currently exploring a combined body-worn/dash mounted audio/ video system. Additionally, we listen to rather than dismiss any criticism from any group, regardless of their political or social interest and attempt to engage them in a reasonable and meaningful discussion. We have demonstrated a willingness to participate and show that our organization is open and responsive to their feedback, and we will continue to consider all feedback equally important and find common ground to connect with our community.

1.3.1 Action item:

To embrace a culture of transparency, law enforcement agencies should make all department policies available for public review and regularly post on the department's website information about stops, summonses, arrests, reported crime, and other law enforcement data aggregated by demographics.

Henderson Police Department

It is our goal to provide the community with timely and accurate information. The Henderson Police Department is currently engaged in several public information data sharing projects, including Nextdoor and Spot Crime. We also recently began sharing unfiltered data with the White House Police Data Initiative.

SpotCrime: <https://www.spotcrime.com/nv/henderson>

Nextdoor: <https://nextdoor.com>



Our website has current information on Uniform Crime Reporting (UCR) data, calls for service, response times and other statistical information to keep the community informed. We are researching new and innovative ideas to provide the community with current and accurate information on the reactive and proactive enforcement conducted by the department and its members.

All of our current policies are available for review on our website. This information is update annually.

1.3.2 Action item:

When serious incidents occur, including those involving alleged police misconduct, agencies should communicate with citizens and the media swiftly, openly, and neutrally, respecting areas where the law requires confidentiality.

Henderson Police Department

Our department has always been and will remain transparent with the media and the community we serve. We actively engage in the dissemination of information through traditional methods and several social media platforms including Facebook, Nextdoor, Twitter, and our own Henderson Police Department mobile application. We pride ourselves on leveraging technology and are currently improving our social media and networking programs and practices.

1.4 Recommendation:

Law enforcement agencies should promote legitimacy internally within the organization by applying the principles of procedural justice.

Henderson Police Department

Before we implement any policy, it is subject to review by every member of the department and labor organization. We seek direct input and often revise policies based on their participation. State laws, administrative policies and due process guide the investigative process and protect our employees' rights.

1.4.1 Action item:

In order to achieve internal legitimacy, law enforcement agencies should involve employees in the process of developing policies and procedures.

Henderson Police Department

All Henderson Police Department employees have the ability to create new policies and revise current policies. These policies are placed on a department blog that allows for comment and recommendations from any department employee or the labor organization that represents them. Any new or revised policies are presented to the Command Staff for final discussion and once approved, signed by the Chief of Police.

1.4.2 Action item:

Law enforcement agency leadership should examine opportunities to incorporate procedural justice into the internal discipline process, placing additional importance on values adherence rather than adherence to rules. Union leadership should be partners in this process.



Henderson Police Department

The Henderson Police Department embraces education-based discipline (EBD), and we emphasize fundamental fairness over punitive measures. We use EBD to modify behavior and focus on core values. We have established layers of review for accidents, use of force, and critical incidents. These evaluations promote accountability and best practices. Supervisors have both formal and informal processes for corrective action and improving their subordinate's skills. Additionally, we promote professionalism in all aspects of police work, and we train our officers to hold themselves and each other accountable to the highest standards of personal behavior.

1.5 Recommendations:

Law enforcement agencies should proactively promote public trust by initiating positive non-enforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies.

Henderson Police Department

We have established many community engagement opportunities including our Citizen's Academy, homeowner associations and neighborhood meetings, "Coffee with a Cop", Talk Shop with a Cop, Police Athletic League, and various charitable events. We also work closely with the City management and elected officials and routinely attend public forums. Additionally, we encourage our officers and staff to interact with the public in non-enforcement roles, such as neighborhood meetings and social events such as barbecues. While our Community Relations Bureau manages most of our public functions, it is every officer's duty to connect with the public. We build trust with our community through positive personal interactions.

1.5.1 Action item:

In order to achieve external legitimacy, law enforcement agencies should involve the community in the process of developing and evaluating policies and procedures.

Henderson Police Department

The Henderson Police Department attained a CALEA Gold Standard Accreditation, and this status exemplifies that we meet or exceed best practices. Also, we reached out to the ACLU and other organizations to assist us in developing policy and procedures. Although, we do not have a formal process for citizens to evaluate or develop policies and procedures, when warranted we will assess and revise our guidelines based on public feedback.

1.5.2 Action item:

Law enforcement agencies should institute residency incentive programs such as Resident Officer Programs.

Henderson Police Department

Although we do not have any specific programs in place, we do support programs such as the U.S. Department of Housing and Urban Development "Good Neighbor Next Door Program" and we have had our officers utilize this program in the past.

1.5.3 Action item:

Law enforcement agencies should create opportunities in schools and communities for positive non-enforcement interactions with police. Agencies should also publicize the beneficial outcomes and images of positive, trust-building partnerships and initiatives.

Henderson Police Department

We are proud of our D.R.E.A.M.S. (Decision Making, Responsibility, Education, Achievement, Motivation, and Self-Esteem) program which we developed as an alternative to Drug Abuse Resistance Education (D.A.R.E.). In this program, we interact with fifth-grade students to help them develop skills to make positive choices. Every year we participate in Nevada Reading Week, and officers and civilian staff join with elementary and middle-school teachers to promote literacy by reading to children in their classrooms. We also created our Explorer program to foster positive relationships with high school aged youth and provide them with positive role models. Our officers routinely volunteer their time to manage this program. We are active in the Police Athletic League (PAL) and work with the PAL gym to assist at-risk youth. Additionally, through the YES Incorporated (Youth Engaging Success Incorporated) project, we help mentor local junior and senior high school students preparing them for career opportunities in law enforcement. In our Every 15 Minute program, we focus on educating high school students (11th and 12th grade) on the dangers of driving under the influences of alcohol and drugs.

1.5.4 Action item:

Use of physical control equipment and techniques against vulnerable populations—including children, elderly persons, pregnant women, people with physical and mental disabilities, limited English proficiency, and others—can undermine public trust and should be used as a last resort.

Henderson Police Department

We are proud of our training related to interacting with and the use of physical control equipment on persons with disabilities and the vulnerable population. Examples of this instruction include communicating with deaf or hard of hearing individuals and mentally ill persons. We conduct mandatory training for autism recognition, excited delirium recognition and response training. We also work in conjunction with Dr. John Peters of the Institute for the Prevention of In Custody Death (IPICD). The Henderson Police Department was the first agency in the nation to develop an education program for all officers relating to the appropriate and safe contact of individuals in wheelchairs.



1.6 Recommendations:

Law enforcement agencies should consider the potential damage to public trust when implementing crime-fighting strategies.

Henderson Police Department

Our officers and supervisors always consider the impact to our community when developing enforcement strategies. We routinely partner with the community and seek feedback through various community forums such as homeowner associations and neighborhood meetings. We develop long-term solutions, rather than displacing problems, and evaluate the results through crime analysis. In a recent project, our officers engaged with citizens in a low-income neighborhood that was experiencing a rise in crime. We increased patrols and citizen contacts and successfully reduced crime. Officers reported receiving praise from many of the residents for their actions. We balanced our enforcement with the needs of the community and developed lasting relationships built on trust and mutual respect.

1.6.1 Action item:

Research conducted to evaluate the effectiveness of crime fighting strategies should specifically look at the potential for collateral damage of any given strategy on community trust and legitimacy.

Henderson Police Department

Henderson Police Department works with neighborhood residents to ensure our enforcement models are consistent with our pledge to maintain trust with the community. Our crime analysts measure the results, and we make this information available to the public through our website and community forums. We use several social media platforms including Facebook, Nextdoor, Twitter, and our Henderson Police Department mobile application to interact with the public, and we continue to evolve our social media presence. These efforts allow an exchange of information for both positive and negative feedback. Our staff responds to all inquiries and evaluates when strategies are working or modifies them when appropriate.

1.7 Recommendations:

Law enforcement agencies should track the level of trust in the police by their communities just as they measure changes in crime. Annual community surveys, ideally standardized across jurisdictions and with accepted sampling protocols, can measure how policing in that community affects public trust.

Henderson Police Department

The City of Henderson conducts annual customer satisfaction surveys, which include the citizens' opinion of the police department. Our department has historically received ratings in the high 90 percentile.

Each business card and information card that an officer hands out has a web address that allows citizens to anonymously complete a survey on their experience with the department. This survey covers everything from their interaction with dispatch to the attitude and behavior of the responding officer. This survey allows for immediate feedback of our interaction with the community and provides a timely measure of our mutual trust. Additionally, we are 1 of 100 agencies that participate in the National Police Research Platform, which seeks to advance the science and practice of policing in the United States. This is achieved by introducing a new system of measurement and feedback that captures organizational excellence both inside and outside the walls of the agency. The platform is managed by a team of leading police scholars from seven universities, supported by the operational expertise of a respected national advisory board.

1.7.1 Action item:

The Federal Government should develop survey tools and instructions for the use of such a model to prevent local departments from incurring the expense and to allow for consistency across jurisdictions.

Henderson Police Department

We support the Federal Government developing survey tools for our use. Currently, we share data with the International Association of Chiefs of Police (IACP) to allow police leaders and academics to comparatively analyze data across the nation with the goal of improving police metrics and foster data-driven decisions. We're also one of 100 police departments that participated in the National Police Research Platform (Phase 2: 2012-2014) to contribute requested data designed to analyze, improve, and advance the policing profession.

1.8 Recommendations:

Law enforcement agencies should strive to create a workforce that contains a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities.

Henderson Police Department

The Henderson Police Department initiated an extensive diversity hiring program with the goal that our department reflects the community we serve. The initiative uses statistical data to evaluate our current staffing in proportion to our community and focuses hiring practices to ensure we maintain trends with the growing diversity of our community. We began specific public recruitment forums to attract more female, minority, and lesbian, gay, bisexual, transgender and queer/questioning (LGBTQ) recruits. We created Hispanic, Asian, Urban, and Women diversity groups within the department to engage sworn and civilian employees and seek their input on recruitment processes. Members of these groups routinely attend functions with community groups to share our diversity hiring goals.

In 2015, Henderson Police Department proactively increased minority recruitment and hiring with a recruiting website, recruitment information night events, videos, and job fairs. Website advertising will continue to be part of the department's recruitment strategy. The department will continue to foster relationships with local colleges, universities, and technical schools that offer law enforcement or criminal justice programs. We will focus outreach to the military and other local organizations. These initiatives have led to increased minority applications and hiring.

The addition, in 2015 the Diversity groups helped foster relationships with local minority groups such as the Urban League of Las Vegas, Hispanics in Politics, the Korean American Chamber of Commerce, and Asian Chamber of Commerce.

1.8.1 Action item:

The Federal Government should create a Law Enforcement Diversity Initiative designed to help communities diversify law enforcement departments to reflect the demographics of the community.



Henderson Police Department

Although we agree with the recommendation for the Federal government and would welcome assistance to increase our diversity recruitment, we will continue to work toward ensuring Henderson Police Department represents the diversity of our community.

1.8.2 Action item:

The department overseeing this initiative should help localities learn best practices for recruitment, training, and outreach to improve the diversity as well as the cultural and linguistic responsiveness of law enforcement agencies.

Henderson Police Department

This initiative remains an action item for the Federal Government. However, our department will continue to engage in diversity recruitment and evolve our practices to hire and promote officers and staff that best represent the City of Henderson and our community. The addition of Recruitment Information Night events have increased our outreach to the community by providing information about our profession and how to navigate the hiring process. Furthermore, it has allowed candidates direct access to command staff, human resources, and officers. This forum allows candidates to ask questions and interact with our department members on a personal level.

1.8.3 Action item:

Successful law enforcement agencies should be highlighted and celebrated, and those with less diversity should be offered technical assistance to facilitate change.

Henderson Police Department

While this is an action item for the Federal Government, our Department seeks best practices and continuously evaluates our processes to provide the finest training on diversity issues.

1.8.4 Action item:

Discretionary federal funding for law enforcement programs could be influenced by the department's efforts to improve their diversity, cultural and linguistic responsiveness.

Henderson Police Department

Diversity is essential for local law enforcement agencies in successfully implementing community-based policing programs. The Henderson Police Department recognizes this fact, and we continue to increase our diversity to serve the community. Officers from diverse backgrounds bring a broad range of cultural understandings and language skills to our agency. We make every effort to seek funding through state and federal grants to improve processes.

1.8.5 Action item:

Law enforcement agencies should be encouraged to explore more flexible staffing models.

Henderson Police Department

Along with many other communities, the City of Henderson suffered an economic downturn that impacted hiring and resulted in reduced sworn and civilian staffing for our department. Although we are in a slight financial upturn, there is a long road ahead. Lower staffing limits our options, but we continue to explore staffing models. Henderson Police Department also conducts an annual review of calls for service, and we developed deployment models that provide the most professional service for our community and the fastest response to priority calls.

1.9 Recommendations:

Law enforcement agencies should build relationships based on trust with immigrant communities. This is central to overall public safety.

Henderson Police Department

We do not have a specific policy related to immigrants, and officers are expected to interact professionally with every member of the community regardless of their immigration status. Henderson is a diverse immigrant community, and we make every effort to engage and build trusting relationships through various forums.

1.9.1 Action item:

Local agencies have a clear need to help protect all residents while continuing to foster trust and cooperation with everyone in their communities. Assistance and cooperation from immigrant communities is especially important when an immigrant, whether documented or not, is the victim of or a witness to a crime. We must encourage these persons to file reports and come forward with information. Their cooperation is needed to prevent and solve crimes and maintain public order, safety, and security in the community. For this reason, our department policy prohibits biased-based profiling and Henderson officers do not make immigration inquiries during routine or consensual contacts.

Henderson Police Department

Our department policy prohibits biased-based profiling, and Henderson officers do not make immigration inquiries during routine or consensual contacts.

1.9.2 Action item:

Law enforcement agencies should ensure reasonable and equitable language access for all persons who have encounters with police or who enter the criminal justice system.

Henderson Police Department

The City of Henderson is a multi-cultural community, and to protect and serve our citizens, we must be able to communicate with every citizen. To that end, we recruit officers from various cultures who speak a variety of languages. We also offer incentive pay to encourage officers to develop their language skills. Additionally, all employees have access to a linguistic bank of interpreters.

Furthermore, our policies guide officers when they encounter the hearing impaired, and how to access certified interpreters. Additionally, Henderson Police Department is very proud to be the only department currently able to receive texts to 911. All of these initiatives combine to remove language barriers and provide the highest level of professional service.



1.9.3 Action item:

The U.S. Department of Justice should not include civil immigration information in the FBI's National Crime Information Center database.

Henderson Police Department

This action item is a federal initiative and not applicable to our Police Department.



Pillar Two
Policy and Oversight

2.1 Recommendation:

Law enforcement agencies should collaborate with community members to develop policies and strategies in communities and neighborhoods disproportionately affected by crime for deploying resources that aim to reduce crime by improving relationships, greater community engagement, and cooperation.

Henderson Police Department:

We utilize diversity committees to provide outreach to our community. These committees are made up of department members, both sworn and civilian, who provide our community with crime and call for service statistics and analysis.

Committee members attend meetings in the community to allow for the citizens to interact with members of the department and give feedback. Our Community Relations Bureau coordinates the Neighborhood Watch and Crime Free Multi-Housing programs to reduce crime and engage with the communities we serve.



2.1.1 Action Item:

The Federal Government should incentivize this collaboration through a variety of programs that focus on public health, education, mental health, and other programs not traditionally part of the criminal justice system.

Henderson Police Department:

Our department agrees that the Federal Government should incentivize collaboration. We have programs coordinated by our Community Relations Bureau that are geared towards improving community relationships, engagement and cooperation. Programs like D.R.E.A.M.S., Every 15 Minutes, Police Athletic League, Neighborhood Watch, Crime Prevention Through Environmental Design (CPTED), Crime Free Multi Housing and the Henderson Community Expo all help in educating the community of the services provided by the police department as well as teach self-reliance and community pride. Our Training Bureau conducts Citizen Academies routinely so more of the public is aware of the job the police department is entrusted with and how laws, policies and procedures all govern our actions.

2.2 Recommendation:

Law enforcement agencies should have comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection.

Henderson Police Department:

Our department has been accredited by the CALEA since 2002. Our use of force policies are continually updated and critiqued. In 2013, we created a Use of Force Training and Analysis Unit and currently have two sworn officers that are certified by Force Science Institute. This unit reviews and evaluates every use of force for lessons learned, policy improvements, trends/patterns and accountability. This information is shared not only internally, but with other law enforcement agencies. The department also uses Blue Team software to track all use of force incidents. Each year our members receive training on our use of force policy as well as recertifying in firearms and less lethal options. Our use of force policies and statistics are available online for public inspection.

2.2.1 Action Item:

Law enforcement agency policies for training on use of force should emphasize de-escalation and alternatives to arrest or summons in situations where appropriate.

Henderson Police Department:

We recognize and respect the value and special integrity of each human life. However there are individuals in our society that do resist our lawful actions. They may resist arrest by flight and/or resort to force or violence to commit their crimes and/or harm the innocent and weak to further their illegal activities.



Any use of force by sworn police personnel of this department is a critical concern, both to the public and to the law enforcement community. Officers engage in many varied interactions and, when the situation deems it appropriate based on all of the facts and circumstances known to the officer may use reasonable force in carrying out their duties.

In vesting police officers with the lawful authority to apply compliance techniques to protect the public welfare, a careful balancing of all human interests is required. Therefore, our policy is that police officers will use only reasonable force to effectively bring an incident under control, while protecting the lives of the officer or another, as is more fully set forth in our policy.

All use of force incidents are responded to by a supervisor and reported through the Blue Team tracking software. In July 2016, our department expanded use of force training to include verbal de-escalation techniques in use of force situations. Our goal is to reduce the chance of having to use force but understand that use of force encounters are dictated by the actions of the citizen.

Our Community Relations Bureau administers our summons program where minor offenses can be sent directly to the courts rather than in-custody arrests. Our officers are encouraged to use warnings, citations and apply for warrants of arrest through the courts as an alternative to making in-custody arrests.

2.2.2 Action Item:

These policies should also mandate external and independent criminal investigations in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in custody deaths.

Henderson Police Department:

Our department utilizes both external and internal investigators for investigations involving a use of force that results in death or in custody death. Our Homicide Unit responds to and investigates all officer involved shooting (OIS) cases by department members or in custody deaths. If these incidents occur outside of our jurisdiction, the Homicide Unit conducts a concurrent investigation along with the responsible police agency's investigation. There are mutual-aid agreements in place with other metropolitan agencies to assist in and evaluate our departments OIS or in-custody deaths. Our department employs a Police Action Review Committee to review employee actions in risk related events up to and including deadly force. The Police Action Review Committee is made up of department sworn and civilian supervisors as well as three citizens who have completed our Citizen's Academy. The review compares the employee's actions to existing department policy, procedure and training.

2.2.3 Action Item:

The task force encourages policies that mandate the use of external and independent prosecutors in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in custody deaths.

Henderson Police Department:

We comply with the shooting response protocol defined by the Clark County District Attorney's Office (CCDAO) and the Clark County Coroner's Office (CCCO) for OIS cases. CCDAO is provided unrestricted access to the incident briefing, officer interviews, and any other evidence collected. Upon conclusion of the investigation, the final report is forwarded to the CCDAO for review and to determine whether or not our member's actions were consistent with applicable State and/or Federal laws.

2.2.4 Action Item:

Policies on use of force should also require agencies to collect, maintain, and report data to the Federal Government on all officer-involved shootings, whether fatal or nonfatal, as well as any in custody death.

Henderson Police Department:

Our Investigations Services Division (ISD) currently collects and maintains data on all officer involved shootings and in custody deaths. We require supervisors to ensure reports and information related to uses of force by our officers, whether fatal or nonfatal, are completed in our Records Management System (RMS) and through the Blue Team software program. Department policy requires police officers complete an incident report, detailing uses of force, as well as deaths involving police contact, whether the death occurred while in custody or otherwise. Supervisors then review and approve these reports in RMS which are maintained by the Records Bureau. Blue Team reports are submitted, through the chain of command, to the Use of Force Training and Analysis Unit for review and evaluation. Our Crime Analysis Unit then compiles the officer involved shooting reports, along with other crime related data in RMS, which in turn reports it to the Federal Government, by way of the Uniform Crime Reporting (UCR) database, managed by the Federal Bureau of Investigation (FBI). Our Department participates in the Mid-Cities and Benchmark Cities Associations where officer involved shooting data is collected and analyzed.

2.2.5 Action Item:

Policies on use of force should clearly state what types of information will be released, when, and in what situation, to maintain transparency.

Henderson Police Department:

Our department has specific policies for releasing investigation information in incidents of use of force. The Chief of Police has the ultimate authority to authorize the release of information to include the name of the officer(s) involved but will generally wait 48 hours in doing so. There are three exceptions to denying access to records in use of force reports and these are; statutorily confidential or privileged information such as the Health Insurance Portability and Accountability Act (HIPAA); best interests of the State (seriously impair performance or investigation); and privacy concerns (i.e., certain victims, financial, and personal identifiers, etc.). We also follow all state and federal laws pertaining to Freedom of Information Act requests.

2.2.6 Action Item:

Law enforcement agencies should establish a Serious Incident Review Board comprising sworn staff and community members to review cases involving officer-involved shootings and other serious incidents that have the potential to damage community trust or confidence in the agency. The purpose of this board should be to identify any administrative, supervisory, training, tactical, or policy issues that need to be addressed.

Henderson Police Department:

Our department has established a process to review employee actions in risk related events up to and including deadly force. This review is conducted by the Police Action Review Committee. The Review Committee's focus compares the employee's actions to existing department policy and procedure and conducts a training evaluation of the incident. The committee is comprised of sworn and civilian supervisors as well as three resident citizens who have completed the Citizen's Academy. The Police Action Review Committee is empowered to conduct an administrative investigation into the circumstances of an incident. It is tasked with determining findings as to the use of force or police action as it relates to department policy and procedure. In addition, the Committee may make recommendations as to training issues, policy changes, and other pertinent issues.

2.3 Recommendation:

Law enforcement agencies are encouraged to implement non-punitive peer review of critical incidents separate from criminal and administrative investigations.

Henderson Police Department:

Our Use of Force Training and Analysis Unit conducts a confidential, non-punitive critical incident review of all uses of force to ensure the actions of the officers were consistent with the policies, procedures, case law, lessons learned and any trending patterns. The Use of Force Unit also uses these reviews to update policy and training as needed.

2.4 Recommendation:

Law enforcement agencies are encouraged to adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence.

Henderson Police Department:

When eyewitness identification is used as an investigative tool, officers shall adhere to the procedures set forth in policy in order to maximize the reliability of identifications, minimize unjust accusations of innocent persons and to establish evidence that is reliable and in conformance with established legal procedure. We follow the definitions provided in the Statutes of Nevada Section 1, Chapter 171 when conducting identification procedures. Unless exigent circumstances exist, our department uses photo-lineups or live lineups instead of one-one identifications.

2.5 Recommendations:

All federal, state, local, and tribal law enforcement agencies should report and make available to the public census data regarding the composition of their departments including race, gender, age, and other relevant demographic data.

Henderson Police Department:

As part of our CALEA accreditation we produce this report annually with the assistance of the City of Henderson's Human Resources Department. This information reflects the composition of our department, including race, gender, age, and other relevant demographic data. This report is online and readily available to the public.

2.5.1 Action Item:

The Bureau of Justice Statistics should add additional demographic questions to the Law Enforcement Management and Administrative Statistics (LEMAS) survey in order to meet the intent of this recommendation.

Henderson Police Department:

We agree with adding additional demographic questions to the LEMAS survey.

2.6 Recommendation:

Law enforcement agencies should be encouraged to collect, maintain, and analyze demographic data on all detentions (stops, frisks, searches, summons, and arrests). This data should be disaggregated by school and non-school contacts.

Henderson Police Department:

We collect demographic data on searches, written warnings, citations and arrests. Stops and frisks are documented using computer based Field Interviews (FI's). We capture all of our data on stops that do not result in a written warning, citation or arrest through FI's which are stored in our RMS by the Records Bureau. This information is analyzed and reported on for accreditation purposes annually.

2.6.1 Action Item:

The Federal Government could further incentivize universities and other organizations to partner with police departments to collect data and develop knowledge about analysis and benchmarks as well as to develop tools and templates that help departments manage data collection and analysis.

Henderson Police Department:

We agree that the Federal Government could further incentivize universities and other organizations to partner with police departments to collect data and develop knowledge about analysis and benchmarks as well as to develop tools and templates that help departments manage data collection and analysis. Our Department has a history of collaborating with institutions of higher learning, as well as professional police organizations, such as University of Nevada Las Vegas, Police Executive Research Forum, CALEA, Mid-Cities, Benchmark Cities and Motorola Solutions to improve the management of data collection and establishing performance benchmarks.

2.7 Recommendation:

Law enforcement agencies should create policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources that are designed to minimize the appearance of a military operation and avoid using provocative tactics and equipment that undermine civilian trust.

Henderson Police Department:

Our department has a crowd management policy to provide guidelines to Henderson Police Department personnel regarding the application and operation of acceptable crowd control and management. The policy of the Department regarding crowd management and crowd control is to apply the appropriate level of direction and control to protect life, property, and vital facilities while maintaining public peace and order during a demonstration and/or crowd event. The Henderson Police Department will uphold the constitutional rights of free speech and assembly while using the reasonable amount of force and authority deemed prudent and practical to address a crowd management or crowd control issue. In the instance where mass arrest is necessary, our policy is to set guidelines for use by Department personnel in the effective application of mass arrests procedures.



2.7.1 Action Item:

Law enforcement agency policies should address procedures for implementing a layered response to mass demonstrations that prioritize de-escalation and a guardian mindset.

Henderson Police Department:

Our crowd management policy discusses a multitude of scenarios, and provides for a layered approach to address peaceful demonstrations, and unruly gatherings, with de-escalation as the main focus.

2.7.2 Action Item:

The Federal Government should create a mechanism for investigating complaints and issuing sanctions regarding the inappropriate use of equipment and tactics during mass demonstrations.

Henderson Police Department:

All policies and procedures for policing mass demonstrations employ a continuum of managed tactical resources designed to minimize the appearance of a military operation and avoid using tactics and equipment that undermine civilian trust. These tactics are covered in our Crowd Management policy, augmented by basic crowd management training in the academy, and advanced crowd management training for officers. An after action report is required within 30 day of the event and is review by the chain of command. Additionally, we have a mechanism for investigating complaints regarding inappropriate use of equipment and tactics during mass demonstrations. Use of force is covered by department policy. If force is used inappropriately it would be investigated by Internal Affairs in conjunction with the Use of Force Training and Analysis Unit. The Federal Government has a process to investigate complaints regarding inappropriate use of force for equipment and tactics during mass demonstrations. If a member of the public feels the equipment or force used was inappropriate, and that their rights were violated, they can file a Federal 1983 complaint. The department will respond to these lawsuits and Internal Affairs will investigate.

2.8 Recommendation:

Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight to meet the needs of that community.

Henderson Police Department:

Our use of the Police Action Review Committee includes three resident community members. The Review Committee's focus compares the employee's actions to existing department policy and procedure and conduct a training evaluation of the incident. The Police Action Review Committee is empowered to conduct an administrative investigation into the circumstances of an incident. It is tasked with determining findings as to the use of force or



police action as it relates to department policy and procedure. In addition, the Committee may make recommendations as to training issues, policy changes, and other pertinent issues.

The Chief of Police is the chairperson of the City of Henderson's Executive Steering Committee for Public & Employee Safety. This committee reviews various public safety projects and provides direction and oversight for the police department. Our department also uses citizen surveys to understand the needs of the residents and adjust policing tactics to address those issues.

2.8.1 Action Item:

The U.S. Department of Justice, through its research arm, the National Institute of Justice, should expand its research agenda to include civilian oversight.

Henderson Police Department:

This is an action item for the Federal Government; however, our Department welcomes the opportunity to participate in research related to improving our civilian oversight.

2.8.2 Action Item:

The U.S. Department of Justice's Office of Community Oriented Policing Services (COPS Office) should provide technical assistance and collect best practices from existing civilian oversight efforts and be prepared to help cities create this structure, potentially with some matching grants and funding.

Henderson Police Department:

This is an action item for the Federal Government; however, since 2011, our department has included community members on our Police Action Review Committee. We support researching grant opportunities to further enhance our well established procedures.

2.9 Recommendation:

Law enforcement agencies and municipalities should refrain from practices requiring officers to issue a predetermined number of tickets, citations, arrests, or summonses, or to initiate investigative contacts with citizens for reasons not directly related to improving public safety, such as generating revenue.

Henderson Police Department:

Our department does not utilize nor does it condone practices or procedures designed to establish officer quotas or revenue generating practices. We record officer activity through electronic statistical reports. Productivity is reviewed through monthly statistical reviews to ensure that officers are not only enforcing ordinances and state laws, but spending time developing relations with the members of the community they patrol.

2.10 Recommendation:

Law enforcement officers should be required to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause. Furthermore, officers should ideally obtain written acknowledgment that they have sought consent to a search in these circumstances.

Henderson Police Department:

Our department has several policies and procedures on consent searches, all of which require an officer to explain that the person has a right to refuse such consent. Officers are required to document the advisement in writing on department consent search forms, which are signed by the person consenting to the search. Policies and forms cover the search of a person, vehicle or structure, search of a person for DNA and consent during a "knock and talk" investigation as well as the procedure to follow when seeking consent for a search.

2.11 Recommendation:

Law enforcement agencies should adopt policies requiring officers to identify themselves by their full name, rank, and command (as applicable) and provide that information in writing to individuals they have stopped. In addition, policies should require officers to state the reason for the stop and the reason for the search if one is conducted.

Henderson Police Department:

Our department policy requires officers to identify themselves in writing with their name and/or badge number when requested unless it would jeopardize the safety of the member. Officers are trained and required to explain the reason for their stops, citations, arrests, and the scope of all searches. They are also required to identify themselves by name and badge number when calling or answering a telephone whether requested or not.

2.11.1 Action Item:

One example of how to do this is for law enforcement officers to carry business cards containing their name, rank, command, and contact information that would enable individuals to offer suggestions or commendations or to file complaints with the appropriate individual, office, or board. These cards would be easily distributed in all encounters.

Henderson Police Department:

Policy requires members to provide name and/or badge number to a citizen upon request. Further, every officer is provided an individualized phone extension along with business cards to be given to citizens upon request.

2.12 Recommendation:

Law enforcement agencies should establish search and seizure procedures related to LGBTQ and transgender populations and adopt as policy the recommendation from the President's Advisory Council on HIV/AIDS (PACHA) to cease using the possession of condoms as the sole evidence of vice.

Henderson Police Department:

Our department policy on searching people states it will be conducted, whenever possible, by officers of the same sex. If, under the circumstances, this is not possible the search should be conducted in the presence of another officer, except in cases of emergency. We are currently working with members of the LGBTQ community to develop best practices and policies for both corrections and police officers.

2.13 Recommendation:

Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, or language fluency.

Henderson Police Department:

We have policies that prohibit profiling and discrimination based on race, ethnic background, national origin, cultural group, religion, gender, age, sexual orientation, gender identity/expression, immigration status, and economic status, physical or mental disability, housing status, occupation, or language fluency. Officers also receive training on diversity and profiling annually. All allegations of biased profiling are investigated by our Internal Affairs Unit.



2.13.1 Action Item:

The Bureau of Justice Statistics should add questions concerning sexual harassment of and misconduct toward community members, and in particular LGBTQ and gender nonconforming people, by law enforcement officers to the Police Public Contact Survey.

Henderson Police Department:

Our Department supports the Bureau of Justice Statistics adding questions relating to sexual harassment of and misconduct toward our community members, including LGBTQ and gender-nonconforming people by law enforcement officers.

2.13.2 Action Item:

The Centers for Disease Control should add questions concerning sexual harassment of and misconduct toward community members, and in particular LGBTQ and gender nonconforming people, by law enforcement officers to the National Intimate Partner and Sexual Violence Survey.

Henderson Police Department:

Our Department supports the Bureau of Justice Statistics adding questions relating to sexual harassment of and misconduct toward our community members, including LGBTQ and gender-nonconforming people by law enforcement officers.

2.13.3 Action Item:

The U.S. Department of Justice should promote and disseminate guidance to federal, state, and local law enforcement agencies on documenting, preventing, and addressing sexual harassment and misconduct by local law enforcement agents, consistent with the recommendations of the International Association of Chiefs of Police.

Henderson Police Department:

Although this is an action item for the Department of Justice, all reports of misconduct by members are investigated. We thoroughly record and promptly investigate internal and external complaints, take swift corrective disciplinary action when appropriate, and protect the rights of the employees along with our community members. All department members receive training on sexual harassment and misconduct at the time they are hired and throughout their career.

2.14 Recommendation:

The U.S. Department of Justice, through the Office of Community Oriented Policing Services and Office of Justice Programs, should provide technical assistance and incentive funding to jurisdictions with small police agencies that take steps towards shared services, regional training, and consolidation.

Henderson Police Department:

This is a recommendation for the Federal Government; however, our department, for over 13 years, has been a managing partner in a regional police training academy, and a partnering agency for the creation and management of the Eldorado Valley Regional Public Safety Training Facility for basic and in-service training. In addition, we share ideas and best practices through the Las Vegas Fusion Center, Nevada Association of Sheriffs and Chiefs, Mid-Sized Cities, Benchmark Cities and the International Association of Chiefs of Police (IACP). Our Department also provides assistance to surrounding law enforcement agencies through our Task Forces and our Use of Force Training and Analysis Unit.





Pillar Three
Technology and Social Media

3.1 Recommendation:

The U.S. Department of Justice, in consultation with the law enforcement field, should broaden the efforts of the National Institute of Justice to establish national standards for the research and development of new technology. These standards should also address compatibility and interoperability needs both within law enforcement agencies and across agencies and jurisdictions and maintain civil and human rights protections.

Henderson Police Department:

The Henderson Police Department's radio communications and records management technology is compatible with other agencies in the valley. Our efforts to provide support across jurisdictional boundaries include participation in multi-agency task forces and investigations. Our Department prides itself on providing premier technology to its personnel, and we understand the importance of the interoperability and compatibility of that technology with other jurisdictions. To that end, we provide communications backup for the College of Southern Nevada Police Department, the University of Nevada Las Vegas Police Department, the Clark County School District Police Department and the City of Las Vegas Department of Public Safety.

3.1.1 Action Item:

The Federal Government should support the development and delivery of training to help law enforcement agencies learn, acquire, and implement technology tools and tactics that are consistent with the best practices of 21st century policing.

Henderson Police Department:

Our Department has long recognized the importance of utilizing technology to improve transparency and efficiency within our Department. Some examples include our Mobile Audio Video (MAV) in car video program, Blue Team reporting for use of force/vehicle accidents and early warning, training simulator, computer automated targeting systems and Power DMS which delivers and tracks policy additions/revisions and training.

3.1.2 Action Item:

As part of national standards, the issue of technology's impact on privacy concerns should be addressed in accordance with protections provided by constitutional law.

Henderson Police Department:

We recognize the importance of privacy concerns and make every effort to protect the privacy of our citizens. Our policy includes the Fourth Amendment to the U.S. Constitution, and the Henderson Police Department honors and protects the rights of its citizens. As technology changes, so does the challenge to ensure our actions are within the guidelines of the constitution. Our Department has an assistant city attorney assigned for the sole purpose of providing counsel and opinion on the changing environment of search and seizure. As new technology impacts case law or creates new legal challenges, we have it reviewed and communicated to our officers. If procedural changes are necessary, they are made.

3.1.3 Action Item:

Law enforcement agencies should deploy smart technology that is designed to prevent the tampering with or manipulating of evidence in violation of policy.

Henderson Police Department:

Our Department has a variety of policies, procedures and tools to protect information and evidence. Our system has a two-point authentication to control access to the evidence vault and there is no temporary evidence holding. Once evidence is booked, it cannot be retrieved without being cataloged, inventoried and signed out to the officers. We have security features such as an alarm system, and limited access by authorized personnel only. Our agency conducts annual, planned and unannounced inspections of our evidence vault.

3.2 Recommendation:

The implementation of appropriate technology by law enforcement agencies should be designed considering local needs and aligned with national standards.

Henderson Police Department:

Our Department fully supports advancing technology for use in law enforcement. We have been at the forefront in advancing law enforcement technology. We are the first agency in the state to utilize Next Generation 911 (NG911) which is capable of receiving emergency text messages into our communications center. Our communications center is also capable of utilizing a community notification system to notify residents of emergencies. We are additionally the first major department in southern Nevada to have a smartphone application that allows us to communicate with our citizens.

3.2.1 Action Item:

Law enforcement agencies should encourage public engagement and collaboration, including the use of community advisory bodies, when developing a policy for the use of technology.

Henderson Police Department:

We have utilized numerous Community Forums since 2012 to build relationships with the community to help establish trust and legitimacy. We welcome the community's involvement in numerous ways that include a Citizen's Academy, citizen volunteer program, and we have citizens involved in our Police Action Review Committee. Through our Community Forums we provide an opportunity for feedback and dialogue on our policies, procedures, and technology. We also utilize survey tools on social media to solicit input from our citizens regarding the implementation of new technology.

3.2.2 Action Item:

Law enforcement agencies should include an evaluation or assessment process to gauge the effectiveness of any new technology, soliciting input from all levels of the agency, from line officer to leadership, as well as assessment from members of the community.

Henderson Police Department:

We have a Technology Optimizing Premier Police Services (TOPPS) committee that is involved in the selection, implementation, field testing, training and evaluation of all new and existing technology. This committee is made up of both sworn and civilian personnel and represents all ranks and assignments within the department.

3.2.3 Action Item:

Law enforcement agencies should adopt the use of new technologies that will help them better serve people with special needs or disabilities.

Henderson Police Department:

Our Department values all citizens and recognizes the need to service those with special needs or disabilities. The foundation of that commitment to serve starts with the training of our officers to insure that our initial contacts, during times of crisis, are professional and appropriate. We have developed several training formats: classroom, online, and online interactive. These ensure our officers know specifically how to deal with persons with disabilities. We have also adopted policies that mandate resources for impaired or disabled citizens and have text to 911 capability and online reporting options. Our TOPPS committee continually evaluates advances in technology and our assistant city attorney reviews case law to ensure that our department can best respond to the needs of all of our citizens.

3.3 Recommendation:

The U.S. Department of Justice should develop best practices that can be adopted by state legislative bodies to govern the acquisition, use, retention, and dissemination of auditory, visual, and biometric data by law enforcement.

Henderson Police Department:

This is a recommendation for the U.S. Department of Justice.

3.3.1 Action Item:

As part of the process for developing best practices, the U.S. Department of Justice should consult with civil rights and civil liberties organizations, as well as law enforcement research groups and other experts, concerning the constitutional issues that can arise as a result of the use of new technologies.

Henderson Police Department:

We agree with the recommendations for the U.S. Department of Justice and our Department has established a relationship with the ACLU and consult with them on relevant topics. We recognize the importance of privacy concerns and make every effort to protect the privacy of our citizens. Our policy includes the Fourth Amendment to the U.S. Constitution, and we honor and protect the rights of citizens. As technology changes, so does the challenge to ensure our actions are within the guidelines of the constitution. We have an assistant city attorney assigned for the sole purpose of providing counsel and opinion on the changing environment of new technology implementations, case law and the new legal challenges that come along. We are also members of the Metro Multi-cultural Advisory Council and maintain relationships with numerous chambers of commerce and community organizations such as LGBTQ, and Hispanics in Politics.

3.3.2 Action Item:

The U.S. Department of Justice should create toolkits for the most effective and constitutional use of multiple forms of innovative technology that will provide state, local, and tribal law enforcement agencies with a one-stop clearinghouse of information and resources.

Henderson Police Department:

We agree with this action item for the U.S. Department of Justice to create toolkits that will provide law enforcement agencies with a one-stop clearinghouse of information and resources. In addition, we currently participate in regional programs such as NDex, and Rocky Mountain Information Network (RMIN) for this purpose.

3.3.3 Action Item:

Law enforcement agencies should review and consider the Bureau of Justice Assistance's (BJA) Body Worn Camera Toolkit to assist in implementing BWCs.

Henderson Police Department:

Our Department has committed considerable resources to the installation and implementation of Mobile Audio Video (MAV) in car camera systems and body worn microphones. We are currently exploring the financial avenues that would make transitioning to a body worn camera system possible.

3.4 Recommendation:

Federal, state, local, and tribal legislative bodies should be encouraged to update public record laws.

Henderson Police Department:

Our Department supports this recommendation to update public records laws. We have been diligent in our efforts to weigh the impact of sharing records captured through our MAV system. The complex issue of balancing the rights of the suspect, the officer and the public's trust has created a dilemma for all parties. While the state legislature revises statutes to reflect the changes in technology, we are evaluating our dissemination on a case by case basis, keeping in mind the rights of all.



3.5 Recommendation:

Law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increases community trust and access.

Henderson Police Department:

We utilize various social media outlets to keep the public informed and collect feedback. Additionally, we have developed a smartphone application that enables the public to access crime information, sex offender data, and link to social media such as Twitter, Facebook, Nextdoor and YouTube. The community can also access crime prevention information and electronically report graffiti and other suspicious circumstances. Our smartphone application also allows citizens to recognize officers for outstanding performance.

3.6 Recommendation:

The Federal Government should support the development of new “less than lethal” technology to help control combative suspects.

Henderson Police Department:

Our Department currently utilizes numerous less than lethal options and we fully support researching new technology which will help control combative suspects.

3.6.1 Action Item:

Relevant federal agencies, including the U.S. Departments of Defense and Justice, should expand their efforts to study the development and use of new less than lethal technologies and evaluate their impact on public safety, reducing lethal violence against citizens, constitutionality, and officer safety.

Henderson Police Department:

Henderson Police Officers train on and carry multiple less than lethal options. Training and deployment of those options are directly related to the level of suspect resistance. The Henderson Police Department has advanced its training to provide officers with de-escalation training through multiple media: classroom, scenario based, simulator, and table top. Current training models, as well as policy and procedures, dictate officers are to render aid and/or seek treatment for injuries resulting from less than lethal deployments. Sworn members are required to attend training on less than lethal options as well as recognizing and interacting with citizens with mental disabilities. We have a Use of Force Training and Analysis Unit that evaluates all force used and assures that there are no gaps in training.

3.7 Recommendation:

The Federal Government should make the development and building of segregated radio spectrum and increased bandwidth by FirstNet for exclusive use by local, state, tribal, and federal public safety agencies a top priority.

Henderson Police Department:

Implementation of FirstNet is dependent on factors under the control of the State and Federal Government.



Pillar Four
Community Policing
and Crime Reduction

4.1 Recommendation:

Law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.

Henderson Police Department

The Henderson Police Department has a long established Community Relations Bureau (CRB). We are committed to the development of crime prevention and community relations programs and the enhancement of community relations with the community we serve. Our policy and procedures stress that we develop and maintain partnerships with the community in order to reduce crime, fear of crime and to enhance the overall quality of life in the City of Henderson. Community relations are the responsibility of all Henderson Police Department members, and everyone is responsible for promoting a spirit of cooperation, service and safety. All our officers from the Chief, to the line officers, take part in continuous efforts to connect with the public through our diversity groups, programs like Talk Shop with a Cop and Every 15 Minutes. Furthermore, officers who are assigned to the CRB are tasked with promoting positive relationships with citizens and establishing partnerships with the community through various community events crime-prevention programs, services and classes.



4.1.1 Action Item:

Law enforcement agencies should consider adopting preferences for seeking “least harm” resolutions, such as diversion programs or warnings and citations in lieu of arrest for minor infractions.

Henderson Police Department:

The Henderson Police Department recognizes the importance of our role in the community in enforcing the law for the purpose of preserving the peace and safety of our citizens. With this responsibility comes the need to weigh the severity of the infraction against the chosen enforcement. Our Department trains and encourages our officers to utilize their discretion whenever possible. Officers have the ability to provide verbal warnings, referrals to local support agencies (e.g. HELP of Southern Nevada, WestCare, Montevista, Salvation Army, Alcoholics Anonymous, Gamblers Anonymous, etc.), issue misdemeanor citations or refer a criminal complaint to the City Attorney's Office for consideration of prosecution.

4.2 Recommendation:

Community policing should be infused throughout the culture and organizational structure of law enforcement agencies.

Henderson Police Department:

Community policing is a guiding philosophy in all our endeavors. Our Department has always been committed to community policing. Even prior to the institution of the Community Policing Unit, our department built its mission and vision around the basic principles of protecting and serving our citizens. From our officers in the field training program, (which includes evaluations on multiple levels of community engagement, problem solving, courtesy and relationships), to our command team members who regularly attend community meetings, diversity events and charitable drives, our entire department knows and embraces the importance of community relationships.



4.2.1 Action Item:

Law enforcement agencies should evaluate officers on their efforts to engage members of the community and the partnerships they build. Making this part of the performance evaluation process places an increased value on developing partnerships.

Henderson Police Department:

Our vision is to make Henderson the safest city in the country by providing premier police services through innovation and partnerships with our community. The attitude and relationships our personnel have with our citizens, the agency and each other are of utmost importance. These standards are measured on a quarterly basis, with them culmination in an annual evaluation each year. Our performance evaluations clearly establish that at a minimum, all employees should display a good attitude towards the department, their assignment, the community and co-workers. They are receptive to suggestions or criticism and are interested in self-improvement. Employees are able to get along with supervisors, other department members, the public, and/or other city department personnel.

4.2.2 Action Item:

Law enforcement agencies should evaluate their patrol deployment practices to allow sufficient time for patrol officers to participate in problem solving and community engagement activities.

Henderson Police Department:

The Henderson Police Department's current staffing model is based on best practices which dictate patrol officers proactively include community engagement, community partnership and crime prevention as part of their everyday patrol duties. Through monthly CompStat reports, intelligence lead policing and directed patrols the Department is able to help manage patrol officers proactive time in a positive way towards our mission and vision. Each patrol division commander is given flexibility to deploy officers as necessary to combat crime trends/issues, address problem areas, devote resources to community project areas, and highlight community events. Additionally, each patrol division has Community Policing officers and Problem Solving officers who work with the community to solve problems, provide education and prevent crime.

4.2.3 Action Item:

The U.S. Department of Justice and other public and private entities should support research into the factors that have led to dramatic successes in crime reduction in some communities through the infusion of non-discriminatory policing and to determine replicable factors that could be used to guide law enforcement agencies in other communities.

Henderson Police Department:

The Henderson Police Department utilizes a comprehensive strategy to reduce crime. Our Department has crime suppression and community engagement programs to include, CompStat, Problem Solving Officers, Crisis Response Teams, Intelligence-Led Community Policing, Community Policing Officers, Community Partnerships and Public Information Unit.

4.3 Recommendation:

Law enforcement agencies should engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors.

Henderson Police Department:

Our Department engages in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations. Internally, we have a Peer Support Team to address the wellness of Henderson Police employees which utilizes external partners, such as the Employee Assistance Program for substance abuse, financial issues, marriage counseling etc. Also, internally we have the Crisis Intervention Team, Victim Services, and Volunteers in Police Service to assist community members in crisis. Externally, we partner with community organizations such as faith based groups and educational institutions to respond to crisis situations in our community.

4.3.1 Action Item:

The U.S. Department of Justice should collaborate with others to develop and disseminate baseline models of this crisis intervention team approach that can be adapted to local contexts.

Henderson Police Department:

The U.S. Department of Justice should collaborate with others to develop and disseminate baseline models of this crisis intervention for best practice and uniformity. We have implemented a Crisis Response Team utilizing best practices. We welcome further assistance with our model.

4.3.2 Action Item:

Communities should look to involve peer support counselors as part of multidisciplinary teams when appropriate. Persons who have experienced the same trauma can provide both insight to the first responders and immediate support to individuals in crisis.

Henderson Police Department:

Our Department's PEAP Unit (Police Employees Assistance Program) is dedicated to providing assistance to employees who are experiencing personal or job-related issues. The program offers all employees an objective and non-judgmental resource to contact for advice and assistance to deal with problems which may or may not affect job performance.

It has been recognized that employment in the police field creates a unique set of stressors peculiar to the work. Many officers, during the course of their careers, experience problems for which professional intervention could be helpful. The problems may be personal in nature, common to other occupations, or unique to the demands, stresses and dangers of police work. When problems like these are ignored, they often grow more serious and may develop any number of destructive and dangerous side effects. With this in mind, this program has been established to provide voluntary, short-term, confidential counseling when needed.

The program is staffed by two Henderson Police Department employees who serve as full-time peer counselors/peer contact officers, as well as part-time peer counselors/peer contact officers. These peer counselors are not psychologists, nor do they replace professional counseling. They will assist employees with referrals, coordinate professional counseling resources, and maintain the anonymity and confidentiality of participants. Various organizations and professionals will be utilized for immediate, intermittent, and aftercare of participants as needed.

4.3.3 Action Item:

Communities should be encouraged to evaluate the efficacy of these crisis intervention team approaches and hold agency leaders accountable for outcomes.

Henderson Police Department:

The Henderson Police Department works in collaboration with other valley agencies to develop and present Crisis Intervention Training (CIT) to its personnel. The basic curriculum has been developed by CIT International, which is a non-profit membership organization whose primary purpose is to facilitate understanding, development and implementation of Crisis Intervention Team programs throughout the United States. CIT International conducts annual agency evaluations to determine the strength of the program. We also utilize a group of on-call chaplains and our local Trauma Intervention Program (TIP) which is a non-profit organization dedicated to ensuring that those who are emotionally traumatized in emergency situations receive the assistance they need.

4.4 Recommendation:

Communities should support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable.

Henderson Police Department:

The Department's mission is to enhance the quality of life by working in partnership with the public within the framework of the U.S. Constitution to enforce the laws, preserve the peace, and provide a safe community. We have policies and procedures in place directing the department members' role when contacting any individuals in the course of our duties, the emphasis of which is to promote dignity for all.

4.4.1 Action Item:

Because offensive or harsh language can escalate a minor situation, law enforcement agencies should underscore the importance of language used and adopt policies directing officers to speak to individuals with respect.

Henderson Police Department:

Our policies and training specifically address treating all people with dignity and respect. We do not tolerate offensive or harsh language by our employees and all employees are expected to speak to individuals with respect. Under Department Policy DP103; 103.6 Professional Traits it states:

Courage displayed in moments of danger or a calm objective approach at the scene of disorder evokes admiration and respect. Sympathetic interest in caring for children or in rendering aid to the injured, aged or infirmed creates sincere affection. Firmness devoid of any personal feelings and use of only necessary force in effecting arrests or performing other necessary police duties will merit respect, even of the offender.

4.4.2 Action Item:

Law enforcement agencies should develop programs that create opportunities for patrol officers to regularly interact with neighborhood residents, faith leaders, and business leaders.

Henderson Police Department:

Our Department has numerous programs that provide officers with opportunities to interact and build relationships throughout our community. To include community forums, social service programs such as Boys and Girls club, Big Brothers, Big Sisters and various educational institutions as well as faith based organizations.



4.5 Recommendation:

Community policing emphasizes working with neighborhood residents to co-produce public safety. Law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.

Henderson Police Department:

The Henderson Police Department collaborates with residents, churches, businesses and schools to aid in sustaining a better quality of life for all residents. The feedback that is gathered helps to drive our projects. We focus on criminal apprehension and enforcement, victim/citizen resources, and community partnerships. These are the things that help to make Henderson one of the top ten Safest Cities in America. Additional resources are also provided in these neighborhoods by other city departments such as Code Enforcement; Neighborhood Services; Economic Development and Utilities. The collaboration between the Police Department and the other City of Henderson Departments ensures community members receive quick resolutions to any concerns.

4.5.1 Action Item:

Law enforcement agencies should schedule regular forums and meetings where all community members can interact with police and help influence programs and policy.

Henderson Police Department:

We currently have five community diversity group forums that work with the Police Department. They are the Urban Diversity Committee, Asian Diversity Committee, Hispanic Diversity Committee, the LGBTQ Diversity Committee and the Women's Diversity Committee. They meet monthly, bi-monthly or quarterly. The Police Department utilizes these groups to improve communication and build relationships between the community and the Police Department. We also regularly hold community events such as Talk Shop with Cops where officers and supervisors, from many different disciplines, spend two to three hours with our community members at a local coffee shop. This is another way of making the officers more approachable. We have seen the benefits of these groups in the growing trust that it is fostering within our community. We have also started reaching out over social media. We are part of Nextdoor.com that allows neighborhoods to receive information, updates, news and email directly with their area command captain. The Henderson Police Department also launched its own app where the public can get updates, news and answers to many of the frequently asked questions that the police department receives.



4.5.2 Action Item:

Law enforcement agencies should engage youth and communities in joint training with law enforcement, citizen academies, ride-alongs, problem solving teams, community action teams, and quality of life teams.

Henderson Police Department:

Our Department has programs that engage both the youth and the community. The Henderson Police Department has several programs to engage the youth in our community such as, the Explorer Program and D.R.E.A.M.S. which we developed and has taken the place of the D.A.R.E. program. We provide the community opportunities to participate in citizen ride-alongs, Citizen Academies and to work with officers on community projects.

4.5.3 Action Item:

Law enforcement agencies should establish formal community/citizen advisory committees to assist in developing crime prevention strategies and agency policies as well as provide input on policing issues.

Henderson Police Department:

Community forums are critical to our Department and its mission. We use these forums and boards to open the lines of communication between residents of Henderson and the Department to focus on public safety issues. We partner with community leaders and stakeholders in developing solutions to multi-faceted community concerns. In addition to the four diversity group forums, each patrol division has community advisory groups, which focus on smaller areas of concern within each patrol division. This constant interaction improves the trust and transparency within the community and the police department.

4.5.4 Action Item:

Law enforcement agencies should adopt community policing strategies that support and work in concert with economic development efforts within communities.

Henderson Police Department:

Our Department has a long history of using community policing strategies that support and work in concert with economic development and our neighborhood services department's efforts within the community. These efforts have at times coincided with city initiatives such as Neighborhood redevelopment and clean up, the establishment of a Bike Unit to work special events and congested multi-housing units and a Problem Solving Unit dedicated to problem-oriented policing and coordination. Our Community Policing officers are also trained in Crime Prevention Through Environmental Design (CPTED). CPTED is a multi-disciplinary approach to deterring criminal behavior through environmental design. Its strategies rely upon the ability to influence offender decisions that precede criminal acts by affecting the built, social and administrative environment.

4.6 Recommendation:

Communities should adopt policies and programs that address the needs of children and youth most at risk for crime or violence and reduce aggressive law enforcement tactics that stigmatize youth and marginalize their participation in schools and communities.

Henderson Police Department:

Our Department works closely with the Clark County School District's Police Department (CCSDPD) whose primary focus is school safety and enforcing state and local laws on, and around, school grounds. They do not enforce school policies that are the responsibility of the school staff. However, they do meet with staff at their assigned schools to discuss issues such as discipline, policy and safety. We coordinate our efforts with the school district and CCSDPD in addressing those issues. Our officers also work in the schools teaching D.R.E.A.M.S. to the students and actively interact with them, serving as role models and mentors. We also facilitate the Every 15 Minutes program for high schools in our city each year. The program focuses on showing the students the dangers and consequences of driving under the influence.

4.6.1 Action Item:

Education and criminal justice agencies at all levels of government should work together to reform policies and procedures that push children into the juvenile justice system.

Henderson Police Department:

Our Community Relations Bureau has developed several programs directed at preventing youth from entering the juvenile justice system. We believe in participating in different mentoring and development programs to support our youth. We also work with the courts to make sure the programs that they have instituted are successful.



4.6.2 Action Item:

In order to keep youth in school and to keep them from criminal and violent behavior, law enforcement agencies should work with schools to encourage the creation of alternatives to student suspensions and expulsion through restorative justice, diversion, counseling, and family interventions.

Henderson Police Department:

We support the CCSDPD officers who work with their respective school's staff to analyze student behavior data during school safety meetings to identify trends in student's behavior. The school staff and the School District Officers work together on issues to determine whether Law Related Education (LRE) instruction is to be delivered to the students, or if the situation calls more for counseling or family intervention.

4.6.3 Action Item:

Law enforcement agencies should work with schools to encourage the use of alternative strategies that involve youth in decision making, such as restorative justice, youth courts, and peer interventions.

Henderson Police Department:

The Henderson Police Department teaches D.R.E.A.M.S. which concentrates on alternative strategies in decision making. Also, the CCSDPD officers provide mentorship through their interaction with students assigned to their school.

4.6.4 Action Item:

Law enforcement agencies should work with schools to adopt an instructional approach to discipline that uses interventions or disciplinary consequences to help students develop new behavior skills and positive strategies to avoid conflict, redirect energy, and refocus on learning.

Henderson Police Department:

We support the CCSDPD officers who work with their respective school's staff to analyze student behavior data during school safety meetings to identify trends in student's behavior. In order to keep youth in school and to keep them from criminal and violent behavior, law enforcement and the CCSDPD officers work together on issues to determine the LRE instruction to be delivered to the students.

4.6.5 Action Item:

Law enforcement agencies should work with schools to develop and monitor school discipline policies with input and collaboration from school personnel, students, families, and community members. These policies should prohibit the use of corporal punishment and electronic control devices.

Henderson Police Department:

Clark County Public Schools have consistent guidelines for student behavior and discipline if the need arises. The policies have been established by using an interdisciplinary approach which includes best practices of student management with input from the parents, students, the Henderson Police Department and the community. Frequently, CCSDPD officers are consulted by a school's staff when addressing student behavior issues. The school policies currently prohibit the use of corporal punishment as well as the use of any electronic control devices.

4.6.6 Action Item:

Law enforcement agencies should work with schools to create a continuum of developmentally appropriate and proportional consequences for addressing ongoing and escalating student misbehavior after all appropriate interventions have been attempted.

Henderson Police Department:

The CCSDPD officers meet with staff at their assigned schools regularly to discuss issues such as discipline, policy and safety. The CCSDPD officers also attend meetings which help the school administrator's deal with specific issues and specific students. The Henderson Police Department also coordinates with the CCSDPD officers to aid in addressing any misbehavior and give any assistance needed.

4.6.7 Action Item:

Law enforcement agencies should work with communities to play a role in programs and procedures to reintegrate juveniles back into their communities as they leave the juvenile justice system.

Henderson Police Department:

Our Department is committed to working with the community to reduce juvenile crimes and we are willing to work with different organizations to help reintegrate juveniles back into their communities as they leave the juvenile justice system.

4.6.8 Action Item:

Law enforcement agencies and schools should establish memoranda of agreement for the placement of School Resource Officers that limit police involvement in student discipline.

Henderson Police Department:

Our Department works with the CCSDPD officers whose primary focus is school safety and enforcing state and local laws. They do not enforce school policies that are the responsibility of the school staff. However, they do meet with staff at their assigned schools regularly to discuss issues such as discipline, policy and safety.



4.6.9 Action Item:

The Federal Government should assess and evaluate zero tolerance strategies and examine the role of reasonable discretion when dealing with adolescents in consideration of their stages of maturation or development.

Henderson Police Department:

Our Department follows the Nevada Revised Statute which does consider, to some extent, the age of an adolescent via the definition of culpable mental state but does not fully address different states of maturation and development past the age of ten years of age. The existing definition of culpable mental status, in conjunction with department policy and state law directs an officer's reasonable discretion depending on the severity of the crime. Some crimes require a strategy with regard to enforcement; however, culpability comes into consideration with punishment/sentencing.

4.7 Recommendation:

Communities need to affirm and recognize the voices of youth in community decision making, facilitate youth-led research and problem solving, and develop and fund youth leadership training and life skills through positive youth/police collaboration and interactions.

Henderson Police Department:

Our D.R.E.A.M.S. program and other community forums, we take part in, provide our youth with opportunities to express themselves and get them involved in the community in which they live. Our Explorer program provides youth between the ages of 15 to 20 the opportunity to learn about law enforcement careers through education and practical experience. The Henderson Police Department also takes part in a student leadership training class at Foothill High School called YES Inc. YES Inc. is a business and leadership class where students are taught several skills including business management and workplace readiness. This interaction helps develop the relationships between the youth and law enforcement.



4.7.1 Action Item:

Communities and law enforcement agencies should restore and build trust between youth and police by creating programs and projects for positive, consistent, and persistent interaction between youth and police.

Henderson Police Department:

The Henderson Police Department and Clark County School District Police Department Officers are always involved with building trust and creating programs for positive interaction. The D.R.E.A.M.S. program has become a permanent fixture in all of our public elementary schools, and is constantly requested at many of the privately run schools around the City. Officers of the Community Relations Bureau unit have introduced the D.R.E.A.M.S. program to the Mesquite Police Department. We trained their school resource officer to present D.R.E.A.M.S. in their school and assisted with teaching the first classes to teach the class in their jurisdiction. We hope to see the program grow and be utilized by many other cities and departments. Our Explorer POST provides youth between the ages of 15 to 20 the opportunity to learn about law enforcement careers through education and practical experience. This interaction helps develop the relationships between the youth and law enforcement.

4.7.2 Action Item:

Communities should develop community and school-based evidence-based programs that mitigate punitive and authoritarian solutions to teen problems.

Henderson Police Department:

Our Department supports communities developing evidence-based programs that mitigate punitive and authoritarian solutions to teen problems.



Pillar Five
Training and Education

Pillar 5 Training and Education

Hiring officers who reflect the community they service is critical not only to external relations but also to increasing understanding within the agency.

5.1 Recommendation:

The Federal Government should support the development of partnerships with training facilities across the country to promote consistent standards for high quality training and establish training innovation hubs.

Henderson Police Department:

Our Department concurs with the above recommendation that federal funding would be a powerful incentive to these designated academies to conduct the necessary research to develop and implement the highest quality curricula focused on the needs of 21st Century American Policing to promote consistent standards. The Henderson Police Department is very proud of its training programs and its national reputation as having a “gold standard training model.” We recognize that as our nation becomes more pluralistic and the scope of law enforcement’s responsibilities expands, the need for more and better training has become critical. In a comprehensive independent review of the critical components of the Henderson Police Department in 2013 by the International City/County Management Association (ICMA), the Henderson Police Department’s Training Bureau was recognized as having a “state-of-the-art training division” which operates in a highly effective manner and is on the leading edge of police training for similar sized cities.” In line with this recommendation, the Henderson Police Department has established significant training partnerships in both police and corrections departments with local, regional, and national partners.

5.1.1 Action Item:

The training innovation hubs should develop replicable model programs that use adult based learning and scenario-based training in a training environment modeled less like boot camp. Through these programs the hubs would influence nationwide curricula, as well as instructional methodology.

Henderson Police Department:

The Henderson Police Department recognizes the importance of having a primary emphasis on education, adult base learning, and scenario-based training. We agree that the traditional “boot camp” environment has no place in modern policing. However, we firmly support the use of a modified stress environment in early academy training because it provides realistic high-stress situations where recruits learn restraint and good judgement. Our department participates in the Southern Desert Regional Police Academy, which is a state certified regional Police and Corrections Academy. The academy is a product of four agencies, the Henderson Police Department, North Las Vegas Police Department, City of Las Vegas Department of Public Safety, College of Southern Nevada, and services additional agencies including the Nevada Department of Wildlife, Mesquite Police Department, University of Nevada Las Vegas Police Department, Las Vegas City Court Marshalls, and Nevada Gaming and Control. Our academy provided 840 hours of training, significantly exceeding the POST benchmark by several hundred hours. Eighty percent of the academy is a classroom environment providing graduates 39 semester hours of undergraduate college credit. We have developed a well-balanced academy, which emphasizes accountability, compassion and professionalism. We focus on improving our officers’ communication skills as well as their proficiency skills. The academy has topics in cultural awareness, ethics, effective communications, bias-awareness, de-escalation, crisis intervention, mentally health issues, and community policing. Additionally, the recruits participate in scenario based training, which are designed to better manage officers’ interactions and minimize uses of force. These reality-based training scenarios primarily focus on the effective communication, judgement, and decision making skills of our officers as opposed to an emphasis on proper use of force. We also utilize decision

making training tools such as a state of the art 300-degree interactive 'decision making' video simulator as well as hands-on simunition training for lethal and non-lethal encounters. These tools help trainers replicate use of force encounters in varying locations and settings, ranging from traffic stops, domestic violence calls, building searches to active assailant scenarios and allowing our trainers to evaluate cognitive decision making, reaction time, and de-escalation skills.

Use-of-Force by law enforcement is a complex ever changing field and requires constant attention to monitor national trends, best practices and current case law. The Henderson Police Department has dedicated a unit of their Training Bureau to Use of Force Training and Analysis. The unit monitors all incidents which force is used and ensures that any potential issues or trends are quickly addressed and remedied. The lessons learned are incorporated into in-service classes. The unit is comprised of officers who have tremendous expertise use of force investigations, human behavior, video analysis, and human performance.

5.1.2 Action Item:

The training innovation hubs should establish partnerships with academic institutions to develop rigorous training practices, evaluation, and the development of curricula based on evidence-based practices.

Henderson Police Department:

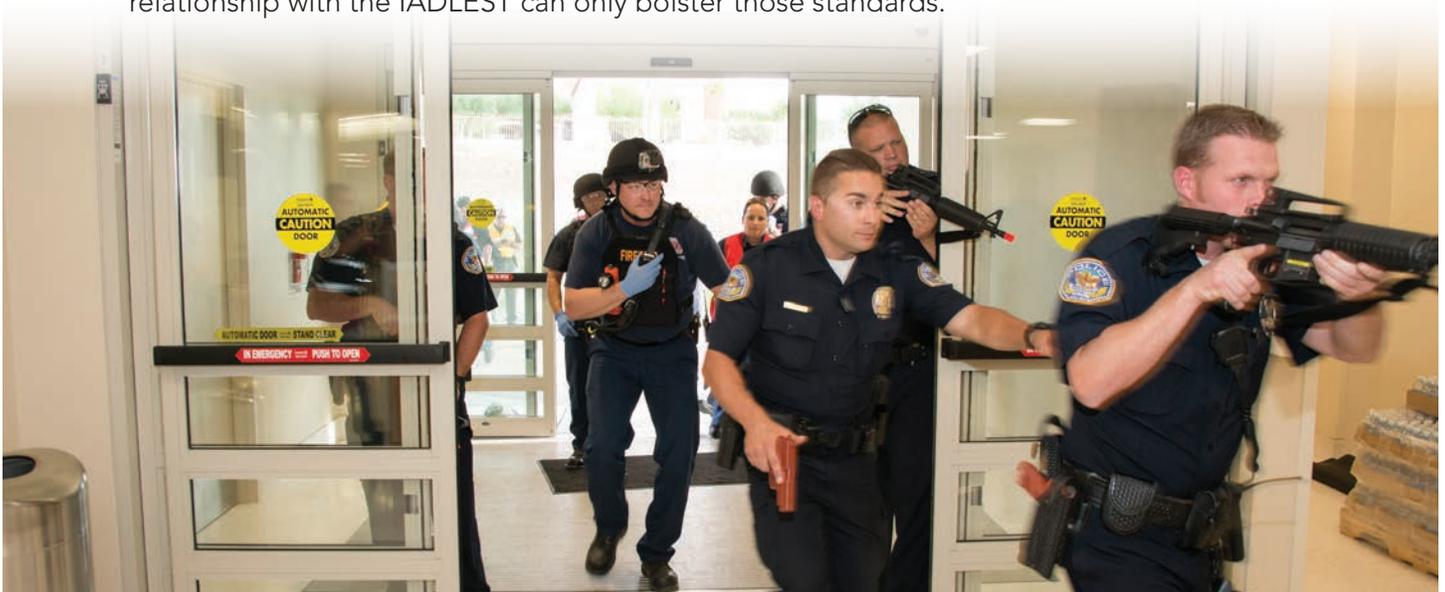
As mentioned above the Henderson Police Department has formalized a partnership with the College of Southern Nevada for initial police and corrections officer training. The City of Henderson, through its Tuition Reimbursement Program as well as the department's minimum education requirements in its promotional requirements, has placed a significant emphasis on higher learning and education within the department.

5.1.3 Action Item:

The Department of Justice should build a stronger relationship with the International Association of Directors of Law Enforcement (IADLEST) in order to leverage their network with state boards and commissions of Peace Officer Standards and Training (POST).

Henderson Police Department:

Our Department agrees the Department of Justice should build a stronger relationship with the IADLEST in order to leverage their network with state boards and commissions of POST. The Henderson Police Department is committed to exceeding the standards set by Nevada POST and a relationship with the IADLEST can only bolster those standards.



5.2 Recommendation:

Law enforcement agencies should engage community members in the training process.

Henderson Police Department:

Our Department has a long history of involving community members in our training process. Through our Citizen Academy, Police Action Review Committee, Volunteer Program, community outreach events, basic and in-service training, and social media platforms, their input assists us in having a training curricula that is always evolving. These programs allow our community members to (1) learn about and evaluate the existing training within department, (2) provide input into shaping training content and delivery, and (3) participate in training alongside officers. Community participation has provided unique perspectives for our members to learn from and build relationships with the community.

5.2.1 Action Item:

The U.S. Department of Justice should conduct research to develop and disseminate a toolkit on how law enforcement agencies and training programs can integrate community members into this training process.

Henderson Police Department:

We agree the U.S. Department of Justice should conduct research to develop and disseminate a toolkit on how law enforcement agencies and training programs can integrate community members into this training process. With a tremendous emphasis on community involvement, the Henderson Police Department has already established many programs that help us to integrate the community in our training process. We recently graduated the 39th Citizen Academy. The program is a 14-week long program that exposes members of the community to a variety of aspects of day to day law enforcement operations. It doesn't just stop there, our Citizen's Academy graduates are encouraged and have the opportunity to serve on advisory boards for the Department, as well as serve on our Police Action Review Committee. Additionally, graduates of the Citizen's Academy often stay engaged in the Henderson Police Department by serving as volunteers in almost every area of the department. The Henderson Police Department is committed to being proactive, innovative, and transparent especially when it comes to issues that affect our relationship with our community.

5.3 Action Item:

Law Enforcement agencies should provide leadership training to all personnel throughout their careers.

Henderson Police Department:

The Henderson Police Department is committed to effective leadership training to develop our current and future leaders and to prepare an effective and smooth transition of command as senior leaders depart from the organization. Our department begins the leadership and career development process as soon as officers hire on the department. We bring leadership trainers such as Jack Enter & Associates, to the agency to train civilian and sworn supervisors from the officer-in-charge all the way to the Police Chief. This ensures that the foundational principles of leadership are consistent throughout our agency. It is also our policy to facilitate a career path for officers and civilians to develop personal and professional skills to foster and nurture leadership characteristics for the future sustainment of our agency. A career development process is encouraged at a line officer level by identifying an officers' desired career path early in their career. Officers have access to Career Development Training Officers who can counsel individuals and assist them with the creation of a pathway, tailored for their career, with regards to advanced training and personal development. Additionally, a Patrol Achievement Award Program has been established to recognize officers who have the desire to develop their skills to benefit the department and enhance opportunities to be selected for movement to specialized assignments. Nevada POST encourages leadership training with its professional POST certificate program that includes Basic, Advanced, Supervisory,

Management, and Executive Certificates, which, along with mandatory educational achievements are requirements for promotion. We have an in-house Leadership Development program specifically designed for sergeants and lieutenants, and our senior management attends the FBI National Academy, the Northwestern School of Command and Control, the Harvard Kennedy School, and the Southern Police Institute.

5.3.1 Action Item:

Recognizing that strong, capable leadership is required to create cultural transformation, the U.S. Department of Justice should invest in developing learning goals and model curricula/training for each level of leadership.

Henderson Police Department:

The Henderson Police Department supports this action item for the Department of Justice.

5.3.2 Action Item:

The Federal Government should encourage and support partnerships between law enforcement and academic institutions to support a culture that values ongoing education and the integration of current research into the development of training, policies, and practices.

Henderson Police Department:

The Federal Government financial support and assistance in this area, specifically with research and development of training programs, will greatly enhance our current training programs. Our department has formalized partnerships with multiple higher education institutions including, Oklahoma University, Columbia Southern University, Nevada State College, College of Southern Nevada, and University of Nevada Las Vegas. The City of Henderson understands that higher education costs can be prohibitive for many of its employees and to help alleviate some of the financial burden it has established a Tuition Reimbursement Program. This program and higher education partnerships demonstrates the high level of commitment the City and Henderson Police Department has to developing and providing educational opportunities to its employees.

5.3.3 Action Item:

The U.S Department of Justice should support and encourage cross-discipline leadership training.

Henderson Police Department:

The Henderson Police Department agrees that assistance from the DOJ in this area would greatly enhance our ability to come together with people from different disciplines and backgrounds. The Henderson Police Department understands the importance of building a network of contacts whose knowledge and skills differ, but may complement our own skillsets. The Henderson Police Department has partnered with the Latin Chamber of Commerce, Asian Chamber of Commerce and Urban Chamber of Commerce and our employees are given the opportunity to attend postgraduate coursework and leadership training with leaders from a variety of fields including local and state government in addition to private business. We also participate in Leadership Henderson, a cross-discipline program that offers our leaders an opportunity to share leadership experience between private sector and law enforcement members.

5.4 Recommendation:

The U.S. Department of Justice should develop, in partnership with institutions of higher education a national postgraduate institute of policing for senior executives with a standardized curriculum preparing them to lead agencies in the 21st century.

Henderson Police Department:

Currently, our Command Team attends a number of executive leadership schools including the Federal Bureau of Investigation National Academy, John F. Kennedy School of Government, Law Enforcement Executive Development, Southern Police Institute, and Northwestern University School of Staff and Command, to name just a few. We agree with the U.S. Department of Justice's development of a national postgraduate institute of policing would be very beneficial to develop a national standard of executive leadership training for all law enforcement.

5.5 Recommendation:

The U.S. Department of Justice should instruct the Federal Bureau of Investigation to modify the curriculum of the National Academy at Quantico to include prominent coverage of the topical areas addressed in this report. In addition, the COPS Office and the Office of Justice Programs should work with law enforcement professional organizations to encourage modification of their curricula in a similar fashion.

Henderson Police Department:

The Henderson Police Department would gladly work with our federal partners to expand our training courses offered and the knowledge base of our internal instructors to include those topics recommended in the Task Force Report.

5.6 Recommendation:

POST's should make Crisis Intervention Training (CIT) a part of both basic recruit and in-service officer training.

Henderson Police Department:

We support Nevada POST's further developing of Crisis Intervention Training Program (CIT) for both basic and in-service training. The Henderson Police Department officers receive training through the Las Vegas Metropolitan Police Department's 40 hours CIT Program. Officers also receive a mandatory eight hours of CIT in the police academy. Additionally, we have specialized officers who attend advanced training in Crisis Negotiations and those officers serve on our Crisis Negotiations Team.

5.7 Recommendation:

POST's should ensure that basic officer training includes lessons to improve social interaction as well as tactical skills.

Henderson Police Department:

Our academy curriculum includes courses on interpersonal communications, cultural awareness, diversity, as well as tactical decision making, firearms, and active assailant. These topics are further expanded upon with all sworn employees through in service training.

5.8 Recommendation:

POST's should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction.

Henderson Police Department:

Currently, Nevada POST does not require a course specifically on the disease of addiction; however, our curriculum includes 36 hours of training in health, fitness, and wellness. This training includes topics on the dangers of addiction, emotional survival in law enforcement, and post-traumatic stress disorder to name just a few.

5.9 Recommendation:

POST's should ensure both basic recruit and in-service training incorporates content around recognizing and confronting implicit bias and cultural responsiveness.

Henderson Police Department:

The Henderson Police Department agrees with this recommendation. In our academy there are classes which focus on the relationships between law enforcement and the community. The lesson plans include topics about stereotypes, discrimination, implicit biases, and the realities of law enforcement. The department is also looking into incorporating implicit bias in its In-Service Training program.

5.9.1 Action Item:

Law Enforcement agencies should implement ongoing, top down training for all officers in cultural diversity and related topics that can build trust and legitimacy in diverse communities. This should be accomplished with the assistance of advocacy groups that represent the viewpoints of communities that have traditionally had adversarial relationships with law enforcement.

Henderson Police Department:

The Henderson Police Department agrees with this action item. Our Community Relations Bureau actively works with faith based organizations to help improve our relationship with communities that have traditionally had adversarial relationships with law enforcement. Their activities include safety speeches, festivals, barbecues, and other community engagement functions.



5.9.2 Action Item:

Law enforcement agencies should implement training for officers that covers policies for interactions with the LGBTQ population, including issues such as determining gender identity for arrest placement, the Muslim, Arab, and South Asian communities, and immigrant or non-English speaking groups, as well as reinforcing policies for the prevention of sexual misconduct and harassment.

Henderson Police Department:

Recently, Henderson Police and Corrections officers attended the 2016 Women's Civil and Human Rights Conference hosted by Communication Workers of America. In this conference officers attended classes with topics on Misrepresentation, The Importance of Women in Leadership, Discrimination Against Muslims, The Future of LGBTQ Civil Rights, and courses in Extraordinary Leadership. In addition, the Henderson Police Department is developing mandatory training related to LGBTQ issues.

5.10 Recommendation:

POST's should require both basic recruit and in-service training on policing in a democratic society.

Henderson Police Department:

The Henderson Police Department agrees with this recommendation. Our recruit training includes courses on Civil Rights of Offenders, Civil Liability, Constitutional Law, and Patrol Procedures, and Realities of Law Enforcement, all of which cover topics such as policing in a democratic society.

5.11 Recommendation:

The Federal Government, as well as state and local agencies, should encourage and incentivize higher education for law enforcement officers.

Henderson Police Department:

The Henderson Police Department supports this recommendation for the Federal Government.

5.11.1 Recommendation:

The Federal Government should create a loan repayment and forgiveness incentive program specifically for policing.

Henderson Police Department:

The Henderson Police Department supports this recommendation for the Federal Government.

5.12 Recommendation:

The Federal Government should support research into the development of technology that enhances scenario based training, social interaction skills, and enables the dissemination of interactive distance learning for law enforcement.

Henderson Police Department:

The Henderson Police Department supports this recommendation for the Federal Government's consideration.

5.13 Recommendation:

The U.S. Department of Justice should support the development and implementation of improved Field Training Officer programs.

Henderson Police Department:

The Henderson Police Department supports this recommendation for the Department of Justice. We currently have Field Training and Evaluation Program (FTEP) for officers, sergeants, and are in the process of developing a program for lieutenants. Although we have a long-standing FTEP program, we are continually reviewing and evolving the curriculum. A national standard for field training programs developed and supported by the U.S. Department of Justice will greatly benefit local law enforcement agencies.

5.13.1 Action Item:

The U.S. Department of Justice should support the development of broad Field Training Program standards and training strategies that address changing police culture and organizational procedural justice issues that agencies can adopt and customize to local needs.

Henderson Police Department:

The Henderson Police Department supports this action item for the U.S. Department of Justice.

5.13.2 Action Item:

The U.S. Department of Justice should provide funding to incentivize agencies to update their Field Training Programs in accordance with the new standards.

Henderson Police Department:

The Henderson Police Department supports this action item for the U.S. Department of Justice. Although a Federal Government action item, the Henderson Police Department would appreciate any funding made available to review and incorporate mandated changes to any curriculum.



Pillar Six
Officer Wellness and Safety

6.1 Recommendation:

The U.S. Department of Justice should enhance and further promote its multi-faceted officer safety and wellness initiative.

Henderson Police Department

The Henderson Police Department promotes officer safety and wellness. The investment in our officers' wellness begins at the start of employment. We provide training and services to assist with the officers' financial planning, physical fitness, and emotional health.

The Henderson Police

Department has adopted an Occupational Readiness Program that leads officers through pre-shift stretching. The Henderson Police Department instituted a cross fit program to be utilized by our officers and their families. The Henderson Police Department provides cross fit classes throughout the day. Our Department manages the City of Henderson's Physical Fitness/Wellness Program. The Department has two full-time Police Employee Assistance Program (P.E.A.P.) officers who provide a point of contact for referrals for personal issues (such as marriage counseling, mental health assistance, family counseling, etc.) as well as peer counselling. Our chaplains program provides faith based options of support to officers. Additionally, the Henderson Police Department has created a Restorative Rest program that allows officers to rest during their lunch break. With a supervisor's approval, the officer can turn off his radio and rest in predesignated locations.



6.1.1 Action Item:

Congress should establish and fund a national "Blue Alert" warning system.

Henderson Police Department:

Our Department would support Congress establishing and funding a national "Blue Alert" warning system. The State of Nevada does not currently have a "Blue Alert" warning system that would assist in locating suspects who had killed an officer.

6.1.2 Action Item:

The U.S. Department of Justice, in partnership with the U.S. Department of Health and Human Services, should establish a task force to study mental health issues unique to officers and recommend tailored treatments.

Henderson Police Department:

Our Department supports the establishment of a task force between the U.S. Department of Justice and the U.S. Department of Health to study mental health issues unique to officers and civilian employees of police departments.

6.1.3 Action Item:

The Federal Government should support the continuing research into the efficacy of an annual mental health check for officers, as well as fitness, resilience, and nutrition.

Henderson Police Department:

Our Department supports the continuing of research into the efficacy of an annual mental health check for officers, as well as fitness, resilience, and nutrition. The State of Nevada mandates a pre-employment mental health check for all certified peace officers. The Henderson Police Department mandates mental health evaluation of officers involved in high stress critical incident such as officer involved shootings. Annually, our officers receive a comprehensive physical in compliance with the State of Nevada's Heart and Lung Administrative Code for Police and Fire. Through our Police Employee Assistance Program our officers are provided training and five mental health appointments per year, free of charge, for themselves and family members. Any research that would better help our Department serve its employees is welcomed.

6.1.4 Action Item:

Pension plans should recognize fitness for duty examinations as definitive evidence of valid duty or non-duty related disability.

Henderson Police Department:

Our Department agrees pension plans should recognize Department fitness for duty examinations as definitive evidence of valid duty or non-duty related disability. The Nevada Public Employee Retirement System's (NVPERS) Board of Directors is responsible for evaluating the eligibility for retirement. Injured officers who are vested have the ability and option to apply for medical retirement through NVPERS.

6.1.5 Action Item:

Public Safety Officer Benefits (PSOB) should be provided to survivors of officers killed while working, regardless of whether the officer used safety equipment (seatbelt or anti-ballistic vest) or if officer death was the result of suicide attributed to a current diagnosis of duty-related mental illness, including but not limited to post-traumatic stress disorder.

Henderson Police Department:

Our Department agrees Public Safety Officer Benefits should be provided to survivors of officers killed while performing in the line of duty. Our Department's protocols involving officer death's includes the assignment of a benefits coordinator who assists the family of the fallen officer in obtaining the available benefits. The Department also created and updates a benefits booklet that is used to assist the benefits coordinator in locating and providing all assistance and benefits that are available.

6.2 Recommendation:

Law enforcement agencies should promote safety and wellness at every level of the organization.

Henderson Police Department:

The Henderson Police Department promotes safety and wellness. The investment in our employees' wellness begins at the start of employment. We provide training and services to assist with the employees' financial planning, physical fitness, and emotional health. The Henderson Police Department has adopted an Occupational Readiness Program that leads employees through pre-shift stretching and we are the first department in the nation to establish a restorative rest program that recognizes the dangers associated with fatigue and offers a solution to the problem. Our Department manages the City of Henderson's Physical Fitness/Wellness Program. The Department

has two full-time Police Employee Assistance Program (P.E.A.P.) officers who provide a point of contact for referrals as well as peer counselling. Our civilian employees are able to utilize the City of Henderson's Employee Assistance Program. The Department has two full-time P.E.A.P. officers who provide a point of contact for referrals as well as peer counselling. Our civilian employees are able to utilize the City of Henderson's Employee Assistance Program. Our Chaplains program provides faith based options of support to employees. All levels of sworn and civilian personnel regardless of assignment or tenure are encouraged to take advantage our wellness initiatives.

6.2.1 Action Item:

Though the Federal Government can support many of the programs and best practices identified by the U.S. Department of Justice initiative described in recommendation 6.1, the ultimate responsibility lies with each agency.

Henderson Police Department:

The Henderson Police Department is proactive in its efforts to enhance the safety and wellness of our employees. We are continually evaluating our practices and others' practices to ensure we are providing the best support in all areas of wellness. While Federal Government Support is welcome, our Department realizes the value of these safety and wellness practices and will continue to enhance our programs, training and investment in our employees.

6.3 Recommendation:

The U.S. Department of Justice should encourage and assist departments in the implementation of scientifically supported shift lengths by law enforcement.

Henderson Police Department:

This is a recommendation for the U.S. Department of Justice. Our Department's shifts have been arranged based on calls for service, days of week coverage, and available staffing.

6.3.1 Action Item:

The U.S. Department of Justice should fund additional research into the efficacy of limiting the total number of hours an officer should work within a 24–48-hour period, including special findings on the maximum number of hours an officer should work in a high risk or high stress environment (e.g., public demonstrations or emergency situations).

Henderson Police Department:

The Henderson Police Department supports this research and would evaluate any findings as a potential guideline for our practices. Currently, our Department's policy limits the total hours worked between extra-duty assignments and regular duty assignments, as well as outside employment and regular duty employment. Employees generally cannot work more than a combined total of eighteen hours of regularly scheduled duty and extra-duty work within a 24 hour period. Employees must have a continuous six hour rest period during each 24 hour work period. Employees with approved outside employment may not work more than 24 hours of that employment per week. Employees must have a continuous six hours rest within a 24 hour period before reporting for their next regular duty assignment.

6.4 Recommendation:

Every law enforcement officer should be provided with individual tactical first aid kits and training as well as anti-ballistic vests.

Henderson Police Department:

The Henderson Police Department provides all of its officers with a tourniquet and mandates the use of a Level 3 Bulletproof Vests while in uniform. Each patrol vehicle is equipped with a Tactical Med Kit, and all of our officers receive annual training on the kits' contents, purpose, and proper use. The proper use of the tourniquet is also provided in the Tac Med Kit Training. In addition, our Department provides officer rescue training, CPR training, and force protection training to provide paramedics assistance in rendering aid during multiple casualty incidents.

6.4.1 Action Item:

Congress should authorize funding for the distribution of law enforcement individual tactical first aid kits.

Henderson Police Department:

Our Department supports Congress in authorizing funding for the distribution of law enforcement individual tactical first aid kits. Until such time as funding is provided, the Henderson Police Department will continue to provide the kits.

6.4.2 Action Item:

Congress should reauthorize and expand the Bulletproof Vest Partnership (BVP) program.

Henderson Police Department:

The Henderson Police Department agrees Congress should reauthorize and expand the Bulletproof Vest Partnership (BVP) program. Until such time, our Department will continue to provide Level 3 Bulletproof Vests to its sworn personnel.



6.5 Recommendation:

The U.S. Department of Justice should expand efforts to collect and analyze data not only on officer deaths but also on injuries and “near misses.”

The Henderson Police Department:

The Henderson Police Department agrees that it will benefit law enforcement to have this type of data collected in order to improve systematic analysis of deaths, injuries and “near misses.” The Police Foundation’s voluntary online Law Enforcement Near Miss Reporting System is a great first step. The Henderson Police Department will be researching the program to determine our level of participation with near miss reporting system.

6.6 Recommendation:

Law enforcement agencies should adopt policies that require officers to wear seat belts and bullet-proof vests and provide training to raise awareness of the consequences of failure to do so.

Henderson Police Department:

The Henderson Police Department has policies which mandate the wearing of department issued ballistic vests and the mandatory use of seatbelts when vehicles are in motion. Unfortunately, law enforcement incidents provide numerous examples of the fatal consequences of neglecting to wear either a ballistic vest or a seat belt. The Henderson Police Department’s training bureau uses these tragic events as reminders to our officers during training on the importance of all safety measures.

6.7 Recommendation:

Congress should develop and enact peer review error management legislation.

Henderson Police Department:

The Henderson Police Department supports any measure that allows officers and agencies to frankly discuss mistakes without legal repercussions. Our agency agrees Congress should develop and enact peer review error management legislation. The Henderson Police Department also recognizes the complexity of the issue and hopes any legislation adopted still provides legal consequences for malicious conduct that undermines the integrity of law enforcement and the public’s trust.

6.8 Recommendation:

The U.S. Department of Transportation should provide technical assistance opportunities for departments to explore the use of vehicles equipped with vehicle collision prevention “smart car” technology that will reduce the number of accidents.

Henderson Police Department:

The Henderson Police Department supports The U.S. Department of Transportation efforts to provide technical assistance opportunities for departments to explore the use of vehicles equipped with vehicle collision prevention “smart car” technology that will reduce the number of accidents. This technology will reduce injuries and save both officer and civilian lives.





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