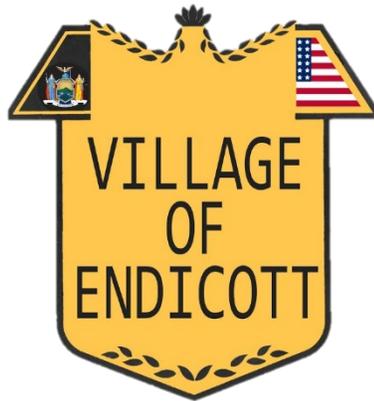


NEW YORK STATE  
POLICE REFORM AND REINVENTION  
COLLABORATIVE



VILLAGE OF ENDICOTT COLLABORATIVE PLAN  
MARCH 2021  
ENDICOTT, NEW YORK

## EXECUTIVE SUMMARY

In June, 2020, Governor Andrew Cuomo issued an executive order directing that a panel of community stakeholders meet with each local government that has a police department. Our panel was tasked with providing input to the Village of Endicott so that they can adopt a plan to eliminate racial inequality in policing, modernize police strategies, and better address the needs of our community. This initiative is meant to promote public safety, improve community engagement, and foster trust between communities of color and the police agency.

The panel consists of a diverse group of community members, including individuals from the Union-Endicott School District, Binghamton University, the Addiction Center for Broome County, local religious institutions, the District Attorney and Public Defender's Offices, Mayor Jackson, members of the Endicott Police Department, members of local neighborhood watch groups and local business owners.

Since July of 2020, the panel has met monthly to discuss the steps Endicott Police Chief Patrick J. Garey has implemented to address these issues and to propose new ideas to help further facilitate this positive change. Chief Garey's reception to ideas of the panel has been uplifting. Several of our suggestions for improvement were already underway before Governor Cuomo's executive order was issued. Others have been implemented before this plan was finalized for presentation to the Village Board of Endicott.

This committee looks forward to continuing our mission to help the Endicott community grow in a positive direction.

### Summary of Panel Recommendations

The following is a summary of recommendations made by the panel to the Village Board. A more detailed explanation of each recommendation is provided in the correlating section of the plan.

- Community Trust and Legitimacy
  - Institute the capture of demographic information during vehicle/bicycle and pedestrian stops into department policy;
  - As EPD is a part of the Broome County SIU Task Force, work with partner agencies to develop a policy specifying circumstances when no-knock warrants are authorized;
  - Develop a Facial Recognition Software policy that ensures best practices and individual privacy rights are maintained in the event any Facial Recognition Software is used or procured by the department.
  - Update the department evaluation system to reflect department priorities under the current Chief of Police.
  - Extend the work of this panel indefinitely to continue as an advisory board (not a civilian oversight board) in order to maintain transparency and increase the department's bond with the community.
  - EPD should develop and publicize a complaint process for citizens, with instructions on how to file a complaint. Information should be available in other appropriate languages.
  - EPD should conduct a community survey at least annually to continue with the momentum generated by this panel's activities.
  - EPD should provide a mechanism to distribute all department policies online;

- Mental Health Responses:
  - Partner with Broome County to develop a county-wide 24/7 Mental Health resource to respond when officers seek assistance with Mental Health calls.
    - Include working with Broome County Emergency Services (911 Center) to develop a Mental Health triaging process at the 911 center to send Mental Health professionals to non-emergency calls.
  - Expand Mental Health First-Aid Training to all new officers and yearly refreshers.
  - Continue to develop meaningful partnerships with Substance Use Disorder (SUD) services such as peer advocates and SUD case managers, to offer on-demand access to care and reduce police contact.
- School District
  - The EPD/U-E School District SRO program is a resounding success. The Village, in partnership with the school district, should explore expansion of the program to allow for one officer each in the High School and Middle School.
  - The EPD command staff should ensure the SRO has the ability to bring other EPD officers on to school grounds during lunch periods or other events to further integrate our police officers with the youth of the community.
- Staffing
  - It is understood the Village faces difficult budgetary decisions; however, the department is understaffed to provide professional police services and also spend time fulfilling the important mission of interacting with the community to foster trust and legitimacy. The panel recommends the Village Board consider the following:
    - Expanding the Detective Division to ensure that violent-crime investigations are quicker and more thorough;
    - Continue the CPTED program and expand it if possible. The program is beneficial to the Village, low-income housing tenants, property owners and attentive landlords.
    - Increase sworn-officers and administrative staffing to ensure “customer-service;” proper attention to calls; availability for increased training, including leadership training; and to promote officer wellness. This will also allow the department to maintain a dedicated and consistent focus on Community Policing.
- Recruitment
  - EPD should develop a long-term plan to emphasize recruitment of persons of color from the U-E High School.
  - EPD should prioritize attending events/programs in the U-E School District (e.g. Lunch with the Law) that allow for interaction between officers and students, especially students of color.
  - EPD should expand recruiting efforts in the area and statewide to recruit persons of color.
  - The Village and EPD should engage local Representatives in the New York State Legislature to pursue legislation that modifies Civil Service testing rules for police officers to remove barriers to recruitment, especially recruitment of minorities.

- Training
  - Conduct Hate Crime training refreshers every two-years during in-service training.
  - EPD should seek grants or scholarships to cover additional costs related to extra-training and capitalize on free training offered by higher-education programs.
- Officer Wellness
  - The Village should strongly consider incorporating Officer Wellness options into the upcoming budget;
  - EPD should consider instituting a Police Chaplain program that provides officers with a confidential counseling outlet;
  - EPD should consider adopting a program similar to the New York State Police Employee Assistance Program (EAP) Counselor program, where officers are trained as mental wellness peer counselors.
  - EPD should explore Officer Wellness training programs from national programs designed for Officer Wellness such as Blue-H.E.L.P.

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## REFORM AND REINVENTION COLLABORATIVE

In June of 2020, Governor Andrew Cuomo issued Executive Order 203 due to nationwide protests demanding increased police accountability following police involved incidents nationwide that resulted in the deaths of people of color. Titled “The New York State Police Reform and Reinvention Collaborative”, the executive order posits that these incidents have undermined public confidence and trust in law enforcement and the criminal justice system. Governor Cuomo declared the need for prompt action to address and eliminate racial inequalities in policing and to modernize departmental policies and operations state-wide, with specific emphasis placed upon better addressing the needs of communities of color to “promote public safety, improve community engagement and foster trust.”

Local governments with police departments were directed to form panels designed to comprehensively review and develop plans for improvement of their police department’s deployment strategies, policies, procedures and practices to: ensure community needs are met; foster trust, fairness and legitimacy through community engagement; and to address issues of racial bias and disproportionate policing of communities of color.

At the direction of the Governor, Mayor Linda Jackson convened a panel to develop the plan, which considered evidence-based policing strategies, including but not limited to: use of force policies; procedural justice; studies addressing systemic racial bias or racial justice in policing; implicit bias awareness training; de-escalation training and practices; community-based outreach and conflict resolution; problem-oriented policing; hot spots policing; focused deterrence; crime prevention through environmental design; violence prevention and reduction interventions; model policies and guidelines promulgated by the New York State Municipal Police Training Council; and standards promulgated by the New York State Law enforcement Accreditation Program.

Executive Order 203 is attached in Appendix A

## DEFINITIONS

**Broken Windows Policing:** A policing model theorizing that disorder creates increased fear and withdrawal of residents or businesses, which allows more serious crime to move into neighborhoods.<sup>1</sup>

**Chokehold:** A physical maneuver applied to restrain another person with the intent to impede the normal breathing or circulation of the blood of another person through the application of pressure on the throat or neck of such person or by blocking the nose or mouth of such person, or a similar restraint applied to the throat or windpipe of a person in a manner that may hinder breathing or reduce intake of air. (Exec. Law §837-t; PL §121.11)

**Community Policing:** A philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.<sup>2</sup>

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<sup>1</sup> <https://cebcp.org/evidence-based-policing/what-works-in-policing/research-evidence-review/broken-windows-policing/>

<sup>2</sup> *Community Policing Defined* (Washington, DC: Office of Community Oriented Policing Services, 2014). <https://it.ojp.gov/AT/Resource/34#:~:text=Community%20policing%20is%20a%20philosophy,disorder%2C%20and%20fear%20of%20crime.>

**Crime Prevention Through Environmental Design (CPTED):** A multi-disciplinary approach for crime reduction through urban and environmental design, CPTED aims to: reduce victimization; deter offenders from committing acts; build a sense of community to gain territorial control; and to reduce crime and fear of crime. It is based on four pillars:

- Natural surveillance;
- Natural access control;
- Territorial reinforcement; and
- Maintenance.

**De-escalation** - Taking action or communicating verbally or non-verbally during a potential force encounter in an attempt to stabilize the situation and reduce the immediacy of the threat so that more time, options, and resources can be called upon to resolve the situation without the use of force or with a reduction of the force necessary. De-escalation may include the use of such techniques as command presence, advisements, warnings, verbal persuasion and tactical repositioning.

**Evidence-Based Policing** – The core of evidence-based policing is to link law enforcement actions to desired outcomes. This is accomplished using research, data, and analysis in conjunction with a variety of policing strategies to systematically identify what is causing crime and disorder and to develop appropriate responses to curtail or eliminate it.

**Focused Deterrence** – A policing strategy that attempts to deter specific criminal behavior through fear of specific sanctions and anticipated benefits of not committing a crime. Focused deterrence is referred to as “pulling levers policing;” it seeks to change offender behavior by understanding underlying crime-producing dynamics and conditions that sustain recurring crime problems and by implementing a blended strategy of law enforcement, community mobilization and social service actions.

**Implicit Bias Awareness Training** – Instruction designed to help an individual recognize that he or she has unconscious feelings toward other people based upon characteristics such as race, ethnicity, age, gender, sexual orientation, etc. These unconscious feelings are based on an individual’s personal collective experiences, exposure to direct and indirect messages, media, culture and other factors and can be activated involuntarily and without awareness and affect impartiality in either a favorable or unfavorable way.

**Law Enforcement Assisted Diversion (LEAD) Programs** – Focus on empowering officers to provide alternatives for arrest, for example: offering treatment for individuals who commit minor crimes due to substance use or mental health.

**Procedural Justice** – Focuses on building public trust based upon the way police interact with the public and how those interactions influence crime and people’s willingness to obey the law. It is centered on the idea of fairness and that the public is more concerned with the process and manner in which they are treated during police interactions than the outcome of the interaction.

**Problem-Oriented Policing** – Is based on the idea that to reduce crime, communities and police must get to the underlying cause. It is fundamentally about changing the conditions that give rise to recurring crime

and disorder through a problem-solving approach rather than just responding to incidents and conducting preventative patrols.

**Hot-Spot Policing** –The process of conducting a geographic analysis of micro-places and trends where crime and disorder occur, then reorienting patrols to those areas while engaging in problem solving and community engagement. The strategy stems from the idea that fifty-percent of crime and disorder in a community occur on five-percent or less of street blocks and addresses.

**Restorative Justice** – The theory of justice that emphasizes repairing harm caused by criminal behavior. It is accomplished through cooperative processes that allow all willing stakeholders to meet, though other approaches may be pursued. It is centered on the idea that crime is more than just violating laws and causes harm to people, relationships and the community as a whole; thus a just response to crime must be to address the harms as well as the wrongdoing. Restorative Justice seeks to include all of the parties most affected by crime in its resolution.<sup>3</sup>

**Use of Force Policies (Model Policy)** – The model policy of the New York State Municipal Police Training Council provides best practices consistent with New York State law.<sup>4</sup>

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<sup>3</sup> <http://restorativejustice.org/restorative-justice/about-restorative-justice/tutorial-intro-to-restorative-justice/lesson-1-what-is-restorative-justice/#sthash.SXlgpvNx.dpbs>

<sup>4</sup> <https://www.criminaljustice.ny.gov/crimnet/ojsa/crimereporting/MPTC-Model-Policy-Use-of-Force-2020.pdf>

## PANEL

Consistent with the Governor’s directive, Mayor Jackson formed the panel of stakeholders, including membership or representatives of: the Village of Endicott Municipal Government; leadership of the Village of Endicott Police Department; community members, with emphasis in areas with high numbers of police and community interactions; interested non-profit and faith-based community groups; the Broome County District Attorney’s Office; the Broome County Public Defender’s Office and other local elected officials. The panel consists of the following members:

- Rev. Dr. Greg Johnson – Senior Pastor, Cornerstone Community Church, Endicott, NY (Chair);
- Linda Jackson - Mayor;
- Patrick Garey – Chief of Police;
- Kevin McManus - Broome County Deputy County Executive;
- Michael Korchak - Broome County District Attorney;
- Jonathan Rothermel - Broome County Senior Assistant Public Defender;
- Nicole Wolfe – Superintendent, Union-Endicott School District;
- Jennifer Kazmark – Director of Pupil Services, Union-Endicott School District;
- Glenn McIver – Union-Endicott School District Board of Directors;
- Ernest Collins – Pastor, Christian Life Church UPC, Endicott, NY;
- Carmella Pirich – Executive Director, Addiction Center of Broome County;
- Christopher Scott – Peer Advocate, Addiction Center of Broome County;
- Nichole Post – Director, Southern Tier Community Center;
- Dr. Miesha Marzell, Assistant Professor, Binghamton University Dept. of Social Work;
- Penny Stringfield – Community Activist
- Beth Herrick – Director, Mersereau Area Neighborhood Watch;
- Nadia Schuman – Resident of the Village of Endicott;
- Marshall McMurray – Business owner/Endicott area resident;
- Kevin Every – Resident of the Town of Union;
- James Harmon – Resident of the Village of Endicott;
- Charles Smales – Lieutenant, Village of Endicott Police Department;
- Brandon Leonard – Police Officer/School Resource Officer, Village of Endicott Police Department

Biographies of Panel Members may be found in the Appendix B.

In August of 2020, Governor Cuomo released the “New York State Police Reform and Reinvention Collaborative Resources & Guide for Public Officials and Citizens” to assist the panel in meeting the goals and directives of Executive Order #203. The guide draws heavily on the identified best practices and recommendations made in the Final Report of President Obama’s Task Force on 21<sup>st</sup> Century Policing.

The “New York State Police Reform and Reinvention Resources & Guide for Public Officials and Citizens” is attached in Appendix C.

## THE SIX PILLARS OF 21<sup>ST</sup> CENTURY POLICING

In May of 2015, President Obama’s Task Force on 21<sup>st</sup> Century Policing released its final report<sup>5</sup>, offering best practice recommendations to police departments organized around six “pillars” designed to promote effective crime reduction while building public confidence and trust. The Endicott Police Department embraces the recommendations of the task force as a way to foster legitimacy and community trust in the department as a professional, competent and transparent police department.

A brief explanation of the six pillars follows:

### Pillar One: Building Trust and Legitimacy

Building trust and legitimacy is a foundational principle in the relationship between police and the community. To achieve trust and legitimacy, a “guardian” rather than “warrior” mentality must be embraced within the police department. Citizens are more likely to obey the law when law enforcement is perceived as legitimate, but legitimacy is only conferred when police are viewed as acting in procedurally just ways. Further, trust cannot be achieved if law enforcement is viewed as an outside force imposing control on the community rather than as a community partner. To achieve the principles and earn legitimacy and trust, law enforcement should adopt procedural justice as the guiding principle for internal and external policies and practices to guide internal relations as well as interactions with the public they serve. Agencies should also establish a culture of transparency and accountability; initiate non-enforcement activities in areas with high rates of negative police engagement; conduct community surveys to track and analyze trust in the department; and foster a workforce with a broad range of race, gender, language, life experience and cultural diversity.

### Pillar Two: Policy and Oversight

Law enforcement policies must reflect community values, which requires community collaboration. Policies should emphasize areas disproportionately affected by crime, focusing on strategies that reduce crime through improved community relationships, engagement and cooperation. Clear and comprehensive policies must be developed pertaining to: the use of force, including de-escalation training; handling mass demonstrations; obtaining consent before searches; gender identification, racial profiling; and performance measures. Oversight measures must place emphasis upon external and independent investigations into officer-involved shootings and other use of force situations and in-custody deaths, and prosecutions when warranted. Policies should also include provisions for collection of demographic data that is made publicly available. Law enforcement agencies are encouraged to periodically review policies and procedures, conduct non-punitive peer reviews of critical incidents and establish mechanisms for civilian oversight with their communities.

### Pillar Three: Technology & Social Media

Use of technology and social media by law enforcement agencies should be designed considering local needs and in alignment with national standards. Standards of technology and social media in policing should ensure compatibility, interoperability, and broad implementation within police departments and across agencies and jurisdictions, while maintaining civil and human rights protections. Model policies and best practices should be adopted for technology-based community engagement that increases community trust and access.

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<sup>5</sup> [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf)

## Pillar Four: Community Policing & Crime Reduction

Community policing must be a guiding philosophy for all stakeholders. Emphasis must be placed on working with neighborhood residents toward public safety by identifying problems and collaborating on solutions that produce meaningful results for the community. Law enforcement agency policies and strategies should reinforce community engagement in managing public safety through the use of multidisciplinary team approaches for planning, implementing and responding to crisis situations involving complex issues. Communities should support a culture and practice of policing that protects individuals and communities while promoting the dignity of all, especially the most vulnerable. Law enforcement agencies should avoid tactics that unnecessarily stigmatize youth and marginalize their participation in schools and communities. Law enforcement officers should have limited involvement in school discipline. Communities should recognize the voices of youth in community decision-making, facilitate youth participation in research and problem solving, and develop and fund youth leadership training and life skills through positive youth/police collaboration and interactions.

## Pillar Five: Training & Education

As the scope of law enforcement responsibilities expands, effective training methods for law enforcement officers must as well, for they are critical to address a wide variety of challenges including terrorism, evolving technologies, changing laws, new cultural mores and a growing mental health crisis. To ensure high-quality, effective training and education, law enforcement should engage community members, especially those with special expertise, in the training process. Leadership training should continue throughout all levels of law enforcement officers' careers. To increase the quality, training should include: Mandatory Crisis Intervention Training (CIT), which equips officers to deal with individuals in crisis or living with mental disabilities, as well as instruction on the disease of addiction; implicit bias and cultural responsiveness; policing in a democratic society; procedural justice; and effective social interaction and tactical skills. Training should be provided for recruits and during in-service training.

## Pillar Six: Officer Wellness & Safety

The wellness and safety of law enforcement officers is critical not only for the officer's sake, but also for the sake of their colleagues, agencies and public safety. Multi-partner effort must be made to ensure the proper implementation, support and emphasis of officer wellness and safety practices and procedures. Law enforcement agencies should promote officer wellness and safety at every level of the organization. Examples include every officer being provided with individual tactical first-aid kits and training, as well as anti-ballistic vests. Law enforcement agencies should adopt policies that require mandatory use of seat-belts and bullet-proof vests, and that provide training to raise awareness of the consequences of failing to do so. Internal procedural justice principles should be adopted for all internal policies and interactions.

## THE ENDICOTT POLICE DEPARTMENT

The Village of Endicott Police Department is a full-service law enforcement agency dedicated to providing a high-level of service and professionalism to village residents, businesses, and visitors. The department was one of the first police department's in New York State to be accredited through the New York State Division of Criminal Justice Services and has continually maintained accreditation since it was first achieved in 1990. A daily commitment by officers to the department's Core Values is the cornerstone of the department's mission.

### Vision

To establish a community free of crime and disorder, with safe streets and neighborhoods, where citizens can live prosperous lives and enjoy themselves.

### Mission

To serve and protect our fellow citizens by enforcing the law, preserving the peace, maintaining order, safeguarding the rights and dignity of all people, and continually striving to improve the quality of life of our community.

### Core Values

- **Dedication:** We dedicate ourselves to serving our community, in accordance with our Vision and Mission Statements, by consistently giving our best effort; striving to achieve the best outcomes; partnering with our community; and providing diligent and professional service to all.
- **Respect:** We demonstrate respect to each other and the public by treating people fairly and safeguarding their rights; communicating in a dignified manner; showing courtesy and civility; and demonstrating interest, concern, compassion and consideration for others.
- **Integrity:** We consistently maintain the highest ethical standards, promoting honesty and truthfulness. We are committed to uphold our positions of trust by having the physical and moral courage to do what's right; having no tolerance for unethical behavior and rooting it out wherever it may exist.
- **Professionalism:** We value the spirit of professionalism; a clear sense of commitment, perspective and direction developed by creating an environment that fosters teamwork, innovation and constant evaluation of ourselves for effectiveness. We conduct our duties without bias or prejudice in the manner of true fairness and equality. We pay attention to detail; lead by example; and work for continuous improvement and learning, gaining wisdom from our mistakes and striving for personal and professional growth. The professional attitude is dedicated to quality, timeliness and excellence in service to our community.

### Department Overview

The backbone of the department is the Patrol Division, which operates on a 24/7 basis, year-round, responding to emergency and non-emergency incidents, enforcing criminal laws, vehicle and traffic offenses and local ordinance violations. The Patrol Division houses two special details that provide service to the village and, in many instances, surrounding communities:

- **K9 Unit:** A two-man unit comprised of members of the Patrol Division who have been selected as canine handlers and who have received specialized training. Currently unmanned due to one member retiring and another resigning in 2020.

- Bike Patrol: These members of the Patrol Division have received specialized training. Bike Patrols are deployed when manpower allows and/or specific situations dictate a bike patrol would be advantageous. The School Resource Officer (SRO) deploys on bike patrol for a large portion of the summer when school is not in session.

The Detective Division handles most felony-level investigations and all investigations deemed significant incidents or requiring specialized training or services. All violent incidents fall under the purview of the Detective Division. General detectives handle a majority of these investigations. There are three Special Details assigned to the Detective Division:

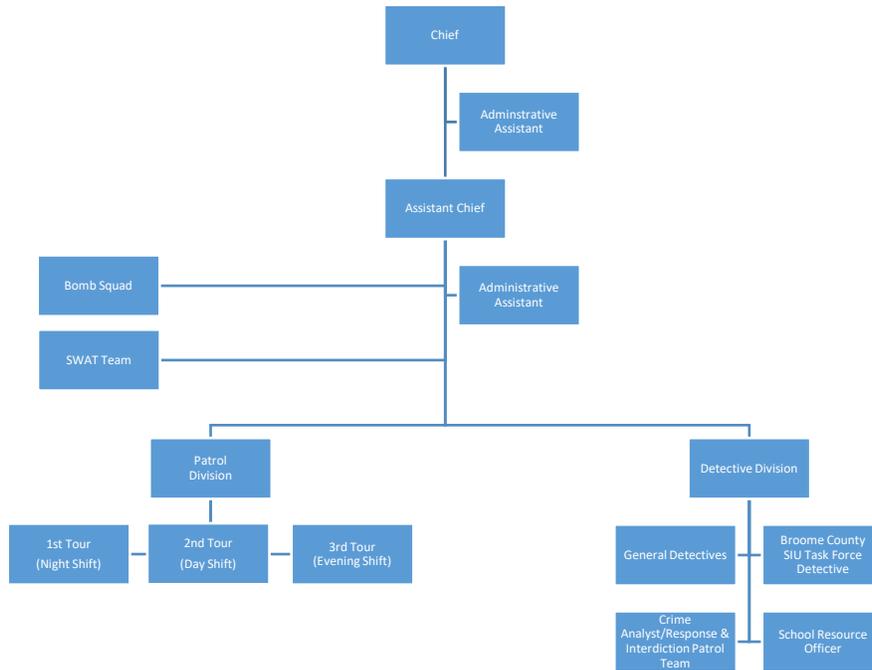
- Broome County Special Investigations Unit Task Force (SIU): SIU is a multi-agency task force comprised of members of Endicott Police Department, Binghamton Police Department, Broome County Sheriff's Office and Johnson City Police Department. Endicott PD has one detective assigned to SIU.
- School Resource Officer (SRO): The SRO is a uniformed patrol officer. Though the SRO rarely conducts criminal investigations related to SRO duties, the position falls under the Detective Division to ensure optimal coordination between the department and School District for any cases related to students. (Refer to page 26 for a description of the SRO position).
- Response and Interdiction Patrol/Crime Analysis Unit: The Response and Interdiction Patrol/Crime Analysis Officer is a uniform officer whose duties include developing evidenced based policing strategies and maintaining concentrated focus on recurring short or long-term problems. This officer is also the department Crime Prevention Through Environmental Design (CPTED) coordinator and the department liaison for Addiction Center of Broome County (ACBC) Peer Advocates, the RISE Shelter Domestic Violence Advocate; and the ACCORD Dispute Resolution Center Advocate.

The Department also has two Special Details that are not assigned to a specific division and are made up of members from any Division.

- Bomb Squad: Consists of members of the department of any rank who have received specialized training through Homeland Security. The Bomb Squad handles calls related to any potential explosive device for any agency in the Southern Tier.
- SWAT Team: The joint Broome County/Endicott SWAT team consists of Members of the Department of any rank who have attended a basic SWAT Operators School and continue to receive specialized training.

The Endicott Police Department employs the Stratified Policing Model, which is centered on the philosophy that we are integrated with and part of the community, working collaboratively as public stewards and partners, rather than simply law enforcers. The dedicated officers of the department approach incidents as problem-solvers rather than incident responders and complaint takers. Several policing models guide our efforts, including: community policing; problem-oriented policing; and evidenced-based policing, among others.

# Organizational Chart



## THE VILLAGE OF ENDICOTT POLICE REFORM AND REINVENTION PANEL

The Village of Endicott Police Reform and Reinvention Panel (i.e. “the Panel”) held its first meeting in July 2020 and met monthly through March 2021. The panel conducted a review of department policies and procedures through a transparent process with Chief Patrick Garey and department members. Panel participants were allowed unfettered access to policies and reports. Several panel members elected to participate in the department’s “Ride-Along” program. During the ride-along, panel members were given the opportunity to converse privately with citizens who interacted with the police officers.

Consistent with directions contained in the Executive Order 203, the panel reviewed the Endicott Police Department’s deployment strategies, policies, procedures and practices related to specific evidenced-based policing strategies, with the goal of ensuring that they meet the needs of the community; foster trust, fairness and legitimacy through community engagement; and address issues of racial bias and disproportionate policing of communities of color.

Endicott Police Department deployment strategies, policies, procedures and practices related to these evidence-based policing strategies are detailed below. Specific panel recommendations are detailed in later sections of this report.

### Use of Force Policy

The Endicott Police Department Use of Force Policy is consistent with and based upon the Municipal Police Training Council’s Model Policy and in some instances exceeds the Model Policy. For example, in order to prevent the use of unreasonable force, Endicott police officers have a duty to intercede whenever they observe another law enforcement officer using force that is clearly beyond that which is objectively reasonable under the circumstances. This policy is consistent with the MPTC Model Policy; however the Endicott PD requires officers to report to a supervisor any such force that is potentially beyond that which is objectively reasonable. The Use of Force policy also requires the use of non-violent strategies and techniques to de-escalate situations, improve decision-making and communication, reduce the need for force and increase voluntary compliance whenever circumstances reasonably permit officers to do so. The policy is consistent with the most recent updates to New York State Law. When force of any kind is used or weapons (i.e. firearms, “Tasers,” pepper-spray, etc.) are displayed during the potential use of force, officers are required to report the circumstances by the end of the shift.

### Procedural Justice

The tenets of Procedural Justice are rooted in and reinforced daily in the Endicott Police Department during contact with citizens, beginning with the department’s Core Values of dedication, respect, integrity and professionalism. This concept is departmentally-embraced from the Chief of Police through the entire organization. Legitimacy is obtained by treating citizens fairly, with proper respect, regardless of the reasons for the police-citizen encounter. This basic component of Procedural Justice is reinforced through department policy, procedure and training.

- In policy, for example, officers may use discretion determining whether or not to make arrests for non-violent crimes related to Substance Use Disorder (SUD). The department has teamed with the Addiction Center of Broome County (ACBC) to bring counseling services to people suffering from SUD, trauma, or mental health issues. Weekly, “Peer Counselors” employed by ACBC team up with an Endicott Patrol Officer to visit people who have had recent police encounters for which Substance Use Disorder (SUD) appears to be a contributing factor. An initial approach is made by

the officer to let the person know that the peer counselors are legitimate, to make introductions, and to inquire of the individual's willingness to engage with the peer counselors. When agreeable, the EPD officer vacates the area to allowing for private conversations between the Peer Counselors and the person, with the goal of getting the subject to engage in treatment. The program builds trust between the police department and the community through positive police contacts. Approximately 50% of the people who are approached agreed to some sort of engagement with Peer Counselors. Statistics demonstrate that after Peer Counselor engagement, there is a 21% decrease in police contacts after three-months; 11% decrease after six-months; and 28% decrease in police contacts after one-year.

- Procedurally, the Department employs the "Stratified Policing Model"<sup>6</sup> to guide operations. Stratified Policing is an Evidence-Based Policing Model based on Problem-Oriented-Policing. All department levels are engaged in problem solving, from the officer on the street through the Chief of Police. Crime Analysis identifies problems such as repeated calls to the same location or involving the same person, which prompts a "second-look" analysis from a wider field of view to determine the underlying cause of the problem. Problems are examined to determine whether criminal, environmental or health and human service factors are contributing to the issue. When health and human service factors such as Substance Use Disorder, poverty, or mental health issues are contributing to the problem, officers conduct outreach to human and community service organizations to coordinate responses. Environmental issues such as urban blight, garbage, code violations, etc. result in landlords or homeowners being referred to the village's Crime Prevention through Environmental Design (CPTED) program. Criminal factors are targeted through coordinated efforts of Patrol and Detective Divisions and Special Details. Repeat incidents or patterns identified through crime analysis are targeted with enforcement strategies such as hot-spot policing and directed patrols as well as community engagement strategies such as community meetings and social media awareness. By focusing enforcement on areas where crime analysis has identified necessity, the Stratified Policing process eliminates or reduces random subject or vehicle stops, especially in neighborhoods with higher concentrations of people of color. In other words, the model keeps police in neighborhoods or areas where they are most needed. When the problem is solved, the focus is moved to the next problem area. These strategies result in an increase in trust and transparency in the community because people know they are not being randomly targeted.

Stratified policing also ensures that stakeholders, including offenders, are afforded a chance to be heard and understood. Each problem is approached neutrally and fairly to determine underlying issues. Respectful treatment by officers engaged in problem solving in an empathetic manner both displays and develops respect. Officers conduct themselves in a fair and transparent process, attempting to render assistance to all parties. The Stratified Model does not eliminate or discourage arrests, which are made whenever necessary or appropriate; however, with a goal of reducing recidivism, resources that may assist or prevent offenders from committing future crime are employed whenever possible. Examples of stratified policing include:

- Frequent shoplifting arrests of people who steal due to Substance Abuse Disorder and/or poverty are referred to ACBC Peer Counselors for SUD engagement, while

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<sup>6</sup> <https://cops.usdoj.gov/RIC/Publications/cops-w0613-pub.pdf>

local food, clothing and housing resources are contacted (either by the officers or ACBC Peer Counselors) for additional resources. Other officers in the department are aware of the response plan through briefings, and they provide assistance or updates on future encounters with the person. When children may be involved in the family dynamic, the SRO makes contact with school personnel, alerting them to potential malnourishment issues, lack of sleep, etc. so the school can develop their own response plan.

- Officers respond to numerous father/son domestic disputes. The investigation reveals the son is diagnosed with a mental illness and fights are generally because the son is not taking his medication. The officers note code violations and garbage strewn about the building and poor lighting, which the father states are contributing to his son's anxiety issues. Officers team with a local mental health organization, the father, and other human services agencies to develop a response plan to prevent the issue from rising to a domestic incident. Additionally, the village CPTED team engages with the landlord through the CPTED process to improve the environmental conditions.

While Procedural Justice Principles are integrated in the department, formal Procedural Justice training has been received by the Chief of Police in October 2020 at the Division of Criminal Justice Services Law Enforcement Symposium. Chief Garey and Officer Brandon Leonard, the School Resource Officer, attended a four-day "train the trainer" course sponsored by DCJS in January 2021. As a result of training, the entire department will receive 8-hours of training in April 2021, as well as yearly refresher training.

### [Studies Addressing Systemic Racial Bias or Racial Justice in Policing](#)

The department does not formally participate in specific studies addressing systemic racial bias or racial justice in policing. The Chief and Assistant Chief of Police are both members of the New York State Association of Chiefs of Police and the International Association of Chiefs of Police and the Chief of Police is a graduate of the FBI National Academy and member of the FBI National Academy Associates. All these organizations provide access to best practices and studies conducted in these areas. Information and training related to systemic racial bias or racial justice in policing is also available through the Department of Criminal Justice Services (DCJS) and incorporated into department operations when appropriate.

### [Implicit Bias Awareness Training](#)

In July 2020, members of the department received two-hours of Implicit Bias Awareness Training. In addition, Chief Garey and Assistant Chief Williams attended a ten-hour workshop over five-weeks during the summer of 2020 titled "Understanding and Unlearning Racism." A yearly refresher on the workshop is planned.

### [De-Escalation Training and Practices](#)

In May 2019, all officers of the department received two-hours of instruction in De-escalation and Minimizing Use of Force and 2021 in-service training included a two-hour block of instruction on de-escalation techniques. The Department's Use of Force Policy requires the use of de-escalation techniques and other alternatives when possible, before resorting to the use of force and to reduce the amount of force necessary, when such actions will not compromise the safety of the officer or another person. The policy also encourages a tactical retreat as potentially the most effective method, even when force is

authorized, if such tactical retreat will not endanger officers or other innocent people. Any de-escalation techniques that are employed are documented on all Use of Force reports.

### Community-Based Outreach and Conflict Resolution

Endicott PD regularly engages in Community-Based Outreach Programs. The department has an active social media presence on Facebook and Instagram as well as a current website. Department members often engage with active neighborhood watch groups via social media and at meetings (prior to COVID). The Chief and Assistant Chief are active members of Endicott Proud, a group of volunteers dedicated to improving the greater Endicott area. The Chief and other department members engage in speaking assignments with service organizations and churches in the Village. The SRO and command personnel regularly engage with the School-District, including participating in student-led activities such as “Race and Reconciliation” and “Lunch with the Law” workshops. In 2019, the department and school district conducted a joint Active Shooter training mock-incident. In the past, the department has hosted the OASIS After-School and Teen-Employment programs in its conference room during the summer months. The OASIS program was run by The Family & Children’s Society and was designed to provide life-building skills to disadvantaged youth. Officers in the department frequently interacted with kids in the program to help build bridges between the disadvantaged youth and the department. The program has since been discontinued by The Family & Children’s Society. The department also maintains a presence at parades and other community events. Officers are encouraged to interact with the public at these events, take pictures, etc. Officers are also encouraged to get out of Patrol Vehicles and walk populated areas and business districts such as Washington Avenue when possible to foster community engagement. The department also partners with ACCORD, a non-profit dispute resolution center located in Binghamton, to engage in conflict-resolution between any appropriate parties to keep situations free from the Criminal Justice System when possible.

### Problem Oriented Policing (POP)

Endicott PD embraces Problem Oriented Policing. The Stratified Policing Model is based on POP, seeking to identify and change conditions that give rise to recurring crime problems. In addition to Stratified Policing as an overall POP Model, the department engages in specific POP techniques such as Community Oriented Policing, Intelligence Led Policing, CPTED, and Hot-Spot Policing.

### Hot-Spots Policing

As part of the POP process, the department employs Hot-Spot Policing (HSP) techniques when appropriate as part of the Stratified Policing Model. HSP is based on four-pillars: 1) Geographic Analysis of micro-places where crime or trends exist; 2) Reorienting patrols to identified hot-spot areas; 3) Engaging in problem-solving for the hot-spot area; and 4) Engaging the community in solving the problem.

### Focused Deterrence

Much of the concepts of Focused Deterrence are included in the Stratified Policing Model as part of a blended strategy of Law Enforcement, Community Mobilization and Social Service actions. The department does not engage in any specific Focused Deterrence program beyond Stratified Policing.

### Crime Prevention through Environmental Design (CPTED)

The CPTED program in the Village of Endicott is coordinated by the police department. Training for the program occurred in late 2019 and was formally initiated in January 2020. Bi-monthly meetings are attended by all village departments; however, full implementation of the program and the benefits to be

realized have been hampered by the COVID-19 pandemic and difficulty through the court system in holding landlords accountable.

### Violence Prevention and Reduction Interventions

The Endicott Police Department does not have a specific program dedicated to Violence Prevention and Reduction Intervention. Most violent crime in the village occurs between family members or acquaintances. While “street” or “gang-related” violence does occur, it is infrequent. Many of the goals of these types of programs should be realized through the Stratified Policing problem solving process when required.

### Model Policies and Guidelines Promulgated through the New York State Municipal Police Training Council

- As part of the department goals for 2019, Chief Garey directed command staff to conduct a complete review of all Endicott PD policies and procedures (i.e. General Orders). While individual policies had been updated and new policy established as needed, some policies were still in existence from the 1990s. Deficiencies were identified in numerous outdated policies and procedures. Critical deficiencies were immediately updated along with the implementation of important new policies. To ensure all policies reflected current philosophy and best practices, in June 2019, Chief Garey formed a project to conduct a complete overhaul of the General Orders. A lack of manpower and resources proved daunting to complete the project in a timely manner. Funding was subsequently secured through the Broome County District Attorney’s Office and in January 2020, the Endicott Police Department purchased an online software application *Lexipol for Law Enforcement* (hereafter “Lexipol”). Lexipol is an online Policy Manual “dashboard” for members of the department. In addition to providing policy to officers anywhere they have internet access (e.g. patrol vehicles and mobile phones), Lexipol also provides Daily Training Bulletins to officers, designed to be short training sessions that can be completed during their shift. Lexipol policies are designed by a team of attorneys, current and former law enforcement professionals, and policy experts. Lexipol policies are available to law enforcement nationally but they are specifically tailored to each state. Lexipol policies for New York State are based on Model Policies and best practices of the Municipal Police Training Council and are compliant with the New York State Law Enforcement Accreditation Program. Policies are designed generically “out of the box” to meet these standards, then refined by the EPD to fit local requirements. The full implementation of Lexipol as the single policy manual for the department is still underway with weekly meetings between EPD and Lexipol representatives. Approximately one-third of the four hundred plus policies have been released to the department. The implementation process was slowed significantly due to COVID and manpower constraints in the department, but it has since resumed. Full implementation of Lexipol is expected by the end of the 2021 calendar year.

### Standards Promulgated by the New York State Law Enforcement Accreditation Program

- The Endicott Police Department is an Accredited Agency through the New York State Law Enforcement Accreditation Program. The department was among the first in New York State to be accredited in 1990 and has continuously maintained its accredited status since that time. The department was re-Accredited in 2020. As previously referenced, the Lexipol software application will assist the department in keeping current with all accreditation standards.
- Accreditation standards are divided into three categories.

- Administration Standards: Cover topics such as agency organization, fiscal management, personnel practices, evidence, and property management and records;
- Training Standards: Cover basic (recruit) school and in-service instruction, as well as training for supervisors or technical assignments;
- Operations Standards: Cover critical and litigious topics such as use of force, high-speed pursuits, roadblocks, patrol tactics; and unusual occurrences.
- In total, there are 110 different Accreditation standards that must be continually met by the department.

### Town Hall Meeting and Community Survey

To supplement the review of Endicott Police Department policies, procedures, practices, and deployment strategies, the panel conducted community outreach to gauge public opinion about the department. A webpage containing information regarding this panel, significant dates, and our community events was created on the Endicott Police and Village of Endicott websites.

A “Town Hall” meeting and community survey were announced on the websites, as well as through the Facebook and Instagram social media pages of the department and village. The Union-Endicott School District and Endicott Proud community organization also links on their social media pages and/or via mass emails.

- Town Hall Meeting
  - A community meeting was held via Zoom on March 2, 2021 with approximately 70 attendees in attendance. During the meeting, panel members sought public input and ideas about the department and answered questions from the community. Community attendees that spoke were complimentary of the department and plans.
- Community Survey
  - In March 2021, the panel invited the Village of Endicott community to participate in an anonymous community-policing assessment survey. For a review of the survey and complete results please see Appendix D. A total of 674 responses were received. Participants identified as 58.72% female; 31.89% male; and 9.39% prefer not to answer. Because of the small sample size of racial/ethnic minorities, we combined groups into one category for analytical purposes (363 White females; 182 White males; 27 minority females; and 23 minority males).

The survey included questions on perceptions and knowledge regarding community-policing in the Village of Endicott, community engagement, and trust between the community and the police department, especially in communities of color. Although there was no significant difference between White and minority respondents on any questions, we did see that there were a significant amount of individuals that skipped questions that they likely did not feel comfortable answering which could be biasing the data. The panel will re-examine the data in the future or administer another survey where we will recruit a more diverse sample.

Overall, what we see is that most people agree that the Endicott Police Department (EPD) can be trusted. Most of the sample believe that EPD treat people of color fairly while policing and that they were not likely to be treated poorly based on sex, age, race,

ethnicity or underrepresented status. Likewise, most indicated that they were treated professionally, with dignity and respect, when they interacted with EPD. Most also agreed that EPD should provide anti-bias, diversity and inclusion training for their officers, as well as how to respond better to mental health situations.

Regarding community-policing, most agreed that EPD engage in community-policing practices but more work to improve relations is worthwhile. Improving police-community relations is further highlighted in the open-ended responses. Below are a selected few:

- *--They are on the right path. They are getting the communities involved and implementing new ideas. Try to expedite any added training and hire more officers of color in contrast to the population they police. Hire from within the area when possible as they understand the community better when they live in it.*
- *--Endicott Police is one if not the better ones in the County. If I could be a police officer, I would get more personal with the residents in the community that I am patrolling and more social. I just believe from experience when people are more familiar with you the threat goes down if there is any anxiety going on with the person. If I see an officer on a regular basis and I get pulled over or have any interaction with that officer, I would not be nervous because I'm familiar with them. We need to change the perception what police officers do; I have no problem with you guys but people around me do.*
- *--More community outreach. I've only lived here for a couple of years, but I haven't seen or heard much from officers, which gives me little to no opinion on them. I'd like officers to build more rapport with citizens.*

Next steps, will be to re-examine data and analyze the qualitative responses in more detail.

## IDENTIFIED STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

A SWOT analysis is used to analyze an organization's current position before deciding on new strategies.

**STRENGTHS** – Stratified Policing; Talented and Dedicated Workforce; Department is responsive to change; Positive Community Collaboration; Peer advocate program; School Resource Officer (SRO); Commitment to Evidence-Based Policing Practices; innovative department; Support of the Village Board.

**WEAKNESSES** – Low manpower due to financial strain on Village and recent retirements; lack of diversity in personnel; significant loss of experience over the past 9 months; lack of mid-level supervisory experience due to retirements; lack of Administrative Support Staff; understaffed Detective Division; understaffed Patrol Division.

**OPPORTUNITIES** – 1/3 of department is new since 2018 allowing for reinvention of practices; younger officers allow for increase in use of technology due to familiarity; SRO program allows for expanding dialogue with students of color; expanded collaboration with human services and community organizations; leadership classes for new supervisors.

**THREATS**- Effects of excessive work/overtime on officer wellness and morale; potential loss of Special Details due to manpower; decreased customer service/thoroughness.

## PANEL RECOMMENDATIONS

As part of the Governor's directive, in August 2020, the governor's office released the "*New York State – Police Reform and Reinvention Collaborative: Resources & Guide for Public Officials and Citizens.*" This guidebook provided the panel with "Key Questions for Consideration" to assist in developing a plan to meet the panels goals. Key Questions that were considered by the panel and panel thoughts and recommendations are detailed below:

### What Functions Should the Police Perform?

#### 1. Determining the Role of Police

##### a. ***What role do the police currently play in your community?***

The panel has found the Endicott Police Department to be an effective and professional police department that is engaged in the community and is dedicated to customer service for all constituents. In 2020, the department handled just over 11,000 incidents, which is generally consistent with previous years. Most calls are non-criminal and non-violent in nature, with 60% of incidents relating to disorder and classified under a general category of "other" calls. This category includes calls such as: Check Welfare; Disturbances; Persons Annoying; Noise Complaints; Vehicle and Traffic Stops; and Assists to the Fire Department and EMS, among others.

Over 10% of the Department's workload (nearly 1,200 incidents) are Domestic Dispute calls; 8-9% are listed as Suspicious Activity; Larcenies account for 3-4% and Motor Vehicle Accidents account for 4-5%. Part I crime statistics reported to the Department of Criminal Justice Services (DCJS) demonstrate that the department handles approximately 70 burglaries per year, 40 Aggravated Assaults, and 13 Rapes (all of which were alleged to be committed by a family member or acquaintance. None were alleged to have been committed by strangers). Robberies peaked in 2017 at 22, steadily falling to 8 reported

robberies last year and no murders. Part II crimes document 146 simple assaults and 134 criminal mischiefs as the highest number of incidents. The department responded to 186 Mental Health calls; however, officers on the committee estimate a large percentage of all calls they respond to involve mental health and/or substance abuse.

The department's Stratified Policing process employs a problem-solving approach that attempts to remove police from the equation for non-criminal conduct or minor offenses, when possible and appropriate.

All complaints against personnel are logged and investigated by supervisors. The classification of the allegation dictates the supervisory level conducting the investigation. Minor complaints, such as rudeness, tardiness, or technical infractions of procedures, are generally investigated by a Sergeant. More serious allegations are handled by Lieutenants. Examples of these types of investigations include failure to investigate or perform an essential job duty, loss of or failure to safeguard evidence, or acts of unprofessionalism. The most serious complaints against personnel are handled by the Assistant Chief of Police. These investigations include examples such as insubordination, racial bias or discrimination, sexual harassment or excessive or improper use of force. Complaints that rise to the highest-levels, such as corruption, criminal offenses or intentional Civil Rights violations would be referred to outside agencies for investigation. The Chief of Police has ultimate decision-making authority over the final disposition of complaints against personnel. Of the over 11,000 incidents investigated by the department in 2020, 28 complaints against department personnel were logged and investigated. Most complaints involve allegations of rudeness, improper/incomplete investigations, or internal technical violations of rules and/or regulations. One allegation was made of a racially motivated stop; it was determined to be unfounded. Details related to that investigation are documented in subsequent pages. Of the 28 complaints received, 8 allegations were founded:

- These personnel complaints consisted of 6 that were generated internally by department supervisors and related to minor violations of department regulations such as loss or damage of equipment, inadequate investigations, or failure to follow directions by superior officers. Two founded complaints involved rudeness by officers.

b. ***Should you deploy social service personnel instead of or in addition to police officers in some situations?***

There is currently no mechanism in place within Broome County to reroute calls to mental health professionals, social workers, or other human service personnel. Endicott Police Officers are capable of responding to the large majority of calls within minutes. When calls are identified that require a human or social service component, officers routinely integrate these agencies into the process, many times while on scene. This is most prevalent when dealing with individuals suspected of Substance Use Disorder; in these instances, when possible, immediate contact is often made with ACBC Peer Counselors. If immediate contact with ACBC peer counselors cannot be made, as noted herein, follow-

up referrals are made to the peer counselors. Mental health workers, accessed through the Mental Health Association of the Southern Tier (MHA<sup>ST</sup>) are routinely contacted during mental health crisis situations. Often, staff are not available for immediate deployment. Peer Advocates from ACBC are also called when substance use or abuse is suspected along with a mental health issue. Officers routinely assist the homeless with finding shelter when requested. There are no reported incidents of harsh treatment of the homeless or confrontations between police and homeless people. During the fourth quarter of 2020, all officers in the department were certified in Mental Health First-Aid, in order to better prepare officers to provide additional necessary emergency services to the community.

***Panel Recommendations:***

- ***Develop a 24/7 Resource for Mental Health Responses: Mental Health resources are best employed at the county level. The panel recommends Village Officials partner with Broome County to develop a 24/7 agency capable of assisting police with mental health responses. Funding and resources should not be depleted or diverted from the already understaffed and underfunded Village Police Department.***
- ***Expand Mental Health First-Aid Training for Officers: All officers in the police department were certified in Mental Health First Aid during the 4Q of 2020. This training should be given to all new officers and a yearly refresher course should be conducted.***
- ***Continue to develop meaningful partnerships with SUD services such as peer advocates and SUD case managers, to offer on-demand access to care and reduce police contact.***

**c. *Can Your Community Reduce Violence More Effectively by Redeploying Resources from Policing to Other Programs?***

The Village does not experience significant amounts of violence related to “street crime” or incidents between strangers. Most violent crimes in the Village occur between parties related to one-another or with some sort of personal dispute. Violent Crimes are not concentrated in any one area of the village and occur in random locations.

***Panel Recommendations:***

- ***The Panel does not recommend redeploying resources from policing to other programs. There is not a significant amount of violent crime related to “gang-activity” or similar street crime that would justify re-allocation of resources away from the department. Conversely, the panel recommends an expansion of the Detective Division to conduct more thorough and quicker investigations when violent crime does happen, to ensure offenders are apprehended before they can commit further violent acts. The Village’s CPTED program, which is coordinated by the Police Department, has showed glimpses of success, but has***

*been hampered by restrictions in place through the courts and social distancing related to the COVID-19 Pandemic.*

d. ***What functions should 911 call centers play in your community?***

The Village Police Department has no control over the 911 call-center, which is under the authority of the Broome County Office of Emergency Services. 911 dispatchers are professionals at their jobs who ensure proper triaging of incidents and are familiar with a wide-range of services and options available to officers.

***Panel Recommendations:***

- *As previously documented, Mental Health Responses are better coordinated at the county level. The panel recommends the Village partner with Broome County officials to develop a Mental Health triaging process at the 911 Call-Center to send Mental Health professionals to non-emergency calls.*

e. ***Should Law Enforcement Have a Presence in Schools?***

The Endicott Police School Resource Officer is assigned to the Union-Endicott High School and Jennie F. Snapp Middle School. The officer provides assistance to any Union-Endicott School District Facility that requests it. A formal Memorandum of Understanding is in place between the district and police department. The SRO does not engage in arrests of students unless necessary to mitigate an immediate danger to life or health. Since it was established in 2017, the SRO has made one arrest of a student, which occurred in 2017 and was related to a menacing incident involving a knife. The SRO also does not engage in the disciplinary process in the district. School district personnel, the police department, parents and students overwhelmingly agree the SRO program at U-E School District has been outstanding. Prior to the SRO program, the police department was frequently called to monitor high school students at dismissal due to incidents occurring during the school day. Since starting the program, incidents of fights, bullying, threats, etc. have been drastically reduced. The SRO is viewed as a mentor and trusted confidant, who provides a safe-outlet for students, especially those that may be dealing with issues outside of school hours. All SRO activities are coordinated with the school district.

***Panel Recommendations:***

- *By all accounts the SRO program is a resounding success and does not reflect concerns related to the “school to prison” pipeline. In fact, the Endicott PD SRO is viewed as a mentor and advocate for students, staff and parents of students. The panel recommends expansion of the SRO program to allow for one officer at the high school and another in the middle school.*
- *It is recommended that the SRO bring other EPD officers onto school grounds during events or lunch periods to further integrate our police officers with the youth of the community. The goals would be to have students more familiar with the officers, to promote community engagement and to foster trust.*

## 2. Staffing, Budgeting, and Equipping Your Police Department

### a. ***What are the Staffing Needs of the Police Department the Community Wants? Should Components of the Police Department be Civilianized?***

The Endicott community has traditionally supported the police department. For example, in 2013, financial concerns prompted Village officials to look at policing options. One option was dissolving the police department and turning policing operations over to the Broome County Sheriff's Department. Village residents voted overwhelmingly to maintain the police department. Village businesses and residents placed signs and wore tee shirts in support of the department. Some of those signs are still visible in resident and business windows today demonstrating continued support. As with any police department, the community desires responsiveness to issues related to immediate dangers posed to life and health. As a village police department, the department is intended to be close to the community. Accordingly, the community wants a department that can focus on issues of disorder and provide assistance and outstanding service for any issue that falls under police purview, but residents also want a department that is responsive to non-police related issues when they need assistance, but they do not know where else to turn.

The department is staffed with 31 officers, including the Chief and Assistant Chief. Comparatively, the neighboring Johnson City and Vestal Police Departments have just under 40 officers each. All three departments handle relatively the same number of incidents per year, except Johnson City and Vestal each conduct approximately 1000 more vehicle stops per year. The disparity in vehicle stops is primarily due to the lack of time Endicott officers have during shifts to focus on traffic enforcement. Endicott PD handles double the number of domestic disputes as the other departments. The department attempts to maintain a sustained community outreach, but challenges exist due to low manpower. The department is committed to the Stratified Policing Model, which integrates community resources into the problem-solving process, but low manpower also presents challenges to full implementation of the model.

The department has considered "civilianizing" administrative jobs such as evidence custodian and FOIL/records management, but budget approval is required.

#### ***Panel Recommendations:***

- ***The department is understaffed to adequately provide the time and level of service the community expects from the police department. It is understood that budgets are tight. The Village should gradually increase sworn officers in the department over the course of several budget years and add administrative staff (even part-time) to relieve officers of administrative burdens that prevent police from integrating in the community and being out on the streets. Understaffing results in officers responding from call-to-call as quickly as possible, often at the expense of individual or community concerns and quality***

*investigations. Additional manpower is needed to provide the “customer service” required of a professional police department for sustained periods.*

**b. *How Should Police Engage in Crowd Control? Should the Police be “Demilitarized”?***

Since the national events that precipitated the formation of this Panel, the Village experienced two relatively small protests that required consideration of potential crowd control measures as part of the operational planning. Prior to these incidents, the department has dealt with smaller incidents handled by officers during their shift with no specialized uniforms, safety gear or equipment. The department also has extensive experience dealing with large crowd events such as the Dick’s Sporting Goods Open and numerous annual festivals. During the two protests last year, the department facilitated the peaceful assemblies by re-routing traffic and providing safe areas to assemble. Prior to the larger of the two events, Chief Garey attempted to reach out to protest organizers to provide parking offered by the Union-Endicott School District in order to minimize walking distance and to provide legal parking for protestors. Officers were instructed to avoid arrests for minor incidents and if arrests were necessary, to defer them to a later time unless situations presented an immediate danger to life, health, or significant property destruction. In both situations, the department allowed protesters to gather peacefully without disruption and the department protected protestors by re-routing traffic, etc. No crowd-control tactics were employed, and the department maintained a traditional uniform presence for observational purposes. When necessary, the department has access to safety and crowd-control equipment.

The department has one piece of military surplus in the form of an armored High Mobility Multipurpose Wheeled Vehicle (HMMWV; Humvee) that is used by the SWAT team, but otherwise is not “militarized.” The purpose of the Humvee is to provide a safe “cover” location during critical incidents and as a rescue vehicle for an injured officer and/or victim that may be at risk of being shot. The Humvee has also been used during significant snowstorms as a response/tow vehicle when normal police vehicles either could not navigate streets due to the amount of snow, or when they get stuck in the streets. The Humvee is not used for crowd control or mass gathering situations.

## Employing Smart and Effective Policing Standards and Strategies

### 1. Procedural Justice and Community Policing

#### **a. *Specific police strategies that have raised concerns among the public.***

##### **i. *Broken Windows and Stop and Frisk***

- The Broken Windows theory is not used by EPD as a measure of where enforcement should occur, but the theory is used as part of the CPTED approach in dealing with property owners to invest in their properties and remove visible signs of crime or areas that may be havens for crime.
- Stop and Frisk is not used as a department policy or crime-reduction strategy. Stops are conducted (and encouraged) with proper legal authority whenever warranted; however, frisks only occur when an arrest

is made, or a subject is suspected of possessing a weapon, consistent with NYS law.

**ii. Discriminatory or Bias-Based, Stops, Searches and Arrests**

- Department policy prohibits discriminatory based policing actions, and the culture of the department prohibits acceptance of such actions. No evidence suggests the department engages in discriminatory or bias-based stops, searches or arrests. The department received one complaint against personnel in 2020 alleging racial motivation for a vehicle stop. The driver did not make the complaint and did not allege a racially motivated stop. The complaint was made by an anonymous third party who observed the stop online after it was posted by the driver. The allegation was thoroughly investigated and the driver was interviewed. Evidence gleaned during the personnel investigation substantiated the officer's legal authority for the vehicle stop. The driver was not ticketed.
- In late January 2021, upon receiving the necessary technology to properly track demographics of police stops, the department began doing so. Currently, instructions have been issued by the Chief of Police directing officers to complete demographic information on stops, however no formal policy has been put in place at this time.

**iii. Chokeholds or Other Restrictions on Breathing**

- Department policy prohibits chokeholds as proscribed by New York State Law. Unless deadly physical force is authorized, state law prohibits the application of pressure to the throat, windpipe, or neck, and also prohibits blocking the mouth or nose of a person in a manner likely to hinder breathing or reduce intake of air or obstruct blood flow. All other use of force that may restrict breathing (e.g. laying on someone) must meet the standard of being objectively reasonable and would be documented in a Use of Force report.

**iv. Use of Force for Punitive or Retaliatory Purposes**

- The use of force for punitive or retaliatory purposes is prohibited by policy and law and would result in a complaint against personnel. Officers who observe such actions are obliged by policy to intercede and report the situation.

**v. Pretextual Stops**

- The department engages in the use of pretextual stops as a legitimate law enforcement tool when related to a criminal investigation being conducted by the department or other law enforcement entities. These stops normally involve a coordinated plan approved, or known, by department supervisors. Though legal and within policy guidelines, officers are discouraged from conducting pretextual stops at their own discretion, without a documented reason or purpose.

**vi. Informal Quotas for Summonses, Tickets or Arrests**

- EPD does not have quotas, informal or otherwise, for summonses, tickets or arrests. Endicott Police Department has a very low number of vehicle

and pedestrian stops compared to other departments, and there are no negative references to low productivity in performance evaluations.

**vii. Shooting at Moving Vehicles and High-Speed Pursuits**

- Department policy dictates that officers may only discharge a firearm at a moving vehicle or its occupants when the officer reasonably believes there are no other reasonable means to avert the imminent threat of the vehicle, or if deadly force other than the vehicle is directed at the officer or others. Officers are required to take reasonable steps, when feasible, to move out of the path of an approaching vehicle instead of discharging their firearm at the vehicle or occupants. Officers are prohibited from shooting at any part of a moving vehicle to disable the vehicle.
- Pursuits are authorized when there is an obvious attempt to evade arrest or detention by fleeing in a vehicle. Officers must individually and collectively consider numerous factors when deciding to pursue, including the seriousness of the suspected crime and its relationship to community safety, vehicle speeds, the time of day, weather, and location, among numerous other factors. Pursuits are monitored by the on-duty supervisor and must be terminated by the officer upon direction of a supervisor, or when present risks reasonably appear to outweigh the risks of the suspect's escape. Pursuits may only be engaged by vehicles equipped with emergency equipment and emergency lighting, and the siren must be utilized during the pursuit.

**viii. Use of SWAT Teams and No-Knock Warrants**

- The Broome/Endicott SWAT Team was deployed twice in 2020 to execute search warrants. The two search warrant executions were No-Knock warrants conducted at locations where illegal weapons were suspected to be present. The team was also placed on standby for several protest events.
- One member of Endicott PD is on the Broome County SIU Task Force (SIU). SIU executed 302 search warrants in 2020 and the large majority of those were no-knock warrants; however, SIU officers are making concerted efforts to avoid the "No-Knock" portion of the warrant. For example, when possible, officers will arrest a target in a vehicle or away from the location where the "No-Knock" warrant is authorized.

**ix. Less Lethal Weaponry such as Tasers and Pepper Spray**

- Officers on patrol carry Tasers and pepper spray.
- Prior to use, when feasible, officers must attempt to gain voluntary compliance prior to using any "less lethal" weapons.
- Taser policy directs officers to avoid the use of a Taser in special deployment considerations, unless the totality of the circumstances dictate use is necessary and outweighs the risk of not using the device. Special deployment considerations include individuals who are: pregnant; elderly or juvenile; low body mass; handcuffed or otherwise restrained; located near combustible vapors or flammable material;

positioned where collateral damage may occur (e.g. falls from height or operating a vehicle); or are known to have serious health concerns or heart problems.

- Oleoresin Capsicum (OC) pepper spray policy restricts use to bring individuals or groups under control who are engaging in, or are about to engage in, violent behavior. OC pepper spray may not be used to disperse individuals or crowds or against those who do not reasonably appear to present a risk to the safety of officers or the public. Officers are also directed by policy to provide post application cleansing procedures for exposure to OC Pepper Spray.
- As with any Use of Force, Officers are required to document Taser and OC pepper spray use against an individual in a Use of Force Report.

**x. Facial Recognition Technology**

- The department does not possess any facial recognition software in any camera system.

**Panel Recommendations:**

- *Increase use of CPTED: The Village should continue, and if possible expand, the use of CPTED program as a measure to hold landlords and property owners accountable, first through voluntary compliance when possible and the court system when necessary. This program is beneficial to tenants, especially those in lower income housing, which often live in locations rife with code violations and other environmental factors.*
- *Institute Capture of Demographic Information into Policy: Though there is no evidence of discriminating or biased-based stops, the panel recommends that demographic information on vehicle and subject stops be incorporated into formal policy as mandatory action.*
- *Consult with Partner Agencies to Develop No-Knock Search Warrant Policy: As a participant in the Broome County Special Investigations Task Force, the Endicott Police Department should work with participating agencies in the Task Force to develop policy specifying when No-Knock warrant use is authorized.*
- *Develop a Facial Recognition Software Policy: Though the department does not currently possess facial recognition technology, a policy should be developed that commits the department to ensuring that Facial Recognition software will not be used arbitrarily or in a manner that would violate individual privacy rights of individuals not suspected of criminal activity. Further, the policy should provide guidance to ensure that when Facial Recognition technology is used, the search results are verified through independent means and that best practices, consistent with model policies, are followed.*

**2. Law Enforcement Strategies to Reduce Racial Disparities and Build Trust**

The Endicott Police Department has made a concerted effort to employ a variety of strategies to ensure the needs of the community and its constituents are met. In part due to recent criminal justice reform, the majority of department arrests are handled through

summonses rather than summary arrests. Officers in the department engage in law enforcement assisted diversion (LEAD) through ACBC peer counselors. Restorative Justice Programs are evidenced in the Stratified Policing process that brings in ACCORD as a mediation outlet to avoid the criminal justice system, when possible, as a means to solve dispute resolution. The department participates in a wide-variety of community-based outreach programs, including those aimed at high-risk individuals. Evidence-Based Policing strategies, particularly Stratified Policing, include plans such as Hot-Spot Policing to ensure department operations are data-driven, but also include community engagement in the problem-solving process. The department employs proper de-escalation strategies and adheres to use of force policies. To reduce the likelihood of racial disparities in policing, the Endicott Police Department has begun formal training to educate its officers on implicit bias and procedural justice.

a. ***Can Your Community Effectively Identify, Investigate and Prosecute Hate Crimes?***

The department has the capability to identify and investigate hate crimes and has done so when applicable. These cases have been successfully prosecuted by the Broome County Office of the District Attorney. The Chief of Police instructs a four-hour training block for new supervisors on the proper recognition of hate crimes versus hate incidents.<sup>7</sup> The training highlights investigative techniques for identifying and distinguishing hate crimes and incidents, and it teaches strategies for working with the community to ensure hate crimes and incidents are reported and thoroughly investigated.

***Panel Recommendation:***

- ***Though the department has investigated and successfully prosecuted hate crimes, there has been no formal training of officers in several years. Over the past several years, there has been an increase in Hate Crimes across the country and expanded qualifying factors including the LGBTQIA+ community. The panel recommends Hate Crime refresher training every other year.***

3. Community Engagement

a. ***Community Outreach Plans***

The department has no formal community outreach plan but is actively engaged in the community. Most ideas generate from the Chief's Office or are brought to the chief by officers as ideas, but there is currently no formal mechanism in place to develop a plan. In the past, a Community Policing Sergeant was responsible for developing and maintaining this type of plan.

b. ***Citizen advisory boards and committees***

No citizen advisory board or committee has existed prior to the formation of this panel.

c. ***Partnering with community organizations and faith communities***

The department is a committed partner to the Endicott Proud<sup>8</sup> community organization, which includes leaders of some faith communities. General presentations, formal and

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<sup>7</sup> Hate incidents are actions with behaviors motivated by bias, such as hate-speech, but are not a criminal offense.

<sup>8</sup> <https://www.uek12.org/EndicottProud.aspx>

informal, have been made to Endicott Proud to provide updates about the police department and to answer questions. Similar presentations have been made to local service groups. Active shooter presentations have been conducted at some parishes in the village.

d. ***Partnering with students and schools***

The department and the school district have an outstanding relationship. The School Resource Officer is an integral part of maintaining open lines of communication between the institutions. Officers have attended student led workshops such as “Race and Reconciliation” as well as community led workshops such as “Lunch with the Law.” New officers are partnered with the SRO during the Field Training phase to interact with teachers and students and to learn the layout of the schools in the village. During in-service training, officers conduct walk-throughs of the school facilities. Officers are encouraged to stop by school and youth sporting events and other school events when possible to interact with students. This is often not possible due to low manpower.

e. ***Police community reconciliation***

No information has been developed by the panel to indicate there are strained relationships between Endicott Police and people of color; however, survey results will be an important part of verifying this relationship. Survey results will be published in the final report.

f. ***Attention to Marginalized Communities***

i. ***Limited English Proficiency (LEP) Citizens***

- The department uses a mobile video platform called “The Language Line” for interpretation services. The platform is available to officers via mobile smartphones in the field.

ii. ***Citizens with communication disabilities***

- “The Language Line” described above has a video platform that enables officers to contact trained sign-language interpreters as well.

iii. ***The LGBTQIA+ Community***

- The department has no current policies specifically addressing LGBTQIA+ issues. Future releases of policy via the Lexipol system, which is still in transition, will address this matter. The target date for full transition to Lexipol is the end of the 2021 calendar year. Examples of pending policy include: transgender or intersex individuals cannot be searched or examined solely for the purpose of determining the individual’s biological sex and that department training will include instruction for proper searches of transgender and intersex individuals.

iv. ***Immigrant Communities***

- There are no immigrant communities or large immigrant populations in the village. Immigration issues are dealt with individually. Pursuant to Governor Cuomo’s 2017 executive order, the department does not inquire as to the immigration status of individuals nor disclose immigration status to federal authorities.

g. ***Involving youth in discussion on the role of law enforcement agencies.***

The department interacts with youth in the community through the SRO, National Night Out planning (which includes student participation), fairs and festivals, but no formal plan exists.

Prior to COVID-19, the department had several preliminary plans in discussion to develop programs such as:

- U-E High School students, especially students of color, conducting “ride-alongs” with officers and tours of the station.
- Officers have been identified who are willing to act as mentors and spend time interacting with youth (e.g. playing basketball) at the Southern Tier Community Center once the facility is up and running.
- Develop an annual kick-ball tournament of some sort (“Kickin’ it with Cops”) involving high school and junior high school students, police officers and possibly teachers and staff of the U-E School District.

***Panel Recommendations:***

- ***Each of the suggested programs are excellent ways to build bridges between police and students. Focusing on interaction with students of color is critical and securing student of color participation should be emphasized.***
- ***In the past, the department had a Community Policing Sergeant. This position was removed from the department due to budget cuts. The village should work to return this position to the department to focus on community interaction programs. One consideration suggested by the Chief of Police would be to combine the SRO program with community services position. For example, recognizing that the school district is a very large part of the community, a Community Policing Sergeant could fill the role of the second SRO while also coordinating all community policing events.***
- ***The Panel recommends extending the term of the panel indefinitely to continue as an advisory board into the future.***

## Fostering Community-Oriented Leadership, Culture and Accountability

### 1. Leadership and Culture

***a. Is your leadership selection process designed to produce the police-community relationship you want?***

Selection of leaders to the ranks of Sergeant and above is somewhat limited by NYS Civil Service Rules that require candidates to be selected from the top three scores of candidates who appear on an eligible list. Promotions to these ranks are made by the Chief of Police after conducting interviews of candidates that are eligible. Promotions are not based on level of activity or arrests an officer makes. Leadership traits, experience, motivation, ability to adapt to change, the ability to identify trends, problem-solving, and openness to new initiatives are the primary criteria used to measure leadership potential. The number or severity of founded personnel complaints are also considered when selecting officers for leadership roles.

**b. Does your officer evaluation structure help advance your policing goals?**

The evaluation structure of the department assesses performance in a wide-range of categories and, in general, provides a good overview of officer performance toward department goals. The evaluation system has not been updated since Chief Garey was appointed in July 2016 and some categories may need revising.

**c. Does your hiring and promotion process help build an effective and diverse leadership team?**

Diversifying departmental leadership and membership has proven difficult due to the underrepresented number of minority applicants/candidates taking the examination for police officer. NYS Civil Service rules require that hiring and promotional appointments be made from one of the top three people on an eligible list.<sup>9</sup> The lack of a pool of eligible candidates from minority populations has impeded desired diversification of the Endicott Police Department at all levels, though there have been increases in recent hires of women and racial minorities.

**d. What is your strategy to ensure that your department's cultural norms and informal processes reflect your formal rules and policies?**

The department's core values are employed on a daily basis by command staff and reinforced to all officers. Performance Observation Forms are used to recognize officer conduct that is above or below the expected standards.

2. Tracking and Reviewing Use of Force and Identifying Misconduct

**a. When should officers be required to report use of force to their supervisor?**

Department policy directs officers to report use of force to a supervisor as soon as possible. Officers are generally required to complete Use of Force reports by the end of the shift after force was used.

**b. What internal review is required after a use of force?**

Use of Force reports are reviewed at multiple levels of supervision. All Use of Force reports, regardless of level of force used, have final approval by the Chief of Police. If excessive or inappropriate use of force is suspected, it will be classified and investigated as a complaint against personnel and/or a training issue with appropriate administrative action taken.

**c. Does your department review officer's use of force and/or misconduct during performance reviews?**

The department does not review Use of Force during performance reviews unless a Use of Force resulted in a personnel complaint or training issue. Issues relating to misconduct and all founded Personnel Complaints are reviewed during performance reviews.

**d. Does your department use external, independent reviews to examine uses of force or misconduct?**

The department does not use external or independent reviews to examine use of force or misconduct. In the event that a criminal offense was suspected or alleged in the use of force, the Office of the District Attorney would be consulted and all information, including the Use of Force report(s) would be provided to the District Attorney for review.

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<sup>9</sup> This is referred to as "the rule of three". Agencies count down the first three people on the list and those three people, plus anyone else tied with the third person's score are eligible to fill a position.

- e. ***Does your department leverage Early Warning Systems (EIS) to prevent problematic behavior?***

In February 2021, the department deployed an Early Intervention System (EIS) allowing supervisors to more closely examine officer conduct and identify potential issues before they develop into a problem. Personnel complaints and Use of Force reports factor into the EIS at a higher level than patrol vehicle crashes or pursuits, but all four of these categories are used to assist supervisors in identifying the need for intervention. Due to the newness of the system, it will take approximately 90 days of data to provide reliable data.

- f. ***Does your department review “sentinel” or “near-miss” events? Does the department respond to questionable uses of force with non-punitive measures designed to improve officer performance?***

The Final Report of the President’s Task Force on 21<sup>st</sup> Century Policing<sup>10</sup> states that “sentinel event” or “near miss” reviews focus on improvement of practices and policies. They are non-punitive peer reviews of critical incidents, separate from criminal and administrative investigations. The department does conduct after-action reports on significant incidents when possible; however manpower constraints make the sustained ability to conduct these reviews difficult. Questionable use of force incidents are investigated as complaints against personnel when an allegation, if true, would result in a violation of department rules, regulations or general orders. In situations where conduct would not be a violation of rules, regulations or general orders, but should be examined from a training or policy perspective, the situation is handled in a non-punitive manner to improve officer performance and/or department policy and procedure.

***Panel Recommendations:***

- ***The Village Police Department has no control over Civil Service procedures established in State Law; however, efforts should be increased to conduct recruiting efforts in communities of color.***
- ***A long-term plan should be established by the department to emphasize recruitment of persons of color from the U-E High School. The goal of recruitment would be to hire persons of color from the Endicott community who can facilitate addressing the particular needs of their communities and foster trust between communities of color and the EPD.***
- ***The evaluation system should be updated to reflect department priorities under Chief Garey***

3. Internal Accountability for Misconduct

- a. ***What does your department expect of officers who know of misconduct by another officer?***

Officers are required by policy to report known or observed misconduct by other officers.

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<sup>10</sup> [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf)

b. ***Does your department have a clear and transparent process for investigating reports of misconduct?***

All reports of misconduct are investigated, pursuant to department policy. All misconduct is investigated if the officer is still employed by the department, regardless of how long ago it was alleged to have occurred.

c. ***Does your department respond to officer misconduct with appropriate disciplinary measures?***

Yes. Discipline is guided by the collective bargaining agreement between the Village of Endicott and the Endicott Police Benevolent Association, Inc. Non-disciplinary measures are instituted for the most minor violations. These measures include verbal and/or written counseling. The level of discipline is imposed based on the severity of the incident. Minor incidents are normally handled with "Summary Discipline"<sup>11</sup> imposed by the Chief of Police. Summary Discipline can include a Letter of Reprimand, a maximum fine of \$100, and/or suspension without pay, not to exceed 3 days. These penalties may be doubled for similar conduct occurring within 18 months. More significant discipline (i.e. formal discipline) is imposed for more severe violations after the filing of formal charges. Formal discipline may include significant suspensions up to 60 days without pay or dismissal from the department.

d. ***What procedures are in place to ensure that substantiated complaints of misconduct and settlements or adverse verdicts in lawsuits are used to reduce the risk of future misconduct?***

All substantiated complaints against personnel are examined by the Chief and command personnel to determine if discipline, policy, procedure or training can avert future recurrence by the same or a different officer.

e. ***What controls are in place to ensure impartiality when reviewing potential misconduct complaints? When appropriate, are cases referred to either the District Attorney or another prosecutor?***

Any case of suspected misconduct involving potential criminal activity will result in the investigation being reviewed with or turned over to the District Attorney's Office. Officer involved shooting incidents or any incident involving serious physical injury or death to an officer or citizen would result in involvement by outside police departments and the District Attorney's Office, unless the situation is handled by the New York State Attorney General's Office, pursuant to current law. These procedures are detailed in department policy.

f. ***Does your department expect leaders and officers to uphold the department's values and culture when off-duty?***

Rules, regulations and general orders of the department apply to on and off-duty conduct. Officers are held accountable for inappropriate off-duty conduct in the same manner as for on-duty conduct.

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<sup>11</sup> A form of discipline designated in the collective bargaining agreement that empowers the Chief of Police to impose minor discipline to avoid the process of filing formal disciplinary charges that require a hearing.

**Panel Recommendations:**

- **None**

4. Citizen Oversight and Other External Accountability

- a. ***Does or should your department have some sort of civilian oversight or misconduct investigations or policy reform?***

The department does not have any civilian oversight process. The department opened all records and internal documents to this committee. Disciplinary matters are handled fairly and impartially by the Chief, with proper discipline imposed, when necessary. Based on the number and type of complaints received per year and the size of the department, a civilian oversight board is not feasible or required.

- b. ***Is there an easy, accessible and well-publicized process for members of the public to report complaints about police misconduct?***

The department does not have a publicized process; however, complaints are taken by phone, email, or through social media. A complaint (or compliment) form is accessible on the department's website. Anonymous complaints are accepted.

- c. ***Are investigation outcomes reported to the complainant? Are they reported to the public? Should the department or the citizen complainant review entity, if any, accept anonymous complaints?***

Anonymous complaints are accepted in all forms. Complainants who request to be notified of the outcome of a complaint against personnel investigation are notified of the disposition of the complaint (i.e. sustained, not sustained, exonerated or unfounded). Complaints are not reported to the public.

- d. ***Does your local legislature engage in formal oversight of the police department? Should any changes be made to your legislature's oversight and powers or responsibilities?***

The Village Board does not engage in formal oversight of the police department beyond normal legislative oversight such as the budget and the mayor's authority over the Chief of Police.

- e. ***Is your Police Department Accredited by any External Entity?***

The department is accredited by the NYS Division of Criminal Justice Services – NYS Law Enforcement Agency Accreditation Program and has continually maintained accreditation since 1990. A five-year re-accreditation was just received in late 2020.

- f. ***Does your Police Department do an annual community survey to track level of trust?***

The department has not done an annual community survey. In response to Executive Order 203, the panel developed and released its first survey. Results of the survey are contained in this plan. The department plans to periodically conduct surveys.

**Panel Recommendations:**

- ***Though a civil oversight board is unnecessary due to the number of complaints received and how they are investigated and disposed, the work of this panel has fostered a great deal of collaboration to develop best practices and new ideas. As indicated in the Executive Summary of recommendations, the panel***

*recommends creating an ongoing Citizen Advisory Board (CAB), which will necessitate a process inclusive of residents in the village.*

*It is recommended that this panel begin the work of developing a process inviting community members to be a part of a future CAB. The process should be inclusive, lack of prejudice or judgement, involving a cross section of persons including village residents as well as proprietors who may not be residents.*

*This work should also include a timetable as to when the above process is to be completed by the current advisory panel. In addition, it should include a rotational timeframe for individuals to serve on the CAB under term limits of at least two years and no more than three years. This process would allow the CAB time to feel confident in the work to be done. It is not advisable to have CAB members serve indefinitely.*

*The CAB would also be responsible for collaborating with current law enforcement to provide guidance on keeping the community informed about policy reforms or closed investigations of community interest.*

*As part of this immediate work, the panel should provide a process for transition to the incoming CAB at such time that is appropriate.*

- *The department should develop and publicize a complaint process for citizens, with instructions on how to file a complaint. Information should be available in other appropriate languages.*
- *The department should conduct a community survey at least annually to continue with the momentum generated by activities of this Panel and the recent community survey.*

5. Data, Technology and Transparency

- a. ***What police incident and complaint data should be collected? What data should be available to the public?***

The department obtains data from the Law Enforcement Records Management System maintained by Broome County Information Technology Department. There are multiple mechanisms available to analyze incident and case data, including types of incidents, crime-mapping, etc. which have been previously described in this document. Incident and arrest data is also transmitted to DCJS. The department recently obtained the ability to log demographic data for vehicle, bicycle and pedestrian stops. None of the data is presently available to the public absent a Freedom of Information Law (FOIL)<sup>12</sup> request.

- b. ***How should your law enforcement agency leverage data to drive policing strategies?***

Data is used for informed decision-making on case investigations and identified short and long-term problems, including when and where to deploy manpower. These decisions

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<sup>12</sup> Public Officers Law, Article 6, §§84-90

are generally based on reported incidents, types of criminal activity, or reported significant incidents. The department frequently seeks assistance from the Crime Analysis Center to enhance the efficacy of policing strategies.

c. ***How can your police department demonstrate a commitment to transparency in its interactions with the public?***

Officers provide their names and/or ID numbers on request. The Chief of Police avails himself to concerned citizens via telephone or email to discuss issues and/or policy questions.

d. ***How can your PD make its policies and procedures more transparent?***

With the exception of the Use of Force policy, which is posted on the Department website, Department policies and procedures are not currently available to the public absent a FOIL request. The department has followed MPTC model policies and the transition to the Lexipol policy management system will move the department into a policy system that is evidence based, peer-reviewed and consistent with MPTC and IACP best practices and will continue to be compliant with DCJS Accreditation Standards.

e. ***How can your PD ensure adequate transparency in its use of automated systems and “high-risk” technologies?***

The department does not currently use “high-risk” technologies like facial recognition; however, prior to employing any new technology, best practice recommendations are incorporated into policy from recognized and professional law enforcement associations such as the International Association of Chiefs of Police and the Municipal Police Training Council, et al.

f. ***Should your PD leverage video cameras to ensure LE accountability and increase transparency?***

The department has been using body worn cameras since late 2018. In general, Officers are required to activate the BWC during nearly all citizen interactions, except short encounters that are positive interactions. Vehicle, bicycle or pedestrian stops, potential use of force situations, all arrests, all interactions involving suspected criminal activity, searches of persons or property, etc. are all required to be recorded.

***Panel Recommendations:***

- ***Provide a mechanism to include all department policies online.***

## Recruiting and Supporting Excellent Personnel

### 1. Recruiting a Diverse Workforce

a. ***Does the Agency reflect the community it serves?***

No. According to the US Census Bureau<sup>13</sup> July 2019 estimate, the Village of Endicott is approximately 83% white, 9.6% black, 4.5 % Hispanic/Latino. 3.6% two or more races, and 2% Asian, and 52.6% of Village residents are female. The Endicott Police Department is almost exclusively white. One black officer has been hired. He will be the first black officer in the history of the department and will begin the police academy in the end of March. The department currently has four female officers and has hired a fifth (16%) who

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<sup>13</sup> <https://www.census.gov/quickfacts/fact/table/indicottvillagenewyork,broomecountynewyork/PST045219>

will also start the academy in the end of March. During the interview process, preference is given to officers with life-experience in dealing with difficult situations and overcoming adversity where they may relate more empathetically to difficult situations in which people find themselves during police contacts.

b. ***What are ways in which your agency recruits diverse candidates that better represent the demographics of the communities you serve?***

The department has traditionally had no significant recruiting effort beyond appearing at job fairs or during the Oakdale Mall Police Week activities. Generally, these events attract people already interested in police work. Over the past year, the Chief of Police has moved the department toward more active recruitment, including recruitment of minority candidates. Efforts have been hampered by COVID (e.g. ride-alongs with students of color at U-E). The department is producing a recruitment video and brochures as part of a more formal outreach/recruitment process, especially to minority candidates.

c. ***What are ways in which you can re-evaluate hiring practices and testing to remove barriers in hiring underrepresented communities?***

Lack of minority candidates in hiring practices and testing fall squarely on New York State and the New York State Department of Civil Service. The village and county have no control or influence over the testing process and cannot accurately prepare coaching materials or other assistance to remove barriers in hiring underrepresented communities. Minority and underrepresented candidates are actively sought out when they are on eligible lists, in an attempt to diversify the department. In fact, local departments compete against one-another to try to hire minority candidates off the list, but the situation generally falls to which agency is ready to make job offers when a minority candidate becomes eligible on the list. Chief Garey has made recommendations to the New York State Association of Chiefs of Police to consider pursuing legislation that changes the way Civil Service tests work for police into a pass/fail test instead of the top three candidates. This would allow police chiefs or other local hiring entities to pursue candidates based on the needs of the department, rather than just those in the top three scores.

d. ***How can you encourage youth in your community to pursue careers in law enforcement?***

As previously documented, the department has excellent community engagement with youth in the community. Union-Endicott High School offers “Lunch with the Law” through their Men of Color student group. EPD is an active participant in the program. New programs such as the ride-along program and “Kickin it with Cops” will provide opportunities to interact with youth and teach them about law enforcement. The department encourages youth to participate in the Vestal Police Department Youth Police Academy held during the summer and the Endicott Auxiliary Police, a group of volunteers who are called out to assist the department with tasks such as traffic control during extended incidents and also with staffing at festivals and other public gatherings.

e. ***What actions can your agency take to foster the continued development and retention of diverse officers?***

The department will continue to foster opportunities for training and new assignments, including special details. For example, a female officer with two years of experience has successfully completed SWAT school and is now a SWAT team operator.

*Panel Recommendations:*

- *As previously recommended, a long-term plan should be established by the department to emphasize recruitment of persons of color from the U-E High School. The goal of recruitment would be to hire persons of color from the Endicott community who can facilitate addressing the particular needs of their communities and foster trust between communities of color and the EPD.*
- *The department should also look beyond local candidates and recruit a wider area to ensure the best possible candidates are selected from the widest talent pool possible.*
- *Local representatives of the New York State Legislature should be engaged to pursue legislation modifying Civil Service test rules for police officers in order to remove barriers to minority recruitment.*

2. Training and Continuing Education

- a. ***How can you develop officer training programs that reflect your community values and build trust between police officers and the communities they serve?***

The department attempts to capitalize on technology for training whenever possible. For example, over the past two years, officers have received video training in de-escalation and implicit bias. Video training makes it possible for officers to receive training at the station during their shift, without taking them off the patrol schedule. In-class/in-person training is preferred when possible, such as the upcoming Procedural Justice training. Lack of manpower often makes it difficult to schedule.

- b. ***What training policies can you adopt to ensure that police officers continuously receive high-quality, relevant in-service training sessions?***

The training policy requires the basic 21 hours of annual in-service training required by New York State. This training must include firearms training, including actual range time, legal updates, and the use of force and deadly force. In addition to mandatory training, the department continually seeks out training through the Municipal Police Training Council, DCJS, and other high-quality training provided by various organizations. A 2021 goal for the department is to double the minimum required 21 hours for all officers. Given the low manpower, this may prove challenging. When training is received, officers provide feedback to determine the relevance and value of the training in relation to department goals. Officers selected to be instructors in the department must be leaders who demonstrate performance and attitude consistent with the department's goals.

- c. ***How can leadership training improve community policing and strengthen relationships between your police department and members of the public?***

The department does not have a consistent program to provide ongoing leadership training. Most leadership training is on-the-job from the Chief and experienced supervisors. This is primarily due to lack of manpower. Supervisors are encouraged to find and request leadership training opportunities, and officers are assigned to them when manpower allows.

- d. ***How can your police department use its training programs to avoid incidents involving unnecessary use of lethal or non-lethal force?***

Preventing incidents involving unnecessary use of lethal or non-lethal comes from a combined emphasis on training, both formal and on-the-job, as well as officers being held strictly accountable by supervisors for any incident that could be perceived as unnecessary.

- e. ***How can your police department use its training programs to avoid potential bias incidents and build stronger connections with communities of color and vulnerable populations?***

Training programs facilitate avoiding officer-involved potential bias. Implicit bias and procedural justice training has been conducted and will be conducted in the future,; however, avoiding bias incidents and building stronger connections with communities of color and vulnerable populations stems more from a department culture in which officers treat people properly and without judgement. The Chief of Police welcomes discussions with members of any communities or vulnerable populations to examine department operations and develop ways to improve interactions. The department's partnership with advocacy groups also contributes to well informed and empathetic officers.

- f. ***How can your training program help officers effectively and safely respond to individuals experiencing mental health crises or struggling with substance abuse?***

The department's strong connection with ACBC has proved effective with regard to dealing with individuals experiencing mental health crises and those struggling with substance abuse disorder. Officers have received training on the peer advocate program and Mental Health First-Aid through ACBC as well as through MHASt. These trainings have proved beneficial for officers on numerous occasions.

- g. ***What practices and procedures can you put in place to measure the quality and efficacy of your police department's training programs?***

The department command staff regularly review training; however, the department does not have a specific training officer that can be devoted to this effort. Due to manpower constraints, training falls under the umbrella of the Assistant Chief, but training programs are spread out amongst various supervisors and officers according to expertise. The department also participates in interdepartmental training of value with other police departments. Training programs are reviewed prior to in-service or new instruction to ensure compliance with model policies and best practices in existence.

#### ***Panel Recommendations:***

- ***The village should look for ways to increase manpower. Lack of manpower causes significant strain on the ability of the department to conduct proper training without diminishing police services.***
- ***The department should develop a specific leadership training program that includes all supervisors. Basic leadership courses should also be identified for all officers and especially those that express interest in the promotional process.***

- *The department should seek out grants or scholarships to cover additional costs related to extra training and use free trainings offered by higher education programs. For example:*
  - <https://equity.ucla.edu/know/implicit-bias/>
  - <https://gradschool.cornell.edu/diversity-inclusion/faculty-resources/implicit-bias-resources/>

### 3. Supporting Office Wellness and Well-Being

#### a. ***What steps can you take to promote wellness and well-being within your department?***

Officer wellness is an area the department is severely lacking. Officers do have access to an Employee Assistance Program through UHS Occupational Health; however, the program is not specific to the unique circumstances of policing. In the 2021 budget, the department is considering purchasing a wellness mobile phone application (Cordico) for officers that is specifically designed for law enforcement/public safety, featuring 24/7 access. The department has also considered starting a Police Chaplain program to provide officers with several members of the faith community that can be called upon when needed. Discussions have also occurred with the P.B.A to explore the idea of an “in-house” EAP program (similar to the New York State Police) with Officers in the department receiving specialized training as mental health counselors. Unfortunately, none of these issues have been explored past the initial stages due to lack of manpower.

#### b. ***Are there ways to address officer wellness and well-being through smarter scheduling?***

The department officers are on permanent 8-hour shifts with fixed days-off and re-bid by seniority when change occurs that disrupts the number of officers required per shift (e.g. retirements or long-term injuries). Overall, this schedule has proved extremely beneficial for officers, especially when considered against the former schedule of weekly rotational shifts. However, the schedule also has disadvantages. Junior officers are relegated to night and evening shifts with fixed mid-week days off for extended periods, offering little time for family or traditional weekend events. Low manpower makes it difficult to get time off. This combination can tend to burn out younger officers quicker due to its impact on personal relationships and family-orientation, as well as leisure. The department has discussed 12-hour and 11-hour shift potentials with the PBA, but lack of manpower precludes testing these shifts. The 12-hour shift was employed as an emergency measure during COVID and showed some promise. A true evaluation of the schedule was not possible because Covid-related quarantine meant that extra time-off gained in the schedule could not be used for wellness purposes outside the home.

#### c. ***How can you effectively and proactively address the mental health challenges experienced by many police officers throughout their careers?***

The department has no mechanism beyond those previously described to effectively and proactively address mental health challenges, except for having supervisors who know and are engaged with their personnel.

#### d. ***How can you address the well-being of an officer after a traumatic event?***

The Chief of Police is a former member of the New York State Police (NYSP) and is familiar with the NYSP Employee Assistance Program (EAP). NYSP EAP officers are available to outside departments in the event of a traumatic experience. The department also has

access to the New York Law Enforcement Assistance Program (NYLEP) staff, who avail themselves as a resource for officers that have experienced traumatic events. These resources are contacted in the event of a traumatic incident or the need for a Critical Incident/Stress Debriefing. Current policy is in adequate and is scheduled to be updated through Lexipol. Services related to this issue will also be available through a Police Chaplain program.

***Panel Recommendations:***

- ***The department should strongly consider incorporating Officer Wellness options into the upcoming budget and develop a Police Chaplain program.***
- ***Training should be sought for officers to act as mental wellness peer counselors, similar to the New York State Police EAP program.***
- ***National Programs for Officer Wellness such as Blue-H.E.L.P should be explored.***

## CONCLUSION:

The directives set forth in Executive Order 203 have been carefully vetted and seriously considered by members of the Endicott Police Reform and Reinvention Collaborative Panel. The panel has engaged in many hours of open and frank discussion, hard-work, records review, and personal observations of Endicott Police Department operations. A “Town Hall” style meeting was held to solicit input for the plan and a community survey was conducted to gauge public perception of the department.

The panel’s work has truly been a collaborative effort with the Endicott Police Department as a trusted partner in the process. From the outset, Chief Garey and department members embraced the panel’s efforts and provided unrestricted access to the department’s records and personnel. This has resulted in a thorough review of the department’s strategies, policies, procedures, and practices, especially as they relate to the needs of people of color, in order to promote public safety, improve community engagement, and foster trust.

The Endicott Police Department is a professional police department that is committed to being a community partner. The department’s policies and practices should be considered a model for other departments in our region. Regardless of the steps we have taken to ensure the highest level of professionalism, we recognize there is always room for improvement.



State of New York  
Executive Chamber

No. 203

EXECUTIVE ORDER

**NEW YORK STATE POLICE REFORM AND REINVENTION COLLABORATIVE**

**WHEREAS**, the Constitution of the State of New York obliges the Governor to take care that the laws of New York are faithfully executed; and

**WHEREAS**, I have solemnly sworn, pursuant to Article 13, Section 1 of the Constitution, to support the Constitution and faithfully discharge the duties of the Office of Governor; and

**WHEREAS**, beginning on May 25, 2020, following the police-involved death of George Floyd in Minnesota, protests have taken place daily throughout the nation and in communities across New York State in response to police-involved deaths and racially-biased law enforcement to demand change, action, and accountability; and

**WHEREAS**, there is a long and painful history in New York State of discrimination and mistreatment of black and African-American citizens dating back to the arrival of the first enslaved Africans in America; and

**WHEREAS**, this recent history includes a number of incidents involving the police that have resulted in the deaths of unarmed civilians, predominantly black and African-American men, that have undermined the public's confidence and trust in our system of law enforcement and criminal justice, and such condition is ongoing and urgently needs to be rectified; and

**WHEREAS**, these deaths in New York State include those of Anthony Baez, Amadou Diallo, Ousmane Zango, Sean Bell, Ramarley Graham, Patrick Dorismond, Akai Gurley, and Eric Garner, amongst others, and, in other states, include Oscar Grant, Trayvon Martin, Michael Brown, Tamir Rice, Laquan McDonald, Walter Scott, Freddie Gray, Philando Castile, Antwon Rose Jr., Ahmaud Arbery, Breonna Taylor, and George Floyd, amongst others,

**WHEREAS**, these needless deaths have led me to sign into law the Say Their Name Agenda which reforms aspects of policing in New York State; and

**WHEREAS**, government has a responsibility to ensure that all of its citizens are treated equally, fairly, and justly before the law; and

**WHEREAS**, recent outpouring of protests and demonstrations which have been manifested in every area of the state have illustrated the depth and breadth of the concern; and

**WHEREAS**, black lives matter; and

**WHEREAS**, the foregoing compels me to conclude that urgent and immediate action is needed to eliminate racial inequities in policing, to modify and modernize policing strategies, policies, procedures, and practices, and to develop practices to better address the particular needs of communities of color to promote public safety, improve community engagement, and foster trust; and

**WHEREAS**, the Division of the Budget is empowered to determine the appropriate use of funds in furtherance of the state laws and New York State Constitution; and

**WHEREAS**, in coordination with the resources of the Division of Criminal Justice Services, the Division of the Budget can increase the effectiveness of the criminal justice system by ensuring that the local police agencies within the state have been actively engaged with stakeholders in the local community and have locally-approved plans for the strategies, policies and procedures of local police agencies; and

NOW, THEREFORE, I, Andrew M. Cuomo, Governor of the State of New York, by virtue of the authority vested in me by the Constitution and the Laws of the State of New York, in particular Article IV, section one, I do hereby order and direct as follows:

The director of the Division of the Budget, in consultation with the Division of Criminal Justice Services, shall promulgate guidance to be sent to all local governments directing that:

Each local government entity which has a police agency operating with police officers as defined under 1.20 of the criminal procedure law must perform a comprehensive review of current police force deployments, strategies, policies, procedures, and practices, and develop a plan to improve such deployments, strategies, policies, procedures, and practices, for the purposes of addressing the particular needs of the communities served by such police agency and promote community engagement to foster trust, fairness, and legitimacy, and to address any racial bias and disproportionate policing of communities of color.

Each chief executive of such local government shall convene the head of the local police agency, and stakeholders in the community to develop such plan, which shall consider evidence-based policing strategies, including but not limited to, use of force policies, procedural justice; any studies addressing systemic racial bias or racial justice in policing; implicit bias awareness training; de-escalation training and practices; law enforcement assisted diversion programs; restorative justice practices; community-based outreach and conflict resolution; problem-oriented policing; hot spots policing; focused deterrence; crime prevention through environmental design; violence prevention and reduction interventions; model policies and guidelines promulgated by the New York State Municipal Police Training Council; and standards promulgated by the New York State Law Enforcement Accreditation Program.

The political subdivision, in coordination with its police agency, must consult with stakeholders, including but not limited to membership and leadership of the local police force; members of the community, with emphasis in areas with high numbers of police and community interactions; interested non-profit and faith-based community groups; the local office of the district attorney; the local public defender; and local elected officials, and create a plan to adopt and implement the recommendations resulting from its review and consultation, including any modifications, modernizations, and innovations to its policing deployments, strategies, policies, procedures, and practices, tailored to the specific needs of the community and general promotion of improved police agency and community relationships based on trust, fairness, accountability, and transparency, and which seek to reduce any racial disparities in policing.

Such plan shall be offered for public comment to all citizens in the locality, and after consideration of such comments, shall be presented to the local legislative body in such political subdivision, which shall ratify or adopt such plan by local law or resolution, as appropriate, no later than April 1, 2021; and

Such local government shall transmit a certification to the Director of the Division of the Budget to affirm that such process has been complied with and such local law or resolution has been adopted; and

The Director of the Division of the Budget shall be authorized to condition receipt of future appropriated state or federal funds upon filing of such certification for which such local government would otherwise be eligible; and

The Director is authorized to seek the support and assistance of any state agency in order to effectuate these purposes.



G I V E N under my hand and the Privy Seal of the  
State in the City of Albany this  
twelfth day of June in the year two  
thousand twenty.

BY THE GOVERNOR

A handwritten signature in black ink, appearing to be "M. C.", written over a horizontal line.

Secretary to the Governor

A handwritten signature in black ink, appearing to be "Andrew M. Cuomo", written in a cursive style.

## Appendix B

### Pastor Ernest Collins



Ernest Collins is the pastor of Christian Life Church UPC in Endicott, NY and also owns a construction business. Born and raised in Hudson, NY, Pastor Collins moved to the Southern Tier in 2010. Pastor Collins is a strong supporter of family values. His goal is to share the gospel in Broome County by encouraging the community and enriching family life.

### Kevin Every



Kevin Every has lived in the Town of Union since 2001. He is a father, husband, “Pop-Pop,” loyal friend and leader, but most important to Kevin, he is a believer in Jesus Christ. Kevin’s past included victimization as a child, leading to drug use and self-medication to suppress the pain of childhood memories. Substance abuse led to law enforcement encounters and Kevin readily admits fault in some of those incidents. In others, however, he simply “fit the description.” Those days are now a lifetime ago to Kevin and since moving to New York, he has become the man his family needed. With his wife and five kids depending on him, Kevin makes better decisions and has left the past behind. Kevin believes his story is not a bad story, but one of a man overcoming bad situations and turning his life around by doing something as simple as picking up a Bible, opening his heart, and embracing love from his family and the love of God. Kevin hopes that by sharing his journey, it will help others share their own struggles and know that even the best of us face obstacles and traps in life. This doesn’t make us bad people; it makes us humans and survivors.

### Patrick Garey – Chief of Police



Patrick Garey was appointed Chief of the Village of Endicott Police Department in July of 2016. Prior to Endicott PD, he served in various positions with the New York State Police, including commands of the Community Narcotics Enforcement Teams for the Capital District and Southern Tier regions, overseeing state police gun, gang and drug investigations in the ten county regions. Chief Garey retired from the state police as a Captain and the Executive Officer of Troop C prior to joining Endicott PD. Chief Garey also serves as a board member for the Addiction Center of Broome County.

### **James Harmon**



James Harmon is an Endicott resident who relocated to the area from Reading, PA in 1986. Jim served honorably in the United States Army from 1971-1974, graduating high-school while serving in Germany as an Army Paratrooper and NATO security guard. He has held several jobs during his time in the Triple Cities, including Endicott-Johnson for twelve years; IBM, HADCO circuit board manufacturing, and nine years in the medical field until he retired at the age of 62. Jim enjoys riding his motorcycle, working outside with his roses, fishing, bow-hunting and lots of travel.

### **Beth Herrick**



Beth Herrick has lived in Endicott for thirty-three years. She started and continues to oversee the Mersereau area neighborhood watch program. Her three children attended Union-Endicott Schools and were heavily involved in sports programs. Beth spent twenty-seven years in the insurance industry, including personal and commercial insurance and risk management. She's currently working part-time at the Jewelry Shop on North Street.

### **Linda Jackson – Mayor**



Mayor Jackson began her term as Mayor on January 1, 2020, after serving one-year as a Village trustee. Prior to that, she had spent 5 years attending town and village meetings and is a member of Endicott Proud. Mayor Jackson worked at IBM and was a nursing assistant at local nursing homes.

### **Rev. Dr. Greg Johnson**



Reverend Dr. Greg Johnson is the Senior Pastor at Cornerstone Community Church in Endicott. He earned his doctorate from Northeastern Seminary in Rochester, NY and his Masters of Divinity from the Samuel Dewitt Proctor School of Theology at Virginia Union University in Richmond, Virginia. He is currently a Chaplain with the Greater Binghamton Health Center and previously served as Staff Chaplain at Lourdes Hospital and as Pastor of the Beautiful Plain Baptist Church. He serves as an At-Large member of the Board of the American Baptist Churches of New York State and previously served as President. Dr. Johnson is also a leader of The Cornerstone Group, an ecumenical inter-agency organization that provides support and resources by partnering with other local organizations to provide pathways for success for Formerly Incarcerated Individuals.

### **Jennifer Kazmark**



Jennifer Kazmark is the Assistant Superintendent of Personnel and Secondary Education at Union-Endicott. Prior to that, she was the Coordinator of Special Education at UE, an Assistant Principal at UEHS, and an elementary teacher in Johnson City. She is part of the Safe School Unification Team (SSCUT), which came out of the Consent Decree. SSCUT is a collaborative opportunity to present students to representatives from community agencies (including Endicott Police Department, DSS, Probation, counseling/mental health support, etc.) in an effort to gain support and strategies for at-risk students while promoting a safe school environment. Jenn has worked specifically in the area of disproportionality with NYU, and studied representation in schools as a part of her Doctoral work at Binghamton University. She and her family live in Endicott.

### **Michael Korchak – Broome County District Attorney**



Michael Korchak is the District Attorney of Broome County. A graduate of Pace University Law School, after graduation, Mike served as one of fifty new Assistant DA's in the Bronx County District Attorney's Office. In 1996, Mike began working as a Senior Assistant District Attorney in Broome County. In 2007, Mike moved into private legal practice in Broome County and also served for one-year as an elected judge in the Town of Union. In 2016, Mike returned to the Broome County DA's office as the Chief Assistant District Attorney. He ran for election in 2019 after DA Steven Cornwell did not run for re-election and began his first term as DA on January 1, 2020.

### **Brandon Leonard**



Brandon Leonard is a Patrol Officer at the Endicott Police Department. He currently serves as the School Resource Officer for the Union-Endicott School District. He is a 2000 graduate of the U-E School district and grew up on the village's Northside. He still resides in the Endicott area. Brandon has been a member of the department's SWAT team for 13 years and also is a Field Training Officer and Bike Patrol officer.

### **Dr. Miesha Marzell**



Dr. Miesha Marzell is an Assistant Professor in Binghamton University's Department of Social Work. Prior to joining the faculty at BU, she completed her MSW at the University of Southern California and her PhD in bio behavioral health at the Pennsylvania State University. Dr. Marzell was also a post-doctoral fellow at the University of California, Berkeley, School of Public Health and Prevention Research Center and was subsequently an assistant professor in the Department of Community and Behavioral Health at the University of Iowa College of Public Health. As a researcher, she is interested in the etiology and prevention of high-risk substance use and the improvement of mental health among racial/ethnic minority youth, college students and athletic populations. Dr. Marzell's research interests also extend to the environmental and policy factors that can influence behavior and promote healthy lifestyles. She wants to translate scientific evidence into recommendations for substance abuse prevention, public policy and clinical practice. Dr. Marzell is also a board member of the Addiction Center of Broome County.

### **Glenn McIver**



Glenn McIver has spent the past forty-one years working in various positions at Catholic Charities, Broome Developmental Center and in his current job of Mentor Coordinator working with at-risk youth in the Binghamton and Johnson City School Districts. Glenn retired from Broome Developmental Center in 2014. As a mentor, Glenn enjoys the wonderful opportunity to work and interact with a variety of individuals on a day to day basis, establishing positive relationships built on trust. Glenn combines community resources with education to mentor and help prepare families with wide-ranges of social, emotional, and health related problems, while supporting goals for improved attendance and graduation rates, and assuring students are college and career ready. Glenn is also serving a 5 year elected term on the Board of Education for the Union-Endicott School District.

### **Kevin M. McManus – Deputy Broome County Executive**



Kevin M. McManus is a lifelong resident of Endicott and a Union Endicott Graduate. He earned a Master's degree in Public Administration and Policy Analysis from Binghamton University. He has served our community in the NYS Assembly as a researcher, as Assistant to the Mayor of Binghamton, as a Broome County Commissioner, Assistant Arena Manager, Special Assistant to the Governor and now as Deputy Broome County Executive. He is involved in our community as a former Teacher with Binghamton High School and at Union Endicott High School. Kevin also coached boys' and girls' high school and middle school basketball at Union Endicott and Maine Endwell. He continues to coach from time to time with Endicott Little league as well. Kevin lives with his wife Rebecca and their three children Kevin Jr, Taylor, and Brooklyn.

### **Marshall McMurray**



Marshall McMurray is retired from thirty-years working with Price Chopper, the last 15 years as a store manager. He has also been selling real estate for the last thirty-five years in the Syracuse and Binghamton area. In 2005 he opened his own brokerage, MCM REALTY, which is now located on Washington Avenue. Marshall also owns "Bernice Brews", a coffee shop on Washington Ave, which opened in 2019. Marshall has a Masters degree in Human Resources from The New School for Social Research. He is married with two kids, a daughter who is a graduate of BU and a son in Nazareth College, who both attended Union-Endicott Schools. He resides in Endicott.

### **Carmella Pirich**



Carmela Pirich is the Executive Director of the Addiction Center of Broome County (ACBC) and an Endicott native. She has been an adjunct for the MSW program at Binghamton University since the fall of 2010, giving instruction on Evidence-Based Practice in Mental Health and other graduate level courses. She has taught Introduction to Case Management in the Human Development program for the past 6 years and teaches at BCC in the psychology department. She holds a Master's Degree from Adelphi University's School of Social Work and an MBA from the University of Baltimore's Merrick School of Business. Among her many accomplishments with ACBC, she has implemented many new evidenced-based practices and she spearheaded the opening of a second clinic in Endicott, focused on trauma recovery and substance use disorder treatment.

### **Nichole Post**



Nichole Post is the Director of Southern Tier Community Center, a division of Children’s Home. With over a decade of experience in employee management, building and creating programs, Nichole specializes in enhancing relationships, event planning, and creating programs. She is co-chair in leading the Agency’s Diversity, Equity, Inclusion and Awareness Committee. Nichole strongly believes in creating an environment where everyone, ages 0 -100, can enjoy a safe, fun and vibrant space to work, play and get healthy. Outside work, Nichole enjoys spending time with her three children, reading, hiking and running.

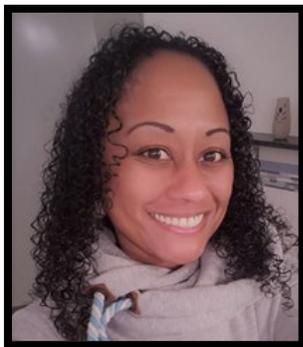
### **Jonathan Rothermel – Senior Assistant Public Defender**



Jonathan L. Rothermel Esq. is a Senior Assistant Public Defender with the Broome County Public Defender’s Office. Jon graduated from St. Bonaventure University in 2005 where he was an Honors Graduate, completing his Bachelor of Arts in Political Science with a minor in Sociology. He earned his Juris Doctorate at the Western New England College School of Law in 2008. Jon was admitted to the New York and Maryland bar in 2009, and started working for the Broome County Public Defender’s Office as soon as he was licensed. He was admitted to practice in the Northern District of New York in 2010, and the United States Supreme Court in 2019. Jon is currently one of the Training

Directors for the Broome County Public Defender’s Office. Jon has lived in Endicott since 2013 with his wife Lauren, where they are raising their two sons, Andrew and Evan.

### **Nadia Schuman**



Nadia Schuman is an Endicott resident who moved from central New Jersey approximately six-years ago with her then fourteen year old son to pursue graduate studies at Binghamton University. Nadia is a doctoral candidate in the Department of Comparative Literature whose academic background includes: a degree as an honors researcher in Psychology and in German Language and Literature from Rutgers University; experience with neuroscientific study; and a background in quantitative and qualitative research methods. Nadia has had numerous interactions with the Endicott Police Department since arriving here and looks forward to providing objective and critical contributions in group meetings and to hearing the contributions of others in order to enhance her understanding of policing and police-community relations.

## **Christopher Scott**



Christopher Scott was born and raised in Binghamton, New York. Chris joined the Addiction Center of Broome County, Inc. in 2017 as a Center of Treatment Innovation Certified Recovery Peer Advocate and began working with Tioga County Probation, teaching probationers' cognitive behavioral skills in a group entitled "Thinking for Change." He then joined a White House Office of National Drug Control Policy grant "Combatting Opioid Overdose Community Level Intervention" initiative, where he partners with most law enforcement agencies in Broome County to assist our community's most vulnerable members with accessing services. Chris leads a Peer Supervision Group at the Addiction Center of Broome County, helping newer peers gain skills needed to be successful in the field. He is a trainer of Mental Health First Aid. Chris is presently attending Broome Community College, maintains a 4.0 and is the recipient of 4 scholarships. Chris is passionate about helping others and diversity, equity, and inclusion. In his free time, he enjoys being with his family.

## **Charles Smales**



Charles Smales retired in February, 2021 as a Lieutenant with the Endicott Police Department. He was a police officer for the Village of Endicott since 2001, serving as a Patrol Officer, Patrol Sergeant, and a Patrol Lieutenant. He also served as a Team Leader for the Broome-Endicott SWAT Team and commander of the Endicott Bomb Squad. In addition to his service to the police department, Charles also served on the board of the Endicott Police Benevolent Association. Charles resides in West Endicott with his wife and has two grown children who both graduated from the Union Endicott School District. He is currently pursuing his Masters of Business Administration.

## **Penny Stringfield**



Penny Stringfield has worked in marketing and public relations for thirty-eight years and currently works in Binghamton. She served on the board of the Addiction Center of Broome County for six-years, and also serves on Senator Fred Akshar's Heroin Stakeholders Committee. Penny served as Youth Director at her church for thirteen years, advocating for minority teens with educators and law enforcement. Penny is a community activist who worked to bring Helio Health to Broome County to provide additional treatment for substance abuse. Penny has spoken at dozens of events regarding our community's lack of services and the ongoing stigma regarding addiction.

## Nicole Wolfe



Nicole Wolfe is the Superintendent of Schools in the Union-Endicott Central School District. Previously, she served the district as Assistant Superintendent for Business and Elementary Education, Director of Pupil Services and Director of Curriculum & Instruction K-5, and was an elementary principal in the Whitney Point Central School District. Nicole holds degrees from the State University of New York at Cortland for Elementary Education and School Administration, and has been admitted to candidacy for the Doctor of Philosophy degree in the Department of Educational Theory and Practice at Binghamton University. Her research interests include racial disproportionality, school discipline, and culturally relevant teaching practices. She resides with her husband in Binghamton, NY.

**NEW YORK STATE**  
**POLICE REFORM**  
**AND REINVENTION**  
**COLLABORATIVE**

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**RESOURCES & GUIDE FOR**  
**PUBLIC OFFICIALS AND CITIZENS**

**AUGUST 2020**

# **New York State Police Reform and Reinvention Collaborative**

**Resources & Guide for Public Officials and Citizens**

August 2020

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# A Message from Governor Cuomo

Many communities all across the country are dealing with issues concerning their police departments. The millions of people who gathered in protest, even in the midst of a public health crisis, made that clear. The situation is unsustainable for all.

Maintaining public safety is imperative; it is one of the essential roles of government. In order to achieve that goal, there must be mutual trust and respect between police and the communities they serve. The success and safety of our society depends on restoring and strengthening mutual trust. With crime growing in many cities, we must seize this moment of crisis and turn it into an opportunity for transformation.

While the conflict is real and the issues are complicated, we know in New York that denial or avoidance is not a successful strategy. To that end, on June 12, 2020, I signed an Executive Order requiring each local government in the State to adopt a policing reform plan by April 1, 2021. The Order authorizes the Director of the Division of the Budget to condition State aid to localities on the adoption of such a plan.

To ensure these plans are developed through an inclusive process, I called for the New York State Police Reform and Reinvention Collaborative. With more than 500 law enforcement agencies in our large and

diverse state, there is no “one size fits all” solution. To rebuild the police-community relationship, each local government must convene stakeholders for a fact-based and honest dialogue about the public safety needs of their community. Each community must envision for itself the appropriate role of the police. Policies must be developed to allow the police to do their jobs to protect the public and these policies must meet with the local communities’ acceptance.

“Collaborative” is the key word. It would be a mistake to frame these discussions as an adversarial process or an effort to impose top-down solutions. Issues must be aired but solutions must be crafted. The collaborative process should:

- Review the needs of the community served by its police agency, and evaluate the department’s current policies and practices;
- Establish policies that allow police to effectively and safely perform their duties;
- Involve the entire community in the discussion;
- Develop policy recommendations resulting from this review;
- Offer a plan for public comment;
- Present the plan to the local legislative body to ratify or adopt it, and;
- Certify adoption of the plan to the State Budget Director on or before April 1, 2021.

I urge everyone to begin these discussions immediately. Restoring the relationship between the community and the police is in everyone's best interest, and conversation may be required to enable each stakeholder to understand others’ points of view. Time is short.

Local elected officials are the natural position to convene the process. If the local electeds are unable or unwilling to manage the collaborative, the state can select an appropriate convener for that jurisdiction.

Change is hard. But change is necessary if we are to grow. The tension must be resolved. Order and public safety must be ensured. I am excited by the possibilities and I am hopeful that this time of crisis will evolve into a moment of creativity and progress. It is normal to make adjustments to fit changing values and circumstances.

We are addressing the COVID crisis by acknowledging the problem, having productive dialogue and by working together. Let's do the same here.

This is an opportunity to reinvent law enforcement for the 21<sup>st</sup> century.

**Governor Andrew M. Cuomo**

**August 2020**

Note: The guidebook presented here is not intended to be the plan for any given community. Rather, it includes critical questions, information, and resources to frame and guide each community's dialogue. There are references provided to give participants access to a range of ideas and research on every topic to delve deeper into the issues.

# Part 1: Key Questions and Insights for Consideration

The purpose of the New York State Police Reform and Reinvention Collaborative is “to foster trust, fairness and legitimacy” within communities throughout our State and “to address any racial bias and disproportionate policing of communities of color.” The United States Department of Justice has emphasized the need for “trust between citizens and their peace officers so that all components of a community are treating one another fairly and justly and are invested in maintaining public safety in an atmosphere of mutual respect.”<sup>1</sup>

All public officials and community leaders understand the critical importance of police departments’ core mission. Government must ensure residents’ sense of personal security in order for communities to thrive and prosper. Police-community relationships must facilitate, rather than impede, law enforcement’s success in protecting the public against violence and other criminal behavior.

The work of this Collaborative will be particularly valuable in communities that through bitter experience have come to mistrust law enforcement. A recent study found that in neighborhoods with a high incidence of gun violence, only 35% of young people aged 16-24 said they believe that police officers “try to protect the public from violent crime.” At the same time, 81% of these young people reported having themselves been shot or shot at,

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<sup>1</sup> U.S. Department of Justice, Office of Community Oriented Policing Services. *Final Report of the President’s Task Force on 21<sup>st</sup> Century Policing*. May 2015.  
[https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf).

and 88% reported that a family member or friend had been shot.<sup>2</sup> These staggering numbers underscore that mutual trust and respect is essential both for the legitimacy of police forces and for their effectiveness.

The Collaborative is not the first step in New York State's journey of criminal justice reform. Over the past decade, we have enacted meaningful changes to reform our criminal justice system and end mass incarceration, including:

- The **“Say Their Name” Reform Package**: These landmark reforms include:
  - **Repealed 50-a**: Section 50-a of Civil Rights Law previously prohibited disclosure, except under very limited circumstances, of personnel records for police officers, corrections officers, firefighters, and paramedics employed by the State or political subdivisions. This privilege, not granted to other public employees, shielded records from being disclosed that involved serious misconduct or disciplinary actions to the detriment of transparency and accountability for law enforcement officers. The repeal of 50-a will increase transparency by allowing the disclosure of personnel records involving serious misconduct or criminality and building trust between law enforcement and the communities they serve.
  - **Banned Chokeholds**: This law bans the practice of using chokeholds by law enforcement, by making use of a chokehold a criminal offense if it causes serious physical injury or death.

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<sup>2</sup> Center for Court Innovation. “Gotta You’re your Own Heaven’ Guns, Safety, and the Edge of Adulthood in New York City.” Pg. 13  
[https://www.courtinnovation.org/sites/default/files/media/document/2020/Report\\_GunControlStudy\\_08052020.pdf](https://www.courtinnovation.org/sites/default/files/media/document/2020/Report_GunControlStudy_08052020.pdf)

- **Prohibited Race-Based 911 Calls:** In recent years, there has been an increase in the number of frivolous or false calls to 911 due solely to the caller's bias toward certain individuals rather than any particular threat to public safety. This law makes it a civil rights violation to call 911 to report a non-emergency incident involving a member of a protected class without reason to suspect a crime or imminent threat.
- **Appointed the Attorney General as Independent Prosecutor for Police Involved Deaths:** In 2015, Executive Order 147 designated the Attorney General as a special prosecutor for cases where police officers are involved in deaths of unarmed civilians. This year, legislation created a permanent Office of Special Investigation within the Office of the Attorney General, empowered to investigate and, where appropriate, prosecute cases where the death of a person follows an encounter with a law enforcement officer.
- **Reduced the Prison Population and Lowered Crime Rates:** Since Governor Cuomo took office, New York State has closed 26 adult and juvenile detention facilities – more than any other administration in state history. These prison closures eliminated approximately 6,600 beds. We have also decreased the prison population by nearly 19,000 people – a 33% reduction – from 56,419 to 38,312 people, as of July 5, 2020. At the same time, New York State has remained the safest large state in the country with the lowest index crime rate among the most populous states.
- **Bail Reform:** New York overhauled our bail and pre-trial detention system. The previous bail system failed to recognize that freedom before trial should be the rule, not the exception, and by tying freedom from incarceration to money, it created a two-tiered system that puts an unfair burden on the economically disadvantaged. Among other reforms, the law eliminated cash bail for misdemeanors and non-violent felonies.

- **Discovery Reform:** New York was previously one of only 10 states that enabled prosecutors to withhold basic evidence until the actual day a trial begins. Under the previous system, people accused of a crime could be denied access to information that makes it possible for them to make decisions about their case and build an adequate defense. We reformed the discovery process, requiring the sharing of information well before a trial takes place, restoring fairness and equality before the law.
- **Speedy Trial Reform:** Defendants are too often held in custody for excessive periods of time before their day in court while the court system remains overburdened with an overwhelming number of cases. These delays have a disparate impact on low-income and minority communities. Governor Cuomo signed into law a guarantee that criminal cases proceed to trial without undue delay.
- **Raised the Age and Juvenile Justice Reform:** New York raised the age of criminal responsibility to 18-years-old, ensuring that young people in New York who commit non-violent crimes receive the intervention and evidence-based treatment they need. We have also invested millions to support this reform through a continuum of effective prevention, diversion, treatment, re-entry and supervision services for youth at the state and local level.
- **Required Videotaping of Interrogations and Permitted Photo Identifications into Evidence:** We now require law enforcement to video-record custodial interrogations for serious offenses and set out a procedure to allow properly-conducted witness identification of suspects using photo arrays into evidence at trial.

This Collaborative will continue New York's progress on criminal justice reform.

## **I. What Functions Should the Police Perform?**

A relationship of trust and respect between law enforcement and the community must be based on a shared understanding of the functions each community wants its police force to perform.

The protests following the death of George Floyd have raised important questions about the appropriate role of the police, size of police departments and resources devoted to policing. Some protesters have called for “defunding the police.”<sup>3,4</sup> In Minneapolis – where the death of Mr. Floyd occurred – a majority of City Council members pledged to dismantle their police department and create a new public safety system for the city. Stakeholders in other communities have suggested adjusting the scope of responsibilities assigned to the police department and adjusting its budget correspondingly, shifting resources to social services, community programs, housing, and education to focus on crime reduction.

All communities should be asking what goals they want their police department to accomplish. Meaningful reform will require honest and thoughtful discussion about these goals among local government leaders, law enforcement officials and community members. All participants should recognize that funds are limited, that personnel must be trained and managed for the tasks they are given, and that organizational change is rarely swift.

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<sup>3</sup> Scottie Andrew. CNN. *There's a growing call to defund the police. Here's what it means.* June 17, 2020. <https://www.cnn.com/2020/06/06/us/what-is-defund-police-trnd/index.html>.

<sup>4</sup> Dionne Searcey and John Eligon. The New York Times. *Minneapolis Will Dismantle Its Police Force, Council Members Pledge.* June 7, 2020. <https://www.nytimes.com/2020/06/07/us/minneapolis-police-abolish.html>.

## ***How should the police and the community engage with one another?***

Even before considering the specific functions your community expects its police force to perform, you should consider broader questions about the relationship between the police and the community. The concept of procedural justice is useful to guide this process. Procedural justice focuses on the manner in which law enforcement interacts with the public, and how these interactions shape the public's trust of the police. The premise, according to the Leadership Conference on Civil and Human Rights, is that citizens judge the police "based on *how they are treated* rather than on the outcomes of interactions,"<sup>5</sup> and the mandate is to retool the rules of engagement for police officers from that of "warrior" against segments of the population to that of "guardian" to protect the entire population.<sup>6</sup> President Obama's Task Force on 21<sup>st</sup> Century Policing adopted procedural justice as the principle that should guide law enforcement interactions both internally with their colleagues and externally with the citizens they serve.<sup>7</sup>

The Task Force on 21<sup>st</sup> Century Policing outlined the four pillars of procedural justice: treating individuals with dignity and respect; giving individuals a voice during law enforcement interactions; being neutral and transparent in decision making; and conveying trustworthy motives.<sup>8</sup> Implementing procedural justice principles helps the community trust that officers are honest and acting with just and lawful intentions. The community,

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<sup>5</sup> Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*, p. 17. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf).

<sup>6</sup> *Id.* at 36 and 262-63

<sup>7</sup> United States Department of Justice. (2015). *Final Report of the President's Task Force on 21st Century Policing*. pp. 9-12. [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf).

<sup>8</sup> *Id.* at 10.

in turn, is more likely to follow the law because it has trust in the criminal justice process and feels that it shares common values with law enforcement.<sup>9</sup>

## **1. Determining the Role of the Police**

Stakeholders critical of the current scope of police responsibilities have largely proposed two types of reforms. First, some argue that the police should not be involved in responding to non-criminal conduct. Second, some propose curtailing police activities that pose a risk of overreaction to minor offenses.

### ***What role do the police currently play in your community?***

To ensure a fact-based dialogue, all participants should understand the current role of the police department in your community, as well as the level of satisfaction or dissatisfaction with policing felt by residents. Different parts of the community may feel differently about the police's role within the community, and it is important to take all perspectives into account.

- What are the primary activities of police officers in your community?
- Why are people calling 911?
- In what situations do police self-initiate interventions in the community?

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<sup>9</sup> *Id.* at 9-12; Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*, pp. 94-96.; Johnston, R., Gripp, C., O'Brien, T., Sarnoff, C. and Cox, A. *A Study of Procedural Justice & Criminal Justice System Legitimacy*. NYC Mayor's Office of Criminal Justice and The Justice Collaborative, Yale Law School, pp. 73-75. [https://law.yale.edu/sites/default/files/area/center/justice/document/justice\\_collaboratory\\_mocj\\_report\\_0701\\_2.pdf](https://law.yale.edu/sites/default/files/area/center/justice/document/justice_collaboratory_mocj_report_0701_2.pdf); [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf); Johnston, R., Gripp, C., O'Brien, T., Sarnoff, C. and Cox, A. *A Study of Procedural Justice & Criminal Justice System Legitimacy*. NYC Mayor's Office of Criminal Justice and The Justice Collaborative, Yale Law School, pp. 73-75. [https://law.yale.edu/sites/default/files/area/center/justice/document/justice\\_collaboratory\\_mocj\\_report\\_0701\\_2.pdf](https://law.yale.edu/sites/default/files/area/center/justice/document/justice_collaboratory_mocj_report_0701_2.pdf).

Consider what grievances your community has had with its police force in the past and what you can learn from those instances.

- How often are complaints made about the police?
- Do particular units or assignments draw an outsized share of complaints?
- Do complaints come from a particular portion or portions of the community?
- What conduct is commonly complained about?

***Should you deploy social service personnel instead of or in addition to police officers in some situations?***

Some jurisdictions are utilizing agencies other than the police to address situations that fall more squarely within the expertise of other professionals. Your community may be relying on police to respond to calls involving individuals with mental illnesses or substance abuse issues, for instance. Officials in Stockholm, Sweden created a program for mental health professionals to respond to mental health calls instead of police.<sup>10</sup> Under this model, teams of two trained nurses and a driver respond to these calls in an emergency vehicle without police officers. This not only frees up police resources to focus on criminal activity, but also is more effective at de-escalating scenarios involving a person with mental illness. An analysis of this

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<sup>10</sup> Lindström V, Stuesson L, Carlborg A. (2020) Patients' experiences of the caring encounter with the psychiatric emergency response team in the emergency medical service-A qualitative interview study. Health Expectations: An International Journal of Public Participation in Health Care and Health Policy. <https://europepmc.org/article/med/31967699>

program found that it provided patients with a “safe environment” and an “open and safe place for dialogue.”<sup>11</sup>

In Eugene and Springfield, Oregon, local police and social service providers collaborate to reroute calls that do not involve a legal issue or extreme threat of violence or risk to the individual or others.<sup>12</sup> In these instances, officials send a team comprised of a medic and a crisis worker to respond to these calls. The responders assess the situation, assist the individual, and connect that individual with a higher level of care or services as needed. City officials estimate that this program, named CAHOOTS, has saved Eugene more than \$15 million a year.<sup>13</sup> The program is also safe, as police backup was called 150 times out of a total of about 24,000 calls, only 0.6% of calls.<sup>14</sup>

Other cities – such as Denver and Austin – utilize social workers and health professionals to divert 911 calls relating to non-violent situations. Denver recently launched a six-month pilot program named Support Team Assisted Response (STAR) which deploys teams of these professionals to respond to 911 calls for people experiencing mental health crises, homelessness, or drug addiction.<sup>15</sup> Since 2013, Austin's Expanded Mobile Crisis Outreach Team (EMCOT) has similarly handled crisis calls and behavioral health situations directly instead of the police. The city recently added funding

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<sup>11</sup> Karla Adam and Rick Noack. The Washington Post. *Defund the Police? Other countries have narrowed their role and boosted other services.* June 14, 2020. [https://www.washingtonpost.com/world/europe/police-protests-countries-reforms/2020/06/13/596eab16-abf2-11ea-a43b-be9f6494a87d\\_story.html](https://www.washingtonpost.com/world/europe/police-protests-countries-reforms/2020/06/13/596eab16-abf2-11ea-a43b-be9f6494a87d_story.html;);

<sup>12</sup> Crisis Assistance Helping Out On the Streets at <https://whitebirdclinic.org/services/cahoots/>

<sup>13</sup> For more information on CAHOOTS, please visit: <https://whitebirdclinic.org/services/cahoots/>

<sup>14</sup> National Public Radio. *'CAHOOTS': How Social Workers and Police Share Responsibilities in Eugene, Oregon.* June 10, 2020. <https://www.npr.org/2020/06/10/874339977/cahoots-how-social-workers-and-police-share-responsibilities-in-eugene-oregon>.

<sup>15</sup> For more information on the STAR program, please visit: <https://caring4denver.org/>

for mental health professionals to work at its 911 call center to ensure the EMCOT team is able to divert and respond to these calls immediately.<sup>16</sup>

You should consider whether your community should follow these or similar examples:

- Do you want police to respond to mental health calls?
- Do you want police to respond to substance abuse/overdose calls?
- Do you want police to respond to calls regarding the homeless?
- Are there other matters for which the community currently turns to its police for assistance that might be better addressed by others with different skills and expertise?

In each of these situations, consider:

- Does a law enforcement response or response from another agency better promote public safety?
- Which does more to further another governmental objective?
- Would it be useful for social service providers to work alongside the police in these circumstances, or separately?

### ***Can Your Community Reduce Violence More Effectively by Redeploying Resources from Policing to Other Programs?***

Some stakeholders have suggested that investment in social services may yield better results for enhancing public safety and reducing patterns of violence than investment in policing. Proposals include:

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<sup>16</sup> For more information on the EMCOT program, please visit:  
<https://www.austintexas.gov/edims/document.cfm?id=302634>

- **Community Based Outreach and Violence Interruption:** Community based outreach and violence interruption programs are derived from public health models of gun violence, that treat gun violence like a disease by identifying its causes and interrupting its transmission. The NYS Division of Criminal Justice Services (DCJS) administers a Street Outreach Program, called SNUG, that uses an evidence-based model to identify individuals at a high risk of engaging in gun violence. SNUG addresses the issues that may prompt those individuals to use a gun, and aims to change community norms and attitudes that accept violence as a part of life. The program employs street outreach workers who live in the communities where they work, many of whom had previously been engaged in street-level crime and served terms of incarceration. These credible messengers have legitimacy within the community and can be a positive force for change and crime reduction in neighborhoods with historically high levels of crime. SNUG programs are active in Albany, Bronx, Buffalo, Hempstead, Mount Vernon, Poughkeepsie, Rochester, Syracuse, Troy, Wyandanch, and Yonkers. DCJS recently implemented the SNUG Social Work and Case Management program at all of its SNUG sites. This program employs social workers to work with program staff, youth in the community, and crime victims to address long-term trauma and connect individuals with social and victim service agencies.<sup>17</sup> You should engage with SNUG and other violence prevention programs active in your community and consider implementing programs of your own to improve public safety.
- **Parent Support:** There are times when parents or caregivers who are unable to control or guide a wayward child, reach a point of desperation and call the police. Support programs run by social workers help to mediate family conflict and may prevent the need for law enforcement. For example, Justice Community Plus is a job-readiness program within the Staten Island Justice Center undertaken in collaboration with the New

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<sup>17</sup> For more information on SNUG and the Social Work and Case Management program, please visit: <https://www.youtube.com/watch?v=eHFdAG5JEtA&feature=youtu.be>.

York City Council and the Department of Probation that focuses on life skills and educational advancement.<sup>18</sup>

- **Youth Development:** Programs relying on mentors from the community to teach young people skills such as photography, computer programming and entrepreneurship may help young people find a stable career path. For example, the Brownsville Learning Lab located at the Brownsville Community Justice Center offers young people additional assistance with their educational work and provides peer mentors and resume guidance.<sup>19</sup>
- **Addressing Trauma and Preventing Violence at Home:** Family counseling may help children avoid foster care and manage trauma caused by violence at home, giving the child better prospects for successful development. There are programs that create a collaborative approach to help families manage trauma. For example, Strong Starts Court Initiative is an example of a program that creates a network of community based services required for family stability.<sup>20</sup>
- **Design of Public Spaces:** Some localities have sought to reduce crime by identifying features of the built environment that create opportunities for crime, such as lighting, landscaping or the design of public spaces, and modifying those features.

In a 2020 Center for Court Innovation survey, New York City youth at high risk of gun violence reported that violent victimization is a pervasive experience in their lives.<sup>21</sup> Eighty-one percent had been shot or shot at, and

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<sup>18</sup> For more information on the Staten Island Justice Center, please visit:

<https://www.courtinnovation.org/programs/staten-island-justice-center>

<sup>19</sup> For more information on the Brownsville Community Justice Center, please visit:

<https://www.courtinnovation.org/programs/brownsville-community-justice-center>.

<sup>20</sup> For more information on the Strong Starts Court Initiative, please visit:

<https://www.courtinnovation.org/programs/strong-starts-court-initiative>

<sup>21</sup> Center for Court Innovation. "Gotta You're your Own Heaven' Guns, Safety, and the Edge of Adulthood in New York City." Pg. 13

“88% had had someone close to them shot, most commonly a close friend, cousin, or sibling.” These young people, who almost universally have experienced violence in their lives, do not feel served or protected by the status quo. Reforming and reinventing policing should address not just the relationship between police and these communities, but how best to provide protection for these communities.

### ***What function should 911 call centers play in your community?***

It is important for communities to evaluate the functions of their 911 call centers as well as the roles and responsibilities of the individuals who serve as call-takers. Since 911 largely serves as the catalyst to police involvement in most instances, communities should consider how those calls are received, evaluated, and triaged for resolution to determine if any changes could be made to more effectively improve public safety. Consider the following:

- Who currently staffs your 911 call centers?
- Are all calls routed to law enforcement, fire, or EMS?
- Are there other social services that should be more fully integrated into 911 call centers and the triage process?
- Would call-takers need new training if your community wanted to shift response functions toward social services?
- Should 911 call centers be operated by law enforcement, other social service agencies, or a combination of agencies?

## ***Should Law Enforcement Have a Presence in Schools?***

Schools districts often have agreements in place with their police department to station uniformed School Resource Officers (SROs) in their schools. School districts may employ SROs for a number of reasons, but most SRO programs are intended to increase the safety of schools and their students and teachers. Organizations like Fair and Just Prosecution argue that the presence of police in the schools results in student arrests and unnecessary contact between youth and the criminal justice system for what otherwise would be considered truancy or teenage misbehavior.<sup>22</sup> Particularly for students of color, these early interactions with the criminal justice system for disciplinary issues has led some to coin this phenomena the “school to prison pipeline.”<sup>23</sup>

If applicable, you should examine your community’s use of SROs and determine if their deployment in schools best serves the needs of the students and reflects the needs and values of the community. Consider how police officers are deployed in your schools and any policies or agreements you have in place with respect to student discipline; e.g. are they acting in a manner that supports safety or are they used in disciplinary matters that are better handled through engagement with parents, conflict resolution strategies, or other disciplinary measures? Examine whether your community can meet its goals of

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<sup>22</sup> Fair and Just Prosecution. Blueprint for Police Accountability and Reform: A New Vision for Policing and the Justice System, p. 11. <https://fairandjustprosecution.org/wp-content/uploads/2020/06/Policing-Roadmap-FINAL.pdf>; Nelson, L. and Lind, D., The School to Prison Pipeline, Explained. <http://www.justicepolicy.org/news/8775>.

<sup>23</sup> Nelson, L. and Lind, D., The School to Prison Pipeline, Explained. *Justice Policy Institute*. <http://www.justicepolicy.org/news/8775>; Fair and Just Prosecution. Blueprint for Police Accountability and Reform: A New Vision for Policing and the Justice System, p. 11. <https://fairandjustprosecution.org/wp-content/uploads/2020/06/Policing-Roadmap-FINAL.pdf>.

keeping students and teachers safe through a more moderated police presence or through alternatives to law enforcement altogether.

If you have SROs in your schools, consider the creation of a memorandum of understanding or agreement between the police department and the school district so as to clearly establish their roles and responsibilities. For example, these provisions could limit or eliminate altogether police involvement in student discipline matters, or require special training for SROs in conflict resolution and alternatives to arrest when dealing with youth truancy in a school setting.<sup>24</sup>

## **2. Staffing, Budgeting, and Equipping Your Police Department**

Once you have identified the role of the police in your community and the functions you want them to perform, those factors should inform the review, development, and implementation of the staffing levels, budget, and equipment you want your police department to have.

### ***What are the Staffing Needs of the Police Department the Community Wants? Should Components of the Police Department Be Civilianized?***

Some stakeholders have suggested that functions currently performed by uniformed officers could instead be assigned to civilian employees in the police or other departments, particularly functions that involve interactions with citizens and that do not call for an arrest or potential use of force. These stakeholders contend that civilianization would lead to improved police-

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<sup>24</sup> United States Department of Justice. (2015). *Final Report of the President's Task Force on 21st Century Policing*. p. 48. [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf).

community relations. You should consider whether your current police department staffing should be adjusted to include fewer uniformed officers and more civilians.

### ***How Should the Police Engage in Crowd Control? Should the Police be “Demilitarized”?***

Police departments have acquired surplus military equipment from the federal government, including body armor, armored vehicles, grenade launchers, and bayonets. The rationale for these acquisitions is that the equipment will assist local law enforcement in combatting terrorism and drug trafficking.

This military equipment, however, has also been used for crowd control, along with other tactics such as the use of water cannons, rubber pellets, acoustic weapons, and tear gas to subdue or move a crowd. Civil rights advocates, among others, have criticized the militarization of crowd control arguing that not only has it failed to increase public safety but it actually results in escalation and increases the risk that excessive force will be used.<sup>25</sup> Consider the following:

- How should your police force conduct crowd control activities?

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<sup>25</sup> Fair and Just Prosecution. *Blueprint for Police Accountability and Reform: A New Vision for Policing and the Justice System*, p. 8. <https://fairandjustprosecution.org/wp-content/uploads/2020/06/Policing-Roadmap-FINAL.pdf>; Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*, p. 185. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf); Congressional Research Service. (June 25, 2020). *Congress and Police Reform: Current Law and Recent Proposals*, p. 5. <https://crsreports.congress.gov/product/pdf/LSB/LSB10486>.

- Does your community want to limit the use of military equipment and other tactics such as use of water cannons, rubber pellets, acoustic weapons and tear gas for crowd control purposes?
- Does your community want to limit the acquisition of military equipment altogether?
- Does your community want to have its police officers trained in de-escalation techniques specifically designed to engage with protesters and large crowds?

The policies and procedures police agencies employ for crowd control should minimize the appearance of a military operation and use of force, prioritize citizens' First Amendment rights and effective communication with demonstrators, avoid the use of provocative tactics and equipment that undermine civilian trust, utilize "soft look" uniforms and open postures instead of riot gear and military formation when it is safe to do so, and employ a layered response that prioritizes de-escalation.<sup>26</sup>

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<sup>26</sup> United States Department of Justice. (2015). *Final Report of the President's Task Force on 21st Century Policing*. p. 25. [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf).

## **II. Employing Smart and Effective Policing Standards and Strategies**

Effective policing requires standards and strategies that advance the goals of protecting the community, engaging with the citizenry in a meaningful and multi-faceted way and demonstrating respect for individuals during law enforcement interactions. Policing is a partnership with the community, requiring a foundation of positive, trust-based relationships with all segments of the population. It is critical that the strategies employed and the manner by which law enforcement interacts with the population are in line with the community's expectations for its police force.

### **1. Procedural Justice and Community Policing**

Section I described the concept of procedural justice and how to examine whether your police department uses those principles to inform its interactions with the public. As discussed above, those principles encourage you to always consider how the police will interact with the public – the process – instead of focusing solely on the law enforcement outcomes of your decision making.

Moreover, the concept of community policing provides another set of organizing principles for establishing a successful policing model. The premise of community policing is that community participation and assistance are crucial for maintaining public safety and building a police force responsive to the public. It focuses on “strong relationships and collaboration between police and the communities they serve; the application of modern management practices and organizational structures to create a culture of community

partnership; transparency and accountability to communities and democratic government; and decentralized, proactive, community-based solutions to community public safety priorities.”<sup>27</sup>

Community policing also emphasizes cultural change within law enforcement agencies. The success of this culture change requires the support and leadership of the local government chief executive and the head of the police department. The goal is to establish a culture of community service and problem solving throughout the organization.

For your consideration, the U.S. Department of Justice’s Office of Community Oriented Policing Services recommends the following best community policing practices:<sup>28</sup>

1. Create a comprehensive community policing strategic plan.
2. Train all personnel on community policing – including overcoming distrust.
3. Foster an atmosphere of openness and transparency.
4. Adopt procedural justice as a guiding principle.
5. Prioritize law enforcement personnel safety and wellness.
6. Engage the community in a true partnership to address crime and disorder issues.
7. Treat every contact as an opportunity to engage positively with a community member.
8. Measure social cohesion and work to develop relationships.
9. Reevaluate metrics of community policing success.
10. Incorporate community policing measures into the performance evaluation process.

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<sup>27</sup> U.S. Department of Justice Civil Rights Division. (January 2017). *The Civil Rights Division’s Pattern and Practice Police Reform Work: 1994-Present*. <https://www.justice.gov/crt/file/922421/download>.

<sup>28</sup> U.S. Department of Justice Office of Community Oriented Policing Services. *Law Enforcement Best Practices: Lessons Learned from the Field*. 2019. <https://cops.usdoj.gov/RIC/Publications/cops-w0875-pub.pdf>.

These best practices offer a promising framework for local governments to begin planning, but you should form your community policing plan around the individual circumstances and desired outcomes of your community. A successful community policing model must be locally-driven and requires buy-in and support from community members and local stakeholders.

### ***Specific policing strategies that have raised concerns among the public.***

Advocates, experts and some in the law enforcement community have drawn attention to a number of specific policing strategies that they believe pose an undue risk of harm to the public.

Your police department may use some or all of these strategies. As discussed here, some strategies that are currently in use may have a record of causing harm to individuals in your community.

You should examine the practices of your police department to determine which, if any, of these strategies are in use, and you should consider whether any of them need to be reformed, curtailed or discontinued.

### **“Broken Windows” and “Stop and Frisk”**

“Broken Windows” policing rests on the theory that minor offenses committed in public, such as turnstile jumping or disorderly conduct, contribute to a degradation of society that, in turn, incubates more serious crimes. Under this theory, where these minor crimes and the individuals who

commit them are stopped at the outset, then the conditions that create more serious crimes can be avoided.<sup>29</sup>

“Stop and Frisk” was an offshoot of the “Broken Windows” policing theory. Under “Stop and Frisk,” police departments adopted a policy of temporarily detaining individuals on the street based upon a “reasonable suspicion” of minor crimes and performed a pat-down search of these individuals looking for more serious criminal conduct, such as possession of contraband or weapons.<sup>30</sup> A 2019 report by the Leadership Conference on Civil Rights found that Stop and Frisk contributes to racial disparities in policing due to the wide latitude officers have in stopping for “reasonable suspicion” and its use as a primary enforcement tactic in communities with higher rates of crime.<sup>31</sup>

Indeed, the NYPD’s use of Stop and Frisk was determined to be unconstitutional by a federal judge in 2013.<sup>32</sup> The court found that the practice had a vastly disproportionate impact on minorities. A total of 83% of stops based on “reasonable suspicion” were of African Americans and Latinos. Further, the empirical data presented at trial showed that a relatively low percentage of NYPD searches of African Americans and Latinos resulted in the recovery of contraband. Moreover, the “hit rate,” as measured by the recovery

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<sup>29</sup> Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*. pp. 20-22. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf).

<sup>30</sup> *Id.* at 79-86.

<sup>31</sup> *Id.* at 81.

<sup>32</sup> *Floyd et al. v. City of New York*, 959 F. Supp.2d 540 (S.D.N.Y. 2013).

of weapons and contraband, arrests made or summonses issued, from African Americans and Latinos was actually 8% lower than that for Whites.<sup>33</sup>

As Professors David Rudovsky and David Harris noted in a 2018 legal analysis, “Blacks and Latinos were more likely to be frisked than Whites, even though Whites were more likely to be found in possession of weapons.”<sup>34</sup> Indeed, 88% of all stops resulted in no law enforcement action at all. The court also cited the role of Stop and Frisk in deteriorating the relationship between the NYPD and communities of color.<sup>35</sup>

### **Discriminatory or Bias-Based Stops, Searches and Arrests**

Racial and ethnic profiling erodes trust in the police and unfairly targets minority communities. Bias based upon race, sex, national origin, gender identity and expression and sexual orientation, among other factors, is fundamentally unjust, and damages the targeted individuals, their communities, and the relationship with law enforcement that is necessary to build trust and effective policing.<sup>36</sup>

You should consider analyzing the demographics of the individuals stopped and ticketed in your community to determine if there is any evidence

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<sup>33</sup> *Floyd et al. v. City of New York*, 959 F. Supp.2d 540 (S.D.N.Y. 2013); Rudovsky, D. and Harris, D. Terry Stops-and-Frisks: The Troubling Use of Common Sense in a World of Empirical Data, pp. 33-35. *Ohio State Law J.* <https://www.law.upenn.edu/live/files/7898-rudovskyoslj>; Goldstein, J. (August 12, 2013). Judge Rejects New York’s Stop and Frisk Policy. *The New York Times*. <https://www.nytimes.com/2013/08/13/nyregion/stop-and-frisk-practice-violated-rights-judge-rules.html>.

<sup>34</sup> Rudovsky, D. and Harris, D. Terry Stops-and-Frisks: The Troubling Use of Common Sense in a World of Empirical Data, p. 35. *Ohio State Law J.* <https://www.law.upenn.edu/live/files/7898-rudovskyoslj>.

<sup>35</sup> *Floyd et al. v. City of New York*, 959 F. Supp.2d 540 (S.D.N.Y. 2013); Rudovsky, D. and Harris, D., Terry Stops-and-Frisks: The Troubling Use of Common Sense in a World of Empirical Data, pp. 33-35. *Ohio State Law J.* <https://www.law.upenn.edu/live/files/7898-rudovskyoslj>.

<sup>36</sup> Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*. p. 96. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf).

that law enforcement has engaged in biased-based stops, searches and arrests, even if unintentionally. If there is such evidence, determine what steps should be taken to eliminate or address such practices.

### **Chokeholds and Other Restrictions on Breathing**

New York State has criminalized the use of chokeholds by police in the immediate aftermath of George Floyd's shocking death by asphyxiation. In that case, the arresting officer applied continual pressure to his neck while Mr. Floyd was handcuffed on the ground. Governor Cuomo signed this measure into law on June 12, 2020 in the presence of Gwen Carr - the mother of Eric Garner, another individual killed after use of a chokehold in 2014 by a New York City police officer. The legislation creates the crime of aggravated strangulation where a police officer uses a chokehold and causes serious physical injury or death.<sup>37</sup>

Other forms of force that may not currently be banned can also restrict breathing. For example, positioning someone on their stomach while in restraints restricts breathing. So too does the application of pressure on someone's back while restrained face down. Use of force against individuals who are already handcuffed increases risk of injury.<sup>38</sup>

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<sup>37</sup> Eric Garner Anti-Chokehold Act, NY Senate Bill S6670B. (June 12, 2020). <https://www.nysenate.gov/legislation/bills/2019/s6670>.

<sup>38</sup> U.S. Department of Justice Civil Rights Division. (January 2017). *The Civil Rights Division's Pattern and Practice Police Reform Work: 1994-Present*. p. 28. <https://www.justice.gov/crt/file/922421/download>; Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*, p. 125. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf); Campaign Zero. #8CantWait. 

## **Use of Force for Punitive or Retaliatory Reasons**

The potential for abuse of the use of force for retaliatory or punitive reasons exists. The U.S. Department of Justice has found that such situations have arisen generally where an individual is fleeing, resisting arrest or showing disrespect for the officer.<sup>39</sup> In several instances, DOJ has required police departments to adopt formal policies prohibiting the use of force for retaliatory or punitive reasons.<sup>40</sup>

## **Pretextual Stops**

Pretextual stops are those where the officer uses a minor violation as a pretext to stop, question, or search someone suspected of involvement in, or having knowledge of, a more serious crime. Pretextual stops have been used in a targeted fashion to question individuals relevant to an ongoing investigation in a setting that may facilitate disclosure of information valuable to that investigation, and in a broader fashion by officers on patrol to question or search individuals based on the officer's observations at that time.

Pretextual stops are distinct from Stop and Frisk policing as the former involves stopping an individual purportedly on one stated basis, when the real purpose is to investigate the individual for an entirely different and usually more serious crime. The latter, namely Stop and Frisk, when conducted legally, is based on the suspicion of a minor crime without a secondary motive by law enforcement.

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<sup>39</sup> U.S. Department of Justice Civil Rights Division. (January 2017). *The Civil Rights Division's Pattern and Practice Police Reform Work: 1994-Present*. p. 28. <https://www.justice.gov/crt/file/922421/download>.

<sup>40</sup> *Ibid.*

As noted by the Leadership Conference on Civil Rights, the wide latitude officers have to conduct a pretextual stop can contribute to the distrust between the community and officers.<sup>41</sup>

### **Informal Quotas for Summonses, Tickets or Arrests**

New York State has banned formal quotas for issuance of tickets or summonses, stops of individuals suspected of criminal activity, and arrests.<sup>42</sup> Quotas erode community-police relations as they encourage officers to make arrests in situations that otherwise would be unnecessary or unwise so as to meet a mandated numeric threshold. Historically, minority communities are often targeted to meet such quotas.<sup>43</sup> Moreover, “the knowledge that quotas exist, and therefore that illegitimate arrests exist, casts an untrusting shadow onto all police activity.”<sup>44</sup>

Unlike formal quotas, informal quotas are more difficult to ferret out, but are just as damaging to the individual and the community. For example, a civil rights investigation by the US Department of Justice in Ferguson, Missouri found that the city’s police department had informal quotas for tickets and summonses and that African Americans were targeted at a disproportionate

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<sup>41</sup> Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*. pp. 80-81. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf).

<sup>42</sup> N.Y. Labor Law 215-a(1); Bronstein, N. (2015). Police Management and Quotas: Governance in the CompStat Era, pp. 545, 557-558. *Columbia J. of Law and Social Probs.* <http://jlsplaw.columbia.edu/wp-content/uploads/sites/8/2017/03/48-Bronstein.pdf>.

<sup>43</sup> Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*. pp. 82, 105. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf); Bronstein, N. (2015). Police Management and Quotas: Governance in the CompStat Era, pp. 545-55. *Columbia J. of Law and Social Probs.* <http://jlsplaw.columbia.edu/wp-content/uploads/sites/8/2017/03/48-Bronstein.pdf>.

<sup>44</sup> Bronstein, N. (2015). Police Management and Quotas: Governance in the CompStat Era, p. 555. *Columbia J. of Law and Social Probs.* <http://jlsplaw.columbia.edu/wp-content/uploads/sites/8/2017/03/48-Bronstein.pdf>.

rate. Specifically, African Americans comprised 67% of the population but received 90% of the tickets. In fact, in 2013, Ferguson – with a population of approximately 21,135 people – had issued 32,975 warrants for nonviolent offenses – more warrants than it had actual residents. Most of these were for driving violations. The collection of high court fines and fees<sup>45</sup>

The resulting fees and fines can have a crippling effect on citizens who cannot afford to pay them. In Ferguson, where an individual was not able to pay the fine, an arrest warrant was issued, effectively creating a debtors' prison and prioritizing revenue-generation measures at the expense of civil rights and the minority communities disproportionately targeted and affected. In addition to jail time, the direct and indirect consequences that flowed from failure to pay included loss of driver's licenses, housing and employment.<sup>46</sup>

The use of “police officers as municipal debt collection agents,” as described by DOJ, has a corrosive effect on the relationship between officers and communities of color.<sup>47</sup>

While New Yorkers do not face the prospect of arrest for delinquency in paying a traffic violation fine, any discriminatory practice of issuing

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<sup>45</sup> Shapiro, J. (August 25, 2014). In Ferguson, Court fines and Fees Fuel Anger. *NPR*. <https://www.npr.org/2014/08/25/343143937/in-ferguson-court-fines-and-fees-fuel-anger>; Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*. pp. 88-89. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf); U.S. Dept. of Justice. (January 2017). *The Civil Rights Division's Pattern and Practice Police Reform Work: 1994-Present*. pp. 7, 13, 33-34, 46. <https://www.justice.gov/crt/file/922421/download>.

<sup>46</sup> Shapiro, J. (August 25, 2014). In Ferguson, Court fines and Fees Fuel Anger. *NPR*. <https://www.npr.org/2014/08/25/343143937/in-ferguson-court-fines-and-fees-fuel-anger>; Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*. pp. 88-89 (2019). [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf); U.S. Dept. of Justice. (January 2017). *The Civil Rights Division's Pattern and Practice Police Reform Work: 1994-Present*. pp. 7, 13, 33-34, 46. <https://www.justice.gov/crt/file/922421/download>.

<sup>47</sup> U.S. Dept. of Justice. (January 2017). *The Civil Rights Division's Pattern and Practice Police Reform Work: 1994-Present*. p. 13. <https://www.justice.gov/crt/file/922421/download>.

summonses should still be cause for great concern. Failure to pay the fine for a traffic violation can result in suspension of a driver's license or motor vehicle registration, causing a cascade of additional harm that is disproportionate to the underlying offense. The harm is particularly severe for individuals who either drive to work or have driving as a job requirement, as they can be arrested and prosecuted if they drive with a suspended license. As part of the Say Their Name agenda, New York enacted the STAT Act, which requires the collection of demographic information on violations. This should shed light on any disparities in the imposition of such lower level violations, which can then be properly addressed. As part of this exercise, local governments should inform themselves to better address this issue at the outset. Local governments should further examine whether any informal quotas exist for tickets, summons, stops or arrests, and if so, eliminate such quotas.

### **Shooting at Moving Vehicles and High Speed Pursuits**

Shooting at a moving vehicle risks injury to unintended targets, including to innocent bystanders. Hitting the driver can turn a moving car into a high-speed, out of control weapon.<sup>48</sup>

Many experts also believe that shooting at a moving vehicle has low utility as a tactic for neutralizing threats, as shooting at a car rarely stops it. Moreover, one study found that 91% of police pursuits were the result of

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<sup>48</sup> Herman, P. (May 1, 2018). Police in D.C., New York Revise Shooting Policies in Response to Vehicle Ramming Attacks. *The Washington Post*. [https://www.washingtonpost.com/local/public-safety/police-in-dc-new-york-revise-shooting-policies-in-response-to-vehicle-ramming-attacks/2018/05/01/9561d1ee-418b-11e8-ad8f-27a8c409298b\\_story.html](https://www.washingtonpost.com/local/public-safety/police-in-dc-new-york-revise-shooting-policies-in-response-to-vehicle-ramming-attacks/2018/05/01/9561d1ee-418b-11e8-ad8f-27a8c409298b_story.html); Gross, J. (2016). Unguided Missiles: Why the Supreme Court Should Prohibit Police Officers From Shooting at Moving Vehicles, pp. 135, 139-141. *U. Pa. Law Rev. Online*. [https://scholarship.law.upenn.edu/cgi/viewcontent.cgi?article=1163&context=penn\\_law\\_review\\_online](https://scholarship.law.upenn.edu/cgi/viewcontent.cgi?article=1163&context=penn_law_review_online).

nonviolent offenses.<sup>49</sup> Experts have proposed either prohibiting shooting at a moving vehicle or permitting the tactic only when the driver or a passenger poses an imminent risk of lethal force against an officer or another individual.<sup>50</sup> Whether to engage in a high speed pursuit in the first instance is also a decision point for this collaboration. It may be prudent to only engage in such activities for certain offenses, or at certain times of day or locations where harm to bystanders can be minimized.

### **Use of SWAT Teams and No-Knock Warrants**

Historically, SWAT teams were designed to handle high risk situations, such as hostage rescues and terrorist attacks. Today, SWAT teams are increasingly used to execute even routine search warrants. Although some search warrants are inherently high risk to the executing officers, others may not be, and use of a SWAT team may not be necessary or advisable.<sup>51</sup>

The use of no-knock warrants has also been criticized. Consider if such a tactic should only be used when there is a specific threat to officer or civilian life.<sup>52</sup> Recently, Breonna Taylor, a Louisville, Kentucky resident and EMT worker, was killed by officer gunfire when three plain-clothed officers executed a no-knock warrant at her home in the middle of the night. Her boyfriend,

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<sup>49</sup> Gross, J. (2016). Unguided Missiles: Why the Supreme Court Should Prohibit Police Officers From Shooting at Moving Vehicles, pp. 135, 142. *U. Pa. Law Rev. Online*.

[https://scholarship.law.upenn.edu/cgi/viewcontent.cgi?article=1163&context=penn\\_law\\_review\\_online](https://scholarship.law.upenn.edu/cgi/viewcontent.cgi?article=1163&context=penn_law_review_online).  
<sup>50</sup> Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*. p. 125. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf); Campaign Zero. #8CantWait. <https://8cantwait.org>.

<sup>51</sup> Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*. p. 132. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf).

<sup>52</sup> *Ibid.*; Fair and Just Prosecution. *Blueprint for Police Accountability and Reform: A New Vision for Policing and the Justice System*, p.11. <https://fairandjustprosecution.org/wp-content/uploads/2020/06/Policing-Roadmap-FINAL.pdf>.

believing intruders were in the apartment, called 911, and fired his lawfully permitted weapon at the officers.<sup>53</sup> The officers returned fire, hitting Ms. Taylor, who was unarmed, eight times. The officers were executing a search warrant for drugs. No drugs were found. Law enforcement knew prior to entering her home that the main suspect who was the center of the investigation had already been taken into police custody.<sup>54</sup>

### **Less-Than-Lethal Weaponry such as Tasers and Pepper Spray**

Increasingly, tasers are being used by law enforcement as an alternative to firearms. The electric shock in tasers induces muscle contraction which can sometimes result in serious injury or even death.<sup>55</sup> In 2008, the NYPD was called to an apartment building in Brooklyn after a mentally disturbed man, Iman Morales, did not answer his apartment door and his mother asked someone to call 911. After police arrived Mr. Morales, who was naked, left his third-floor apartment through the fire escape descended to the second floor landing and ultimately jabbed at another officer with a fluorescent light tube. An officer on the street then fired his taser at Mr. Morales, who fell head first to the ground and died from his head injuries.<sup>56</sup>

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<sup>53</sup> Burke, M. (June 13, 2020). Breonna Taylor's Death Ignites Debate on No-Knock Warrants as Louisville Becomes Latest City to Ban Them. *NBC News*. <https://www.nbcnews.com/news/us-news/breonna-taylor-s-death-ignites-debate-no-knock-warrants-louisville-n1208156>. Oppel, R. and Taylor, D. (June 28, 2020). Here's What You Need to Know About Breonna Taylor's Death. *New York Times*. <https://www.nytimes.com/article/breonna-taylor-police.html>.

<sup>54</sup> Burke, M. (June 13, 2020). Breonna Taylor's Death Ignites Debate on No-Knock Warrants as Louisville Becomes Latest City to Ban Them. *NBC News*. <https://www.nbcnews.com/news/us-news/breonna-taylor-s-death-ignites-debate-no-knock-warrants-louisville-n1208156>; Waldrop, T., Sanchez, R. and Joseph, E. (June 23, 2020). Officer Fired in Shooting Death of Breonna Taylor, Louisville Police Say. *CNN.com*. <https://www.cnn.com/2020/06/23/us/breonna-taylor-shooting-officer-fired/index.html>.

<sup>55</sup> Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*. pp. 135-36. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf).

<sup>56</sup> Fahim, K. and Hauser, C. (Sept. 25, 2008). Taser Use in Man's Death Broke Rules, Police Say. *The New York Times*. <https://www.nytimes.com/2008/09/26/nyregion/26taser.html>; Neil, M. (Oct. 25, 2008). Police Taser

Chemical agents, including pepper spray, are another less-than-lethal method used by some law enforcement. But, while less lethal, it can still cause serious harm and has minimal accuracy, especially when used from a distance or under windy conditions.<sup>57</sup> Consider additional training of such less-than-lethal weapons by your law enforcement officers.

## **Facial Recognition Technology**

Some law enforcement agencies have used facial recognition systems to assist with investigations. Civil libertarians have raised privacy concerns pertaining to the collection of images. Further, users of facial recognition technology have reported accuracy problems as these systems have a more challenging time recognizing the faces of certain segments of the population, such as African Americans and women.<sup>58</sup> A recent study looked at three commercial facial recognition systems and found they exhibit higher error rates for darker-skinned women than any other group, with the lowest error rates for light skinned men.<sup>59</sup>

As you consider the use of facial recognition technology, you should take into account whether checks and balances can minimize false positive hits, how

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Naked New York City Man, Who Falls and Dies. *ABA Journal*.

[https://www.abajournal.com/news/article/police\\_taser\\_naked\\_new\\_york\\_city\\_man\\_who\\_falls\\_and\\_dies](https://www.abajournal.com/news/article/police_taser_naked_new_york_city_man_who_falls_and_dies).

<sup>57</sup> Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*. p. 139. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf).

<sup>58</sup> Goodwin, G. (June 4, 2019). Testimony Before the Committee on Oversight and Reform, *U.S. House of Representatives. Face Recognition Technology: DOJ and FBI Have Taken Some Actions in Response to GAO Recommendations to Ensure Privacy and Accuracy, But Additional Work Remains*. <https://www.gao.gov/assets/700/699489.pdf>.

<sup>59</sup> Buolamwini, J. and Gebru, T. (2018). *Gender Shades: Intersectional Accuracy Disparities in Commercial Gender Classification*. *Proceedings of Machine Learning Research, Conference on Fairness, Accountability and Transparency*, pp. 8, 12. <http://proceedings.mlr.press/v81/buolamwini18a/buolamwini18a.pdf>.

error rates attributable to race and gender can be factored into the application of such technology, and what safeguards can be applied to protect privacy interests.

## **2. Law Enforcement Strategies to Reduce Racial Disparities and Build Trust**

Law enforcement experts have also suggested that various policing and criminal justice strategies can reduce racial disparities and build trust between police departments and the community. You should consider which, if any, of these strategies would help your department achieve these important goals.

### ***Using Summonses Rather than Warrantless Arrests for Specified Offenses***

Police officers have broad discretion to choose between treating certain incidents as misdemeanor crimes and making warrantless arrests, or treating such incidents as a civil infractions or violations and issuing appearance tickets or summonses. Advocates for policing reform contend that this latitude has often resulted in people of color disproportionately entering the criminal justice system, harming these individuals and contributing to distrust of the police.<sup>60</sup>

For example, in 2015, Sandra Bland, a 28-year old African American woman, was pulled over in Texas pursuant to a traffic stop for failure to signal a change of lanes, a minor traffic violation that typically results in either a

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<sup>60</sup> Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*. pp. 82, 105. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf); Fair and Just Prosecution. *Blueprint for Police Accountability and Reform: A New Vision for Policing and the Justice System*, p. 11. <https://fairandjustprosecution.org/wp-content/uploads/2020/06/Policing-Roadmap-FINAL.pdf>.

warning or issuance of a ticket and a fine.<sup>61</sup> The conversation became increasingly contentious between the officer and Ms. Bland when she refused to extinguish her cigarette. Ms. Bland was arrested and charged with a Class C misdemeanor, the lowest level of crime in Texas, and for which the punishment carried a fine but no jail term. She was unable to meet a \$5,000 bond for her release. Ms. Bland was found dead in her cell three days later. Her death was ruled a suicide.<sup>62</sup>

You should consider whether your police department should encourage the issuance of summonses rather than conducting warrantless arrests for specified offenses or under specified circumstances.

### ***Diversion Programs***

Diversion programs may occur at various stages in the criminal justice process. Diversion programs recognize that incarceration or establishment of a criminal record may not be the most appropriate mechanism to address certain conduct, and that education, drug or mental health treatment may provide a better alternative for the individual and the community.

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<sup>61</sup> Connelly, C. (May 9, 2019). At Texas Capitol, Sandra Bland's Legacy Looms. *Kera News*. <https://www.keranews.org/post/texas-capitol-sandra-blands-legacy-looms>; Montgomery, D. (May 17, 2019). Sandra Bland, It Turns Out, Filmed Traffic Stop Confrontation Herself. *The New York Times*. <https://www.nytimes.com/2019/05/07/us/sandra-bland-video-brian-encinia.html>; Wickham, D. (July 27, 2015). Wickham: Sandra Bland's Fate Sealed By Bad Policing, *USAToday*. <https://www.usatoday.com/story/opinion/2015/07/27/sarah-bland-suicide-death-texas-trooper/30705659/>.

<sup>62</sup> Connelly, C. (May 9, 2019). At Texas Capitol, Sandra Bland's Legacy Looms. *Kera News*. <https://www.keranews.org/post/texas-capitol-sandra-blands-legacy-looms>; Montgomery, D. (May 17, 2019). Sandra Bland, It Turns Out, Filmed Traffic Stop Confrontation Herself. *The New York Times*. <https://www.nytimes.com/2019/05/07/us/sandra-bland-video-brian-encinia.html>; Wickham, D. (July 27, 2015). Wickham: Sandra Bland's Fate Sealed By Bad Policing, *USA Today*. <https://www.usatoday.com/story/opinion/2015/07/27/sarah-bland-suicide-death-texas-trooper/30705659/>.

For youthful or first time offenders, or those with mental health issues or problems with substance abuse, incarceration is either unnecessary or counterproductive and will not address the underlying behavior. Even apart from unnecessary incarceration, saddling an individual with a criminal record in these circumstances can have broad-ranging, unwarranted consequences. Strategies for diversion programs include warn-and-release, programs requiring violence prevention or aggression management, substance abuse treatment and testing, and court check-ins.<sup>63</sup>

### ***Restorative Justice Programs***

Restorative justice programs offer people a meaningful chance to respond to a conflict outside of the traditional courtroom process. Restorative justice brings the affected parties together, mediated by a trained community member, allowing the aggrieved parties to vocalize hurt and encouraging accountability. The aim is healing rather than punishment, and it requires cooperation between all sides of a conflict, such as between a perpetrator and a victim, to achieve an understanding of what occurred and arrive at a mutually acceptable resolution.<sup>64</sup>

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<sup>63</sup> See: Law Enforcement Assisted Diversion (LEAD) Program. <https://www.leadbureau.org>; Office of Juvenile Justice and Disciplinary Prevention, Diversion Programs. <https://www.ojjdp.gov/mpg-iguides/topics/diversion-programs/>; Corrective Solutions. <http://correctivesolutions.org/diversion-programs>.

<sup>64</sup> See: Common Justice. [https://www.commonjustice.org/common\\_justice\\_model](https://www.commonjustice.org/common_justice_model); Center for Court Innovation. <https://www.courtinnovation.org/areas-of-focus/restora> National Network for Safe Communities at John Jay College. Reconciliation Between Police and Communities: Case Studies and Lessons Learned. [https://nnscommunities.org/wp-content/uploads/2017/10/Reconciliation\\_Full\\_Report.pdf](https://nnscommunities.org/wp-content/uploads/2017/10/Reconciliation_Full_Report.pdf).

## ***Community-Based Outreach and Violence Interruption Programs***

Community based outreach and violence interruption programs aim to curb violence by working with high-risk individuals and connecting them with services, programs, and other community engagement initiatives, so as to interrupt the cycle of crime. For example, the NYS Street Outreach Program (SNUG) discussed earlier employs street outreach workers who live in the communities where they work to reach at-risk youth.

Adopting a strategy where you work with trusted messengers with existing credibility within a community can facilitate better community relationship with law enforcement and be a positive force for change.

## ***Hot-Spot Policing and Focused Deterrence***

Some departments have used data analysis to identify crime spikes or “hot spots” in specific neighborhoods or even particular street blocks and increased the visible police presence in these areas, with the purpose of deterring crime. Relatedly, some departments have implemented a strategy of “focused deterrence,” in which officers engage directly with offenders or groups of offenders based on their prior history, sometimes in partnership with community members.<sup>65</sup>

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<sup>65</sup> Center for Problem-Oriented Policing. <https://popcenter.asu.edu>; National Institute of Justice. Hot Spot Policing Can Reduce Crime. <https://nij.ojp.gov/topics/articles/hot-spot-policing-can-reduce-crime>; National Institute of Justice. Gun Violence Prevention Strategy: Focused Deterrence. <https://nij.ojp.gov/topics/articles/gun-violence-prevention-strategy-focused-deterrence>.

Hot spot and deterrence policing may have both public safety and community benefits; reducing crime and targeting crime drivers. Indeed, focused deterrence policing has been found to have some beneficial impact on reduction in crime, particularly those programs that target gangs or groups.<sup>66</sup> However, a locality employing these techniques must ensure that they are supported by the community, that the police department can and will implement them in a race-neutral and transparent fashion, and that the local government itself will vigilantly monitor their use.

Analysts have criticized the “hot spot” and “focused deterrence” techniques on the ground that they are used disproportionately in minority communities. According to a 2018 report on proactive policing by the National Academies of Science, Engineering and Medicine,<sup>67</sup> the high rate at which individuals of color are stopped, cited, arrested or injured by the police is associated with police deployment based on intensive presence in particular areas. For example, if residents of areas with higher levels of reported crime are disproportionately people of color or disadvantage, placing greater police resources in these areas will increase the probability of law enforcement contacts with minorities and loss of liberty through stops, searches and arrests.<sup>68</sup>

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<sup>66</sup> Campbell Collaboration. American Institutes for Research (2019). [https://campbellcollaboration.org/media/k2/attachments/0110\\_Braga\\_Focused\\_deterrence\\_PLS\\_EN.pdf](https://campbellcollaboration.org/media/k2/attachments/0110_Braga_Focused_deterrence_PLS_EN.pdf).

<sup>67</sup> National Academies of Science, Engineering, and Medicine. (2018). *Proactive Policing: Effects on Crime and Communities*. The National Academies Press. p. 251. <https://www.nap.edu/read/24928/chapter/9>.

<sup>68</sup> Weisburd, David. Does Hot Spots Policing Inevitably Lead to Unfair and Abusive Police Practices, or Can We Maximize Both Fairness and Effectiveness in the New Proactive Policing? University of Chicago Legal Forum (2016), pp. 671-672. <https://chicagounbound.uchicago.edu/cgi/viewcontent.cgi?article=1578&context=uclf>

In the same 2018 report, the National Academies of Science, Engineering and Medicine also found that focused deterrence policing is more likely to target minority offenders. Since non-White individuals are more likely to live in areas with more police per capita, they will have higher rates of prior contact with police in their lifetime. This increases the probability of a prior arrest record, and thus makes them a target for focused deterrence policing practices.

### ***De-Escalation Strategies***

De-escalation has proven effective in certain circumstances to diffuse what would otherwise be a dangerous encounter. Body position and stance, tone of voice and word choice, can either calm a situation or inflame an already tense situation. De-escalation tactics, including both verbal and non-verbal communication strategies, can slow down an evolving situation and reduce the risk that a situation will become violent. De-escalation is tied to the principle that an officer should exhaust all available methods of resolving a situation before using force.<sup>69</sup>

The former longtime Chief of Police of Madison, Wisconsin developed a de-escalation policy beginning in the 1970's in what is now referred to as the "Madison Model." Under this model, police officers operate under the theory that they are "social workers in blue."<sup>70</sup> When this was introduced in Madison, officers wore shorts and blazers and marched with Vietnam War protesters.

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<sup>69</sup> Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*. pp. 10, 121, 143. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf)

<sup>70</sup> The Marshall Project. *The Madison Model: A Shooting Death Spotlights Wisconsin's Legacy of Police Reform*. <https://www.themarshallproject.org/2015/05/14/the-madison-model>.

They got out of their cars and walked the streets in high-crime areas. Rookies were taught to avoid deadly confrontations if at all possible, even with armed individuals. The Madison Model remains a de-escalation model that departments and law enforcement consultants still reference when formulating a de-escalation policy of their own.<sup>71</sup>

Although de-escalation training is increasingly used in police departments, there is limited knowledge regarding its actual effectiveness in successfully decreasing volatile situations. One group of researchers examined sixty-four de-escalation training programs across all professions over a forty year period and found some early promising results and few adverse consequences, but noted the weaknesses in methodological controls of such studies.<sup>72</sup> Regardless, de-escalation training has become one of the most frequently requested types of police trainings as proponents advocate it reduces violence across the board and protects both civilians and officers.<sup>73</sup>

### ***Can Your Community Effectively Identify, Investigate and Prosecute Hate Crimes?***

Hate crimes against individuals in protected classes are an attack not only on the individual, but also on the whole community.<sup>74</sup> On March 11, 2020, in response to a physical assault on the basis of race against a woman of Asian-

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<sup>71</sup> *Ibid.*

<sup>72</sup> Engel, R., McManus, H. and Herold, T. (January 31, 2020). Does De-Escalation Training Work? *Criminology & Public Policy*. <https://onlinelibrary.wiley.com/doi/full/10.1111/1745-9133.12467>.

<sup>73</sup> McKenna, S. (June 17, 2020). Police Violence Calls for Measures Beyond De-Escalation Training. *Behavior & Society*. <https://www.scientificamerican.com/article/police-violence-calls-for-measures-beyond-de-escalation-training1/>.

<sup>74</sup> Fair and Just Prosecution. Blueprint for Police Accountability and Reform: A New Vision for Policing and the Justice System, p. 11. <https://fairandjustprosecution.org/wp-content/uploads/2020/06/Policing-Roadmap-FINAL.pdf>.

decent in Manhattan, Governor Cuomo directed the New York State Police to investigate the incident and stated: “No one in this state should ever feel intimidated or threatened because of who they are or how they look. Diversity is our greatest strength – it's one of the things that makes New York great – and in difficult times we need to band together even tighter.”<sup>75</sup> Local law enforcement agencies are required to submit Hate Crime Incident Report forms to the Division of Criminal Justice Services each month.<sup>76</sup> You should ensure your police department is complying with these reporting requirements and has the capacity to effectively identify and investigate hate crime and bias incidents.

Evaluate your practices concerning the identification and investigation of hate crimes. Are members of your department trained to investigate hate crimes and interview members of minority communities and groups? What additional training and community resources can you draw on to enhance hate crime prevention and response?

### **3. Community Engagement**

Community engagement is imperative to forming trust between officers and the citizens in the neighborhoods they police. The concept of community policing can, however, often be misunderstood and misapplied. Many applications of this concept do not capture the deeper, sustained role a

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<sup>75</sup> Governor Andrew M. Cuomo. (March 11, 2020). Governor Cuomo Directs State Police Hate Crimes Task Force to Assist in Investigation of Assault Against Asian Woman. <https://www.governor.ny.gov/news/governor-cuomo-directs-state-police-hate-crimes-task-force-assist-investigation-assault-against>.

<sup>76</sup> For more information on reporting Hate Crimes to the Division of Criminal Justice Services, please visit: <https://www.criminaljustice.ny.gov/crimnet/ojsa/crimereporting/forms/hatecrime.pdf>.

community can play in policing.<sup>77</sup> Community-oriented policing seeks to address the causes of crime and to reduce fear of social disorder through problem-solving strategies and police-community partnerships.<sup>78</sup>

Consider whether any of the following tools would help you to achieve these goals.

### ***Community outreach plans***

A number of law enforcement agencies have developed plans for institutionalizing community engagement.<sup>79</sup> For example, in 2018 the Seattle Police Department released a report outlining their Community Engagement Program, what was done, and where the program saw success.<sup>80</sup> Seattle developed and articulated specific ways in which it engages with communities, including but not limited to: appointing community liaison officers, fostering police community partnerships, holding regular community meetings, and tracking and rewarding positive interactions between officers and community groups.

By deepening their contact and collaboration with the community, agency efforts in engaging with citizens are more likely to be successful.

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<sup>77</sup> United States Department of Justice. (2015). *Final Report of the President's Task Force on 21st Century Policing*. [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf)

<sup>78</sup> Community Policing. (n.d.). <https://www.bjs.gov/index.cfm?ty=tp&tid=81>

<sup>79</sup> For examples please see: The Ohio Collaborative Community-Police Advisory Board's suggestions at <https://www.ocjs.ohio.gov/ohiocollaborative/links/Examples-Community-Police%20Engagement.pdf> Or the New Orleans Police Department's Community Engagement Manual at [https://www.nola.gov/getattachment/NOPD/NOPD-Consent-Decree/Community-Engagement-Manual-\(3\).pdf/](https://www.nola.gov/getattachment/NOPD/NOPD-Consent-Decree/Community-Engagement-Manual-(3).pdf/)

<sup>80</sup> For example please view report at <http://www.seattle.gov/documents/departments/police/reports/communityengagementreport2018.pdf>

## ***Citizen advisory boards and committees***

Community engagement emphasizes working with residents to promote public safety. Law enforcement agencies can work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.<sup>81</sup> A community advisory board/committee is a group that meets regularly to provide advice and perspectives to executive staff in law enforcement agencies. Membership should reflect and represent the different voices and needs in the community, meaning a board should be as diverse as the community in which it functions.<sup>82</sup>

The goal should be the creation of an inclusive space designed to accommodate the community's diverse needs. An advisory board can play a continuing and meaningful role in the decision-making process and keep the community informed of developments and achievements made by law enforcement. This provides a sustained communication structure between the community and law enforcement leadership.

For example, the Albany Police Department (APD) has had a positive experience using such a mechanism for continued community policing and engagement. The department sought assistance from the city's Common Council to ensure all 15 wards of the city were equally represented on the Community Policing Advisory Committee. This committee was charged with

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<sup>81</sup> United States Department of Justice. (2015). *Final Report of the President's Task Force on 21st Century Policing*. pp. 48. [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf)

<sup>82</sup> IACP. (2019, May 6). Promoting Community Involvement in Law Enforcement: Community Advisory Boards. Retrieved from <https://www.theiacp.org/news/blog-post/promoting-community-involvement-in-law-enforcement-community-advisory-boards>

reviewing and addressing items to reinvigorate the relationship between community members and APD.<sup>83</sup>

### ***Partnership with community organizations and faith communities***

It is important to work within the community in order to build trust and nurture legitimacy. Law enforcement agencies can proactively increase public trust by initiating positive non-enforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies.<sup>84</sup>

Can your law enforcement agency develop programs that create opportunities for patrol officers to interact regularly with neighborhood residents, faith leaders, and business leaders? Some communities have developed Police Athletic Leagues (PALs) which provide an opportunity for the police to engage with youth in the community and build enduring beneficial relationships. Communities are often more willing to assist law enforcement when they have forged positive relationships through non-law enforcement-related community engagement.<sup>85</sup>

### ***Partnering with students and schools***

Adopt-a-school programs seek to build a rapport between a school, its students and a local police department. In such programs, police officers visit the school at regularly scheduled intervals, have lunch with the students and

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<sup>83</sup> Albany, C. O. (n.d.). Retrieved from <https://www.albanyny.gov/Government/Departments/PoliceDepartment/AlbanyCommunityPoliceAdvisoryCommittee.aspx>

<sup>84</sup> United States Department of Justice. (2015). *Final Report of the President's Task Force on 21st Century Policing*. pp. 14. [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf)

<sup>85</sup> *Id.* at 15

spend time with them at recess. Students are encouraged to engage with and ask questions of the officers. The goal is to cultivate a mentoring relationship from these interactions, with the officers serving as community role models.<sup>86</sup> Unlike School Resource Officers (discussed above in Part I), officers in adopt-a-school programs are *not* intended to enforce student discipline or address truancy issues, nor should they be used for such purposes. Rather, adopt-a-school programs are designed to have students engage with officers in a relaxed, non-adversarial fashion, fostering positive connections that carry through the students' academic and personal lives, into adulthood.<sup>87</sup>

### ***Police-community reconciliation***

The police-community reconciliation process seeks to improve strained relationships between police and communities of color. The goal is to strengthen and build a community perception that law enforcement is a trustworthy partner with which it can collaborate in achieving public safety.

In many communities of color, a history both of violence unaddressed by law enforcement and police misconduct has left a legacy of grievance and distrust between these communities and the law enforcement agencies that serve them. A 2020 Center for Court Innovation survey of New York City youth at high risk of gun violence found a deep distrust of law enforcement, with only 19% believing that the police want to understand their community needs.<sup>88</sup> The

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<sup>86</sup> See e.g., Valparaiso Police Department. <https://www.ci.valparaiso.in.us/366/Adopt-a-School>;

<sup>87</sup> See e.g., Rancho Cordova Police Department. <https://www.ranhocordovapd.com/programs/adopt-a-school>.

<sup>88</sup> Center for Court Innovation. "'Gotta You're your Own Heaven' Guns, Safety, and the Edge of Adulthood in New York City." Pg. 13

study found that “this lack of trust stemmed from three primary concerns: being stopped for low-level offenses, feeling the police were not addressing serious crime and violence, and sensing a lack of care for people in the community.<sup>89</sup>” When these issues are addressed openly, new and different understandings can emerge, and a profound transformation in community–police relations becomes possible.<sup>90</sup> While engaging in discussion with communities of color on how historical and current police practices affect their communities, consider:

- Discussing how policies, culture, engagement, and other mechanisms can change to create a more transparent system built on trust.
- Communicating a willingness to improve as well as acknowledge past and continuing harm.
- Following through on changes to demonstrate commitment to the reconciliation process.
- Acknowledging that the intention is to create new practices in recognition of historical harm (in tandem with the announcement and implementations of new initiatives adopted by the collaborative). Not only will this reinforce the message of reconciliation in the department, it will help in educating the general population.<sup>91</sup>

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[https://www.courtinnovation.org/sites/default/files/media/document/2020/Report\\_GunControlStudy\\_08052020.pdf](https://www.courtinnovation.org/sites/default/files/media/document/2020/Report_GunControlStudy_08052020.pdf)

<sup>89</sup> *Id.*

<sup>90</sup> Mentel, Z. (2012). *Racial reconciliation, truth telling, and police legitimacy*. Retrieved from [https://s3.trustandjustice.org/misc/Racial-Reconciliation\\_Truth-Telling\\_and-Legitimacy.pdf](https://s3.trustandjustice.org/misc/Racial-Reconciliation_Truth-Telling_and-Legitimacy.pdf)

<sup>91</sup> Kuhn, S., and Lurie, S. (2018). *Reconciliation between Police and Communities: Case Studies and Lessons Learned*. New York: John Jay College.

## ***Attention to Marginalized Communities***

Your department may need to devote special training and management attention to interaction with marginalized communities.

- **Limited English Proficiency (LEP) Citizens:** For citizens who have Limited English Proficiency, communication with law enforcement is more difficult and could result in law enforcement perceiving these citizens as noncompliant. Law enforcement agencies must ensure reasonable and equitable language access for all persons who have encounters with police or who enter the criminal justice system. Statewide language access requirements discussed in New York State Executive Order No. 26 (E.O. 26), require New York State executive agencies to provide interpretation services in any language and translation services in the top six most commonly spoken non-English languages in the state. Consider adopting elements of E.O. 26 as part of your plan, and requiring law enforcement agencies to provide appropriate resources to community members.
- **Citizens with communication disabilities.** Similarly, citizens who are deaf, hard-of-hearing or have sensory and stimulation sensitivities can be perceived by officers as noncompliant. It is important that officers are able to recognize when a community member may have a disability that could affect the way they communicate. Consider working with experts and members of the disability community to create training programs to educate officers to identify and work with disabled community members.
- **The LGBTQIA+ Community:** Law enforcement agencies must take steps to eradicate discriminatory policing based on a community member's perceived gender identity or sexual orientation. For example, a 2014 report on a national survey of LGBT people and people living with HIV found that 73% of respondents had face-to-face contact with the police in the past five years. Of those respondents, 21% reported encountering hostile attitudes from officers, 14% reported verbal assault by the police,

3% reported sexual harassment, and 2% reported physical assault at the hands of law enforcement officers. Police abuse, neglect, and misconduct were consistently reported at higher frequencies by respondents of color and transgender and gender-nonconforming respondents.<sup>92</sup> One example of a positive policy change is the LAPD's 2012 policy requiring officers to refer to transgender individuals by the name and gender they prefer and precluding officers from searching transgender individuals solely for the purpose of determining their biological sex.<sup>93</sup> For more examples and guidance please review *Gender, Sexuality, and 21st Century Policing: Protecting the Rights of the LGBTQIA+ Community*.<sup>94</sup>

- **Immigrant Communities:** To begin to bridge the gap between immigrant communities and law enforcement, in 2017 Governor Cuomo signed Executive Order 170 which prohibits New York State agencies and officials from asking a person's immigration status. This rule also prohibits officials from disclosing a person's immigration status to federal authorities, except in certain situations such as a law enforcement investigation.<sup>95</sup> You should look for opportunities to integrate members of immigrant communities into community discussions on policing. Engaging with communities is the best way to continue to get feedback that can shift police culture and values, and foster community trust.

### ***Involving youth in discussions on the role of law enforcement agencies***

Creating avenues to reach youth, such as youth leadership councils, can assist law enforcement in building trust and forming relationships with the

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<sup>92</sup> Mallory, C., Hasenbush, A., & Sears, B. (2015, March). *Discrimination and Harassment by Law Enforcement Officers in the LGBT Community*. Retrieved from <https://williamsinstitute.law.ucla.edu/publications/lgbt-discrim-law-enforcement/>

<sup>93</sup> Copple, James E., & Dunn, P. (2017). *Gender, Sexuality, and 21st Century Policing: Protecting the Rights of the LGBTQ+ Community*. Washington, DC: Office of Community Oriented Policing Services Retrieved from <https://www.iadlest.org/Portals/0/cops%20LGBTQ.pdf>

<sup>94</sup> *Ibid.*

<sup>95</sup> Governor Cuomo Signs Executive Order Prohibiting State Agencies from Inquiring About Immigration Status. (2017, September 20). Retrieved from <https://www.governor.ny.gov/news/governor-cuomo-signs-executive-order-prohibiting-state-agencies-inquiring-about-immigration>

greater community. Such groups can provide early positive encounters with law enforcement that benefit both the police and the community at large. Similar to the creation of citizen advisory boards, it is important that youth councils in communities be diverse and inclusive and reflect the makeup of the community.

### **III. Fostering Community-Oriented Leadership, Culture and Accountability**

Reforms cannot succeed or be sustained without commitment from strong and effective leadership – in other words – without a supportive institutional culture. Culture determines behavior much more powerfully than policies and rules. The ultimate goal of reform is to ensure an institutional culture consistent with your goals for community-police relations.

Accountability is essential for a strong institutional culture and for mutual trust between the community and the police. Your department must engage in meaningful review of officer conduct, including use of force, to give the community confidence that misconduct is identified and the conduct is appropriately addressed. Much of the current unrest across the country is rooted in a belief that some police departments tolerate abuse of authority, including excessive force and other misconduct or adhere to practices that are inconsistent with community values. In the long run, this belief will harm police officers as well as degrade public safety.

In developing your plan, consider whether improvements are needed in your leadership selection process, community oversight structures, accountability mechanisms or other efforts to shape and maintain a healthy and productive institutional culture.

## 1. Leadership and Culture

### *Is your leadership selection process designed to produce the police-community relationship you want?*

The process of selecting your chief of police, as well as other department leaders, should be based upon the characteristics and needs of your jurisdiction and should be structured in a manner that is legitimate and fair. Recruitment of a law enforcement leaders, whether by internal promotion or hiring an external candidate, needs to begin with an analysis of the needs of the local community.<sup>96</sup>

The process for conducting a search and identifying candidates can incorporate input from a variety of community groups and stakeholders, even if the ultimate appointment authority resides with the chief executive of the jurisdiction. This will produce more meaningful results and candidates better able to uphold specific community values than if the search is conducted solely through the office of the chief executive.

Does your selection process ensure consideration of a diverse group of candidates? Does it take into account applicants' views on and experience with police-community relations?

In some jurisdictions, citizen committees are established to conduct an applicant search and provide advice and recommendations regarding the

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<sup>96</sup> *Selecting a police chief*. (1999). Retrieved from [https://icma.org/sites/default/files/308762\\_E-42370.pdf](https://icma.org/sites/default/files/308762_E-42370.pdf)

selection process.<sup>97</sup> In Tallahassee, Florida for example, a panel comprised of law enforcement, non-profit groups, and religious leaders was formed to participate in the process of selecting a new chief of police for the city.<sup>98</sup> Your community should consider whether a similar approach that includes a well-balanced and representative search committee, might yield a broader array of candidates.

### ***Does your officer evaluation structure help advance your policing goals?***

CompStat has been an enormously valuable tool for many communities to enhance their level of public safety. However, in many instances localities still rely on mechanisms for promotions based on “the annual reports that chiefs of police submit to city councils and mayors emphasizing the number of arrests they’ve made, even if the crime rate continues to climb.”<sup>99</sup> Such cases can be a powerful indicator that arrest is being misused as a tool and is not helping to achieve public safety.

Jurisdictions may need to modify their CompStat implementations and other incentive and promotion structures to ensure their officer evaluation metrics reduce crime and promote public safety while promoting larger reform goals including improved community relationships and police legitimacy.<sup>100</sup>

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<sup>97</sup> *Selecting a police chief*. (1999). Retrieved from [https://icma.org/sites/default/files/308762\\_E-42370.pdf](https://icma.org/sites/default/files/308762_E-42370.pdf) page 5.

<sup>98</sup> Etters, K. (2019, July 01). Meet the individuals who will help pick the new Tallahassee police chief. Retrieved from <https://www.tallahassee.com/story/news/2019/07/01/meet-people-who-help-pick-new-tallahassee-police-chief/1618663001/>

<sup>99</sup> Mentel, Z. (2012). *Racial reconciliation, truth telling, and police legitimacy*. Retrieved from [https://s3.truandjustice.org/misc/Racial-Reconciliation\\_Truth-Telling\\_and-Legitimacy.pdf](https://s3.truandjustice.org/misc/Racial-Reconciliation_Truth-Telling_and-Legitimacy.pdf)

<sup>100</sup> *Ibid*.

***What incentives does your department offer officers to advance policing goals?***

Departments may want to consider offering awards, prizes, or other recognition to officers who advance reform goals. Such incentives can change officer behavior and department culture. Some departments invite community members to nominate officers for community policing awards.<sup>101</sup> This incentivizes officers to establish a positive relationship with community members and engages the community.

***Does your hiring and promotion process help build an effective and diverse leadership team?***

Diversity in leadership is a persistent problem for law enforcement agencies. For example, 80 percent of the NYPD's chiefs, deputy inspectors, and inspectors who hold a rank above captain are classified as "non-Hispanic white."<sup>102</sup> In addition to hiring diversity, promoting leaders within the department who reflect a broad range of diversity, including race, gender, sexual orientation, gender identity, language, life experiences, and cultural background, will improve understanding and effectiveness in policing and community relations.

Consider how your police agency uses cognitive, written and physical performance tests for promotion and hiring into leadership roles. Are there

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<sup>101</sup> U.S. Department of Justice, Bureau of Justice Assistance, Understanding Community Police: A Framework for Action, <https://www.ncjrs.gov/pdffiles/commmp.pdf>.

<sup>102</sup> Despite diversity gains, top NYPD ranks fall short of reflecting communities. (2019, September 03). Retrieved from <https://brooklyneagle.com/articles/2019/09/03/nypd-diversity-top-ranks/>

qualifications other than exam scores that can be woven into criteria for leadership positions?<sup>103</sup> Other questions to consider include: Do applicants have specialized training or additional education? What are the culture, values and mission the applicant envisions for the agency? Has this person shown clear commitment to community engagement?

***What is your strategy to ensure that your department's cultural-norms and informal processes reflect your formal rules and policies?***

Policy makers and law enforcement organizations can create policies and set rules and guidelines, but if policies conflict with institutional culture these policies will not become part of the institutional fabric and may not effectively guide individual behavior.<sup>104</sup> Leadership must take an active role in demonstrating commitment to the values important to the department and the community. It is not sufficient for chiefs and department leaders to talk the talk without walking the walk.

On April, 2014, the Office of Community Oriented Policing Services (COPS Office) hosted a conference with law enforcement officials, civil rights activists, academic experts, community leaders and policymakers. At this meeting Chief Chris Magnus, of the Richmond California Police Department, led a discussion on engaging communities of color. He described using a multipronged approach to change policies in his own department. These policies included: engaging all officers, not just a subset; using up-to-date evaluation tools capable

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<sup>103</sup>The Leadership Conference Education Fund. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*. Retrieved from [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf)

<sup>104</sup> United States Department of Justice. (2015). *Final Report of the President's Task Force on 21st Century Policing*. pp. 12. [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf)

of evaluating new hires' community policing skills; providing developmental training in progressive policies; and keeping officers in their positions long enough that they could understand how to deal with challenges in the community. Chief Magnus also shifted the department's focus to issues other than crime to help show that crime is not the police's only priority. For example, Richmond's police helped reduce the number of abandoned cars, in part by moving code enforcers into the department.<sup>105</sup>

It is possible that more comprehensive changes may be required where police/community relations have deteriorated beyond the point where they can be repaired through policy reform. For example, in 2013 Camden, New Jersey "eliminated its city police department and established a new one under county control."<sup>106</sup> Previously the community-police relationship was undermined by lack of trust, high crime rates and corruption within the police department. Supporters say that the Camden restructuring made police officers a more regular presence in the community, and rebooted the culture of policing in the city. Since the reforms, violent crime rates have fallen, including a sharp decrease in the homicide rate, and excessive use of force has also decreased.<sup>107</sup>

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<sup>105</sup> Palladian Partners, Inc. (2014). Strengthening the Relationships between Law Enforcement and Communities of Color: Developing an Agenda for Action. Washington, DC: Office of Community Oriented Policing Services. Retrieved from [https://www.nnscommunities.org/wp-content/uploads/2017/10/StrengtheningtheRelationshipBetweenLE\\_CommunitiesofColor-DevelopinganAgendaforAction.pdf](https://www.nnscommunities.org/wp-content/uploads/2017/10/StrengtheningtheRelationshipBetweenLE_CommunitiesofColor-DevelopinganAgendaforAction.pdf)

<sup>106</sup> Landergan, K. (2020, June 12). The City that Really Did Abolish the Police. Retrieved from <https://www.politico.com/news/magazine/2020/06/12/camden-policing-reforms-313750>

<sup>107</sup> Landergan, K. (2020, June 12). The City that Really Did Abolish the Police. Retrieved from <https://www.politico.com/news/magazine/2020/06/12/camden-policing-reforms-313750>

## **2. Tracking and Reviewing Use of Force and Identifying Misconduct**

### ***When should officers be required to report use of force to their supervisor?***

Building on prior use-of-force reporting reforms, Governor Cuomo recently signed legislation requiring that law enforcement officers report all firearm discharges in circumstances where a person could have been injured, whether or not any injury occurred.<sup>108</sup> Beyond this requirement, police departments should have clear policies regarding documenting the use of force.<sup>109</sup> Consider what other incidents, including other uses of force, your department should require be reported.

### ***What internal review is required after a use of force?***

The authors of the 2019 report “New Era of Public Safety” recommended reviewing all uses of force.<sup>110</sup> These incidents can be reviewed by a supervisor, other individuals in the officer’s chain of command, a dedicated review board within the department, or an outside entity. Multiple levels of supervisory review can ensure that all supervisors carefully review use of force reports because they will receive scrutiny from their own supervisors.<sup>111</sup>

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<sup>108</sup> Governor Andrew M. Cuomo, Governor Cuomo Signs Policing Reform Legislation, <https://www.governor.ny.gov/news/governor-cuomo-signs-policing-reform-legislation#:~:text=This%20new%20law%20requires%20that,a%20written%20report%20within%2048>.

<sup>109</sup> Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*. p. 144. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf)

<sup>110</sup> *Id.* at 146.

<sup>111</sup> Samuel E. Walker & Carol A. Archbold, *The New World of Police Accountability*, Chapter 3, [https://us.sagepub.com/sites/default/files/upm-assets/99450\\_book\\_item\\_99450.pdf](https://us.sagepub.com/sites/default/files/upm-assets/99450_book_item_99450.pdf)

As one example, the NYPD reviews all use-of-force incidents, with varying levels of scrutiny, ranging from review by an individual supervisor to review by an independent review board, depending on the severity of the incident.<sup>112</sup>

***Does your department review officers' use of force and/or misconduct during performance reviews?***

Regular attention by supervisors to officers' use of force may promote adherence to departmental policy. Does department policy direct them to review the officer's history of use of force and other forms of misconduct, including under prior supervisors? Other flags such as sexual misconduct or a high number of complaints or lawsuits may signal potential for future misconduct.<sup>113</sup>

***Does your department use external, independent reviewers to examine uses of force or misconduct?***

Impartiality is one of the four pillars of procedural justice and could help instill confidence in determinations regarding potential abuse of force or other misconduct.

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<sup>112</sup> Use of Force Report 2017, New York City Police Department, <https://www1.nyc.gov/assets/nypd/downloads/pdf/use-of-force/use-of-force-2017.pdf>

<sup>113</sup> Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*. p. 204. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf).

***Does your department leverage Early Intervention Systems (EIS) to prevent problematic behavior?***

An EIS is a system that electronically tracks officer performance in an attempt to identify abnormal patterns indicative of problematic behavior.<sup>114</sup> EIS's are used across many disciplines, to identify potential issues before they fully manifest.

In the law enforcement context, these systems can help departments identify officers that may need intervention before a major problem occurs. Behavior that can suggest the need for corrective action includes a high number of use-of-force incidents or citizen complaints, or misuse of sick leave. An EIS can help prevent future misconduct, which in turn results in a more just law enforcement system, reduced complaints, and reduced litigation risk.<sup>115</sup>

***Does your department review “sentinel” or “near-miss” events? Does the department respond to questionable uses of force with non-punitive measures designed to improve officer performance?***

The Final Report of the President’s Task Force on 21<sup>st</sup> Century Policing recommends that law enforcement entities review “sentinel” or “near miss” events.<sup>116</sup> Sentinel review consists of non-punitive peer review of critical incidents that resulted in or came close to undesirable outcomes.

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<sup>114</sup> *Id.* At 198.

<sup>115</sup> Early Warning Systems: Responding to the Problem Police Officer, National Institute of Justice, <https://www.ncjrs.gov/pdffiles1/nij/188565.pdf>.

<sup>116</sup> United States Department of Justice. (2015). Final Report of the President’s Task Force on 21st Century Policing. [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf).

Understanding what went wrong in these events can help prevent the same issue from recurring.

The National Institute of Justice (NIJ) recently studied the use by three large departments of peer review of sentinel incidents.<sup>117</sup> The NIJ study found that a practice of regular peer review, intended to create an opportunity for learning rather than punishment, can promote a culture of excellence.<sup>118</sup>

### **3. Internal Accountability for Misconduct**

***What does your department expect of officers who know of misconduct by another officer?***

Some law enforcement agencies, such as the LAPD, have imposed on their officers a duty to report misconduct by other officers. Within the New York State Police, there is an obligation to report the misconduct of another trooper.<sup>119</sup> Similarly, some law enforcement agencies have imposed on their supervisors a duty to respond to reports of possible misconduct. Should your department adopt such policies?

Does your police department have clear procedures for reporting misconduct to the department and/or to outside agencies such as the Attorney

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<sup>117</sup> National Institute of Justice, Mending Justice: Sentinel Event Reviews, <https://www.ncjrs.gov/pdffiles1/nij/247141.pdf>.

<sup>118</sup> Similarly, many hospitals conduct regular peer review of surgeries with poor outcomes.

<sup>119</sup> New York State Police Members Manual, Article 9B1(C) "Even if no allegation or complaint is received, Division Members must report to the Troop/Detail Commander any incident that, in their judgment, indicates that an official Complaint Against Personnel Investigation is necessary."

General, the District Attorney, a civilian oversight agency or the EEOC? Are these procedures well understood by department personnel?

Does the department have robust anti-retaliation policies to ensure that officers are willing to report misconduct by others? Does and should the department accept anonymous internal complaints?

***Does your department have a clear and transparent process for investigating reports of misconduct?***

Misconduct investigations must ensure both community trust in the department and fairness to officers. Do the department's procedures achieve these goals? Does the department have an appropriate timetable in which to complete misconduct investigations in light of these goals?

In a 2019 report by The Leadership Conference on Civil and Human Rights, the authors recommend that all misconduct reports be investigated, even if they occur when disciplinary actions can no longer be imposed.<sup>120</sup> Should your department adopt this practice?

***Does your department respond to officer misconduct with appropriate disciplinary measures?***

Do officers in your department believe that misconduct will result in appropriate discipline, or do they believe that it will be overlooked?

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<sup>120</sup> Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*. p. 255. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf).

Does your department have a continuum of responses to misconduct? Supervisors and department leadership should not be in the position of having to either ignore misconduct or impose harsh penalties that may be disproportionate.

***What procedures are in place to ensure that substantiated complaints of misconduct and settlements or adverse verdicts in lawsuits are used to reduce the risk of future misconduct?***

Review of misconduct and adverse legal actions can be helpful in evaluating a department's policing activities. In particular, the discovery and trial processes can provide evidence that is more comprehensive than what is typically available to departments.<sup>121</sup>

***What controls are in place to ensure impartiality when reviewing potential misconduct or complaints? When appropriate, are cases referred to either the District Attorney or another prosecutor?***

In 2015, Governor Cuomo issued Executive Order 147 requiring a special prosecutor's office within the Office of the Attorney General to investigate killings of unarmed citizens and prosecute when appropriate. The Executive Order also permitted the special prosecutor's office to investigate and prosecute killings of citizens where there was a significant question as to whether a citizen was armed and dangerous at the time of his or her death.

In 2020 the Executive Order was codified into state law, creating a permanent Office of Special Investigation within the Office of the Attorney

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<sup>121</sup> Schwartz, Joanna C., What Police Learn from Lawsuits (December 2, 2010). *Cardozo Law Review*, Vol. 33, p. 841, 2012, Available at SSRN: <https://ssrn.com/abstract=1640855>.

General. This new legislation provides an independent review in situations where local relationships and pressures can hamper thorough review and impede necessary corrective action. This law also expands the permissible scope of the Attorney General's oversight to cases where an individual was known to be armed at the time of death.

The community must have confidence that such cases are handled fairly and without partiality either for or against the officers involved. In light of the permanent working relationship between a police department and the District Attorney, maintaining public confidence requires an independent review. Beyond cases that are currently referred to the Office of the Attorney General, consider how best to establish a disciplinary review process that gives the whole community confidence that misconduct will be fairly and impartially reviewed.

***Does your department expect leaders and officers to uphold the department's values and culture when off-duty?***

Behavior of officers when they are off-duty can reinforce a lack of trust in police officers and the justice system as a whole. While you cannot control the behavior of officers while they are off-duty, it is important to acknowledge the impact their off-duty conduct may have on the community members' faith in your department, and consider measures you can implement to ensure off-duty conduct does not undermine the community relationship-building work of the department.

Many police departments hold officers to certain standards of conduct even when they are out of uniform, including imposition of sanctions ranging

from termination and suspension to administrative duty. For example, an off-duty police officer in Missouri was removed from his official duties and placed on administrative duty after he was seen verbally abusing a man following a car accident. The incident was caught on video and quickly went viral. In the video the officer, who was not in uniform, threatened and cursed at the citizen, all while a uniformed officer was also at the scene.<sup>122</sup> In another example, an officer in Savannah, Georgia, was fired as the result of a social media post. This post violated one of the department's conduct policies, which reads in part, "Employees shall not engage in offensive or harassing conduct, verbal or physical, towards fellow employees, supervisors or the public during work hours or off-duty hours."<sup>123</sup>

#### **4. Citizen Oversight and Other External Accountability**

*Does or should your department have some form of civilian oversight over misconduct investigations or policy reform?*

Many larger law enforcement entities have some form of civilian oversight entity.<sup>124</sup> Unlike citizen advisory boards discussed in Section II - which are broad committees to encourage dialogue and community connection - civilian oversight entities have formal duties and authorities. For example,

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<sup>122</sup> Gstalter, M. (2020, June 24). Off-duty officer in Trump hat relieved of official duties for threatening man in viral video. Retrieved from <https://thehill.com/blogs/blog-briefing-room/news/504335-off-duty-officer-in-trump-hat-placed-on-leave-for-threatening>

<sup>123</sup> Staff, W. (2020, June 26). Savannah officer fired after making controversial Facebook post about privilege. Retrieved from <https://www.wtoc.com/2020/06/26/savannah-officer-fired-after-making-facebook-post-about-privilege/>

<sup>124</sup> "Police Oversight by Jurisdiction (USA)." National Association for Civilian Oversight of Law Enforcement. [https://www.nacole.org/police\\_oversight\\_by\\_jurisdiction\\_usa](https://www.nacole.org/police_oversight_by_jurisdiction_usa).

these entities may have the power to review investigative findings of Internal Affairs bureaus, to conduct their own investigations, to leverage various investigative tools, including subpoenas, and/or to impose discipline.<sup>125</sup> Some entities also have the power to weigh in on key policy decisions.<sup>126</sup>

Police and reform groups often advocate different approaches to civilian oversight. For example, the Equal Justice Initiative recommends that civilian oversight entities reflect the entire community, observing that “[s]tudies show that white Americans are far more likely than Black Americans to believe that the police use an appropriate amount of force.”<sup>127</sup> The New Era of Public Safety also recommends empowering such review boards by giving them the necessary resources to fully evaluate complaints.<sup>128</sup> This includes giving oversight entities the power to weigh in on pertinent policy, the requisite financial resources, and access to investigative information.<sup>129</sup> Effective oversight requires full cooperation of subject and witness officers in investigations.

By contrast, the National Association for Civilian Oversight of Law Enforcement (NACOLE) recommends that police departments select the least intrusive civilian oversight entity that is able to accomplish its desired goal.<sup>130</sup>

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<sup>125</sup> “Oversight Models: Is one model better than another?” National Association for Civilian Oversight of Law Enforcement. [https://www.nacole.org/oversight\\_models](https://www.nacole.org/oversight_models).

<sup>126</sup> *Ibid.*

<sup>127</sup> Equal Justice Initiative, *Reforming Policing in America 2020*, <https://eji.org/issues/policing-in-america/>

<sup>128</sup> Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*. p. 222. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf).

<sup>129</sup> *Ibid.*

<sup>130</sup> National Association for Civilian Oversight of Law Enforcement, *Civilian Oversight of Law Enforcement, A Review of the Strength and Weaknesses of Various Models* ([https://d3n8a8pro7vhm.cloudfront.net/nacole/pages/161/attachments/original/1481727977/NACOLE\\_short\\_doc\\_FINAL.pdf?1481727977](https://d3n8a8pro7vhm.cloudfront.net/nacole/pages/161/attachments/original/1481727977/NACOLE_short_doc_FINAL.pdf?1481727977)).

If you consider establishing an entity outside the police department to review citizen complaints of excessive force or other police misconduct, here are some relevant questions:

- What level of review should it conduct? Should it review the findings of an Internal Affairs Bureau or conduct its own investigation?
- What power should it have to interview officers or other witnesses, to compel officers or other witnesses to be interviewed, and to review documents, recordings, interviews conducted by Internal Affairs or other evidence?
- Should it be empowered to impose disciplinary action, recommend disciplinary action, or simply to substantiate complaints?
- Should it be authorized to formally refer cases to the Attorney General or District Attorney?
- What mechanisms are in place to ensure subject and witness officers fully cooperate with civilian oversight investigations?

There are a number of existing oversight entities to look to as models.<sup>131</sup>

- The New York City board is composed of 13 members: five appointed by the Mayor, five appointed by the City Council, and three appointed by the Police Commissioner. The board has power to investigate complaints, including subpoena power, and can recommend discipline. However, the Police Commissioner has final authority over the imposition of discipline.<sup>132</sup>

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<sup>131</sup> U Ofer, Udi (2016) "Getting It Right: Building Effective Civilian Review Boards to Oversee Police," Seton Hall Law Review: Vol. 46 : Iss. 4 , Article 2, p.1053. Available at: <https://scholarship.shu.edu/shlr/vol46/iss4/2>.

<sup>132</sup> For more information on the NYC Civilian Complaint Review Board please visit its website at <https://www1.nyc.gov/site/ccrb/index.page>.

- The Chicago board is composed of nine members appointed by the Mayor with the consent of the City Council. The board has investigative and subpoena power, and power to impose disciplinary measures.<sup>133</sup>
- The Baltimore board is composed of nine voting members nominated by the Mayor and confirmed by the City Council, along with five non-voting members from community stakeholders. The board does not have power to investigate or impose discipline. It may simply review complaints.<sup>134</sup>

***Is there an easy, accessible and well-publicized process for members of the public to report complaints about police misconduct?***

To encourage citizen feedback, the 2019 report “New Era of Public Safety” recommends that departments make claim filing processes easy and accessible. Some considerations include language and disability accessibility, formats supported for filing (email, phone, in-person, Internet, etc.) and length of intake process.<sup>135</sup> Law enforcement agencies should also seek feedback on these processes from the public through many of the outreach avenues discussed in this report. Listening to feedback regarding the complaint process and incorporating that feedback into process reform will improve the complaint review process, improving confidence in the system and encouraging citizen complaints.

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<sup>133</sup> For more information on the Chicago Civilian Office of Police Accountability please visit its website <https://www.chicagocopa.org/>.

<sup>134</sup> For more information on the Baltimore Civilian Review Board please visit its website at <https://civilrights.baltimorecity.gov/civilian-review-board>.

<sup>135</sup> Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf)

Newly enacted legislation authorizes the New York State Attorney General to investigate allegations of misconduct against local police agencies.<sup>136</sup>

***Are investigation outcomes reported to the complainant? Are they reported to the public? Should the department or the citizen complaint review entity, if any, accept anonymous complaints?***

Disclosing the outcome of investigations to complainants and the public increases transparency and can increase confidence in law enforcement. Some departments choose to disclose this information in aggregate reports instead of sharing individualized data.

Accepting anonymous complaints may assuage citizen fears of police retaliation. However, anonymous complaints can be less reliable and are difficult to investigate because the investigator cannot ask follow-up questions or interview the complainant, and they can be retaliatory. New Era of Public Safety recommends that departments review anonymous complaints fully, but disclose during intake that anonymity can hinder the review process.<sup>137</sup>

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<sup>136</sup> Governor Cuomo Signs Legislation Requiring New York State Police Officers to Wear Body Cameras and Creating the Law Enforcement Misconduct Investigative Office, <https://www.governor.ny.gov/news/governor-cuomo-signs-legislation-requiring-new-york-state-police-officers-wear-body-cameras-and>.

<sup>137</sup> Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*. Retrieved from: [civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf).

***Does your local legislature engage in formal oversight of the police department? Should any changes be made in the legislature’s oversight powers or responsibilities?***

While uncommon, legislative oversight of police departments can be a helpful tool.<sup>138</sup> Legislatures often have the power to conduct investigations and learn about local policing practices through hearings and other means. This investigative authority allows legislatures to access more information regarding policing practices than the general public. Further, if legislatures identify practices that pose concerns, they have the power to address those concerns through legislation.

Some experts believe legislative oversight is critical to ensuring democratic accountability in policing because it provides clear authority for policy and makes the legislature accountable to the public for police functions at the “front-end” instead of relying on uncertain “back-end” procedures, such as Constitutional analyses by courts.<sup>139</sup>

***Is your police department accredited by any external entity?***

Accreditation is a useful tool that enables external review of agency policies, procedures, and practices to improve the standards of your police department and quality of your policing services. The Division of Criminal Justice Services administers the New York State Law Enforcement Agency

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<sup>138</sup> Mary M. Cheh, Legislative Oversight of Police: Lessons Learned from an Investigation of Police Handling of Demonstrations in Washington, D.C., 32 J. Legis. 1 (2005). Retrieved from: [scholarship.law.gwu.edu/cgi/viewcontent.cgi?referer=&httpsredir=1&article=1467&context=faculty\\_publications](http://scholarship.law.gwu.edu/cgi/viewcontent.cgi?referer=&httpsredir=1&article=1467&context=faculty_publications)

<sup>139</sup> Friedman, Barry and Ponomarenko, Maria, Democratic Policing (November 23, 2015). New York University Law Review, Vol. 90, 2015; NYU School of Law, Public Law Research Paper No. 15-53. Available at SSRN: <https://ssrn.com/abstract=2694564>

Accreditation Program, which provides structure and guidance for police agencies to evaluate and improve overall performance in areas such as administration, training, and operational standards. The program encompasses four principal goals:

1. To increase the effectiveness and efficiency of law enforcement agencies utilizing existing personnel, equipment and facilities to the extent possible;
2. To promote increased cooperation and coordination among law enforcement agencies and other agencies that provide criminal justice services;
3. To ensure the appropriate training of law enforcement personnel; and
4. To promote public confidence in law enforcement agencies.

Accredited agencies must meet minimum standards, considered “best practices” in the field, which promote a high degree of professionalism and public confidence. The standards of the NYS Law Enforcement Agency Accreditation Program can be found in the Standards and Compliance Verification Manual.<sup>140</sup> Please refer to the “Becoming an Accredited Law Enforcement Agency” section of the Manual for information on how to apply. For any questions regarding the application process or for general Accreditation related inquiries, please contact NYS Law Enforcement Accreditation Program staff at [ops.accreditation@dcjs.ny.gov](mailto:ops.accreditation@dcjs.ny.gov). This program is available at no cost to localities and participation should be considered as part of your community policing plan.

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<sup>140</sup> NYS Division of Criminal Justice Services Law Enforcement Agency Accreditation Council. *Standards and Compliance Verification Manual*. September 5, 2019.  
[https://www.criminaljustice.ny.gov/ops/docs/accred/standards\\_compliance\\_verification\\_manual.pdf](https://www.criminaljustice.ny.gov/ops/docs/accred/standards_compliance_verification_manual.pdf).

## ***Does Your Police Department Do an Annual Community Survey to Track Level of Trust?***

An annual survey that measures the community's level of trust in the police department, the community's view on the effectiveness of certain policing strategies, as well as one that collects any negative feedback may be a helpful tool in gaging the community's satisfaction with the police department. The 21<sup>st</sup> Century Policing Report recommends such an annual community survey, advising that it should be conducted by zip code, so as to delineate the responses from each neighborhood.<sup>141</sup>

## **5. Data, Technology and Transparency**

Transparency is one of the four pillars of procedural justice and is critical to ensuring accountability. Without a full picture of law enforcement policies, procedures, and activity, the public cannot meaningfully evaluate the performance of law enforcement. Even a well-functioning department risks losing public confidence when it does not engage in meaningful transparency. Departments should consider various ways to make law enforcement practices more transparent to the public.

Data is an important tool for improving accountability because it provides the public with insight into police activity and can be leveraged to inform data-driven policies.

***What police incident and complaint data should be collected? What data should be available to the public?***

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<sup>141</sup> United States Department of Justice. (2015.) *Final Report of the President's Task Force on 21st Century Policing*, pp. 16. [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf)

Local law enforcement data increases transparency by providing a snapshot of police conduct. Collection of police activity data can be useful to evaluate if policing practices are effective, ensure compliance with the law, and identify potential biases and disparities. Data reporting and analysis are key components of many DOJ consent decrees with law enforcement agencies.<sup>142</sup> Data analysis has been critical in identifying disparate and biased policing of minorities. Reports also suggest that transparent use-of-force data builds community trust and increases accountability within law enforcement departments.<sup>143</sup>

Governor Cuomo recently signed legislation (Police Statistics and Transparency Act) requiring courts to compile and publish racial and other demographic data for low-level offenses.<sup>144</sup> This legislation also requires departments to report arrest-related deaths to DCJS. Many law enforcement agencies collect and publish other types of data regarding policing activity. For example, the NYPD publishes an annual report with use-of-force statistics.<sup>145</sup>

Other legislatures are adopting laws requiring departments to collect “stop data” regarding traffic and pedestrian stops.<sup>146</sup> Stop data typically includes information regarding the stop (rationale, outcome, etc.) and the

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<sup>142</sup> The Civil Rights Division’s Pattern and Practice Police Reform Work 1994-Present, Civil Rights Division, U.S. Department of Justice. <https://www.justice.gov/crt/file/922421/download>.

<sup>143</sup> *Ibid.*

<sup>144</sup> The Laws of New York, Article 7-A: Judicial Administration, Section 212, <https://www.nysenate.gov/legislation/laws/JUD/212>; Press Release: Governor Cuomo Signs Policing Reform Legislation, <https://www.governor.ny.gov/news/governor-cuomo-signs-policing-reform-legislation>.

<sup>145</sup> Use of Force Report 2017, New York City Police Department, <https://www1.nyc.gov/assets/nypd/downloads/pdf/use-of-force/use-of-force-2017.pdf>.

<sup>146</sup> Passage of 'Traffic Stop Data Collection Act' in Illinois is Key "First Step" to End of Racial Profiling, ACLU Says, <https://www.aclu.org/press-releases/passage-traffic-stop-data-collection-act-illinois-key-first-step-end-racial-profiling>.

target (race, gender, age, etc.). Analysis of stop data can inform the effectiveness of policing and identify potential biases or disparate impact.

In determining how your agency should collect and use data, consider the following questions:

- What policing activity data should be collected by your department? This could include data regarding shootings by officers, firearm discharges, civilian injuries, use of force incidents, and officer stops, searches, and/or arrests.
- Should this data include demographic data, which can be used to detect racial disparities and biases?
- Beyond disclosures required under state and federal law, what other policing data should be disclosed? Made public? Should this data be aggregate data or individualized data? Should individualized data be anonymized or redacted? How frequently should data be disclosed?
- Should the department make available to the public aggregate data on its review of use of force incidents, such as number of incidents reviewed, number found to be inconsistent with department policy or number referred for prosecution?
- Should the department make available to the public aggregate data about the number and disposition of citizen complaints, including the nature of any discipline imposed?

***How should your law enforcement agency leverage data to drive policing strategies?***

Data can be useful for informing policing strategies. For example, data can be used to shape decisions on resource allocation, personnel deployment, and

policy. Data collection and utilization can be enhanced by employing crime analysts to inform decision-making and support policing operations.

It is important that departments are aware that data-driven findings can be unreliable if the underlying data is of poor quality or is biased.<sup>147</sup> For example, law enforcement agencies may be inclined to deploy more resources to an area because it has a high number of arrests. However, the high number of arrests may be related to over-policing in the area.

Agencies should consider formally partnering with their regional NYS Crime Analysis Center which can assist with data-driven and intelligence-led policing efforts, as well as provide specific investigatory support. DCJS partners with local law enforcement agencies to support a network of 10 regional Crime Analysis Centers (CACs) that provide investigative support and information to help police and prosecutors more effectively solve, reduce and prevent crime. Using data-driven processes, the CACs coordinate, expand, and enhance investigative services and provide real-time investigative support to law enforcement agencies.<sup>148</sup>

***How can your police department demonstrate a commitment to transparency in its interactions with the public?***

Police Departments can consider policies that require officers to state explicitly their name, badge number, and purpose before interacting with a

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<sup>147</sup> Andrew Guthrie Ferguson, Policing Predictive Policing, 94 Wash. U.L. Rev. 1109 (2017).  
[https://openscholarship.wustl.edu/cgi/viewcontent.cgi?article=6306&context=law\\_lawreview](https://openscholarship.wustl.edu/cgi/viewcontent.cgi?article=6306&context=law_lawreview).

<sup>148</sup> For more information on the DCJS Crime Analysis Center network, please visit:  
<https://www.criminaljustice.ny.gov/crimnet/ojsa/impact/CACCI.pdf>.

member of the public. Departments can also require that officers provide a business card following an interaction. To instill confidence in the public following substantial criticism of its “stop-and-frisk” program, in 2018 the NYPD began offering business cards to individuals who were subject to a “stop-and-frisk,” but were not arrested.<sup>149</sup> The business cards include officer information and information on how to obtain body camera footage.

Law enforcement agencies can also consider requiring officers to inform individuals of their rights in certain scenarios even when not legally required. For example, an officer seeking to conduct a consent search could be required as a matter of policy to advise the subject that he or she has the right to refuse to consent to the search.

As a general matter, policies aimed to enhance transparency will be most effective if they include enforcement mechanisms to ensure compliance with these policies and procedures.

***How can your police department make its policies and procedures more transparent?***

Does your department have comprehensive policies and procedures in place to address common and controversial forms of police activity? The Municipal Police Training Council (MPTC) – created under Executive Law §837 to establish training standards and guidelines – is comprised of law enforcement officials and academics appointed by the Governor. The MPTC has

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<sup>149</sup> New York City Civilian Complaint Review Board. “What is the Right to Know Act?”, Available at: <https://www1.nyc.gov/site/ccrb/complaints/right-to-know-act.page>

developed model policy guidance for law enforcement agencies to use as an initial framework in their own policy development.

Topic areas include but are not limited to: Body Worn Cameras, Identification Procedures, Investigation of Hate Crimes, Recording of Custodial Interrogations, and Use of Force. All MPTC model policy guidance issued by the Council is available to law enforcement and may be requested by contacting DCJS at [OPS.GeneralPolicing@dcjs.ny.gov](mailto:OPS.GeneralPolicing@dcjs.ny.gov).

- Does your department have a process for developing or revising its policies and procedures? Does this process include the solicitation of community and/or stakeholder input?
- How can your department make its policies and procedures accessible (format, language, ADA-compliant) and understandable to the public?
- Are your policies and procedures evidence-based? Do they reflect current peer-reviewed research?
- Do your policies consider disparate impact and potential biases?

***How can your police department ensure adequate transparency in its use of automated systems and “high-risk” technologies?***

New technologies including biometric technologies, surveillance systems, unmanned aerial systems, data mining tools, geofencing tools, and resource allocation tools may provide significant value to police departments. However, reports suggest that these technologies may rely on obscured

systems with unstudied effectiveness and pose a risk of bias or interfering with civil liberties.<sup>150</sup>

For example, as discussed earlier in Section II on policing strategies, researchers from MIT and Stanford have found that facial recognition technology can be ineffective, especially for certain skin colors and genders.<sup>151</sup> In the previous section, we discussed assessing if a new technology is an effective policing tool. Before employing a new technology, experts recommend that departments carefully consider the potential risks posed by the technology, pursue mechanisms to audit the performance of the technology prior to use, and properly train all users of the technology so that it is appropriately used.<sup>152</sup>

Unlike other policing resources, new technologies have not had decades of established practice to refine attendant policies and procedures.<sup>153</sup> For this reason, many experts suggest departments take a special approach to establishing policies and procedures, and solicit community input prior to deploying a new technology.<sup>154</sup> Law enforcement may want to review resources from or consult with civil liberties and privacy experts, non-profit

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<sup>150</sup> United States Department of Justice. (2015). *Final Report of the President's Task Force on 21st Century Policing*. [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf).

<sup>151</sup> Hardesty, L., MIT News Office. *Study Finds Gender and Skin-Type Bias in Commercial Artificial-Intelligence Systems*. MIT News, 11 Feb. 2018, [news.mit.edu/2018/study-finds-gender-skin-type-bias-artificial-intelligence-systems-0212](https://news.mit.edu/2018/study-finds-gender-skin-type-bias-artificial-intelligence-systems-0212).

<sup>152</sup> United States Department of Justice. (2015). *Final Report of the President's Task Force on 21st Century Policing*. [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf); Algorithmic Accountability Policy Toolkit, AI Now, October 2018, <https://ainowinstitute.org/aap-toolkit.pdf>; First Report of the Axon AI & Policing Technology Ethics Board, June 2019, [https://static1.squarespace.com/static/58a33e881b631bc60d4f8b31/t/5d13d7e1990c4f00014c0aeb/1561581540954/Axon\\_Ethics\\_Board\\_First\\_Report.pdf](https://static1.squarespace.com/static/58a33e881b631bc60d4f8b31/t/5d13d7e1990c4f00014c0aeb/1561581540954/Axon_Ethics_Board_First_Report.pdf).

<sup>153</sup> United States Department of Justice. (2015). *Final Report of the President's Task Force on 21st Century Policing*. [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf). ("We live in a time when technology and its many uses are advancing far more quickly than are policies and laws.")

<sup>154</sup> New York City, Automated Decision Systems Task Force Report, November 2019, <https://www1.nyc.gov/assets/adstaskforce/downloads/pdf/ADS-Report-11192019.pdf>.

research organizations, public technologists, and researchers when evaluating new technologies to ensure selection of low-risk, effective technologies. Law enforcement may also want to consider any racial-equity impact assessments--systematic examinations of how different racial and ethnic groups will be affected by the proposed technology usage--in an effort to identify interventions that will minimize adverse consequences. This approach should also apply to technologies leveraged by third parties to assist law enforcement investigations. Below are some questions your department may want to consider:

- What process does your department have in place for the adoption of new technologies? Does the process include the solicitation of stakeholder and researcher input? Is there a process for community input? Does the process include the creation and publication of clear policies that articulate how the technology works, how it can be audited, and how, where, when, and why it is used?
- Does your department perform a cost-benefit analysis when adopting new technologies?<sup>155</sup> Does your department consider the risks of using a novel technology (unstudied effectiveness, potential biases and intrusion on civil liberties), as well as the ability of the technology to solve an existing problem?
- What is your department's process for procuring or using a new technology? Does your department study the effectiveness of the technology and analyze potential biases?<sup>156</sup>

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<sup>155</sup> First Report of the Axon AI & Policing Technology Ethics Board, June 2019, [https://static1.squarespace.com/static/58a33e881b631bc60d4f8b31/t/5d13d7e1990c4f00014c0aeb/1561581540954/Axon\\_Ethics\\_Board\\_First\\_Report.pdf](https://static1.squarespace.com/static/58a33e881b631bc60d4f8b31/t/5d13d7e1990c4f00014c0aeb/1561581540954/Axon_Ethics_Board_First_Report.pdf).

<sup>156</sup> New York City, Automated Decision Systems Task Force Report, November 2019, <https://www1.nyc.gov/assets/adstaskforce/downloads/pdf/ADS-Report-11192019.pdf>.

- Does your department have policies or procedures for training officers on how properly to use new technologies? New technologies can be difficult to understand and there are documented instances of technologies being used improperly or in contexts for which they have not been validated. This is a particular risk for technologies that allow users wide discretion in deployment and allow users to select acceptable tool accuracy.
- Does your department have policies in place to ensure that vendor contracts do not interfere with transparency? Many new technologies are considered proprietary and have audit and/or disclosure restrictions.<sup>157</sup> Some experts recommend that departments implement policies to refrain from signing vendor contracts that restrict auditing of technologies or that prevent the public disclosure of basic information regarding how each technology system works, including any agreements that restrict defense attorneys from understanding how a technology system was used in a criminal investigation or prevent compliance with oversight legislation or public-records requests. These restrictions significantly reduce transparency, making law enforcement less accountable, and interfering with procedural justice.
- Does your department have a process through which residents can register feedback on a certain technology or request information on any personal data it has collected about them without their knowledge?
- Does your department have a policy for maintaining sensitive data or information? Many new technologies involve handling sensitive data. Experts recommend that privacy and security safeguards are included in departmental policies to ensure proper handling of data.
- Is your department required to disclose the technologies its uses to the public? If so, does this disclosure requirement extend to technologies that were given to the police department (i.e., not procured)? Several cities,

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<sup>157</sup> Rashida Richardson, ed., “Confronting Black Boxes: A Shadow Report of the New York City Automated Decision System Task Force,” AI Now Institute, December 4, 2019, <https://ainowinstitute.org/ads-shadowreport-2019.html>.

including San Francisco and Seattle, require departments to disclose which technologies it is using. New York City recently passed similar legislation called the Public Oversight of Surveillance Technology (POST) Act.

***Should your police department leverage video cameras to ensure law enforcement accountability and increase transparency?***

In-car and body-worn cameras (BWCs) are frequently recommended, and are mandated for some police forces, as monitoring mechanisms to ensure accountability.<sup>158</sup> In particular, BWC usage has increased significantly in the past few years in response to controversial policing incidents. According to one study, over one-third of law enforcement agencies in the U.S. use BWCs in some capacity.<sup>159</sup>

Governor Cuomo recently signed legislation requiring New York State Police patrol officers to use BWCs while on patrol.<sup>160</sup> Officers are required to record immediately before exiting a patrol vehicle to interact with a person or situation, all uses of force; all arrests and summonses; all interactions with individuals suspected of criminal activity; all searches of persons and property, any call to a crime in progress; investigative actions involving interactions with members of the public; any interaction with an emotionally disturbed person; and any instances where an officer feels any imminent danger or the need to

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<sup>158</sup> United States Department of Justice. *The Civil Rights Division's Pattern and Practice Police Reform Work 1994-Present*. ("Policing experts and empirical studies strongly support the positive effects of in-car cameras on accountability and officer safety.") (<https://www.justice.gov/crt/file/922421/download>)

<sup>159</sup> Reaves, R. U.S. Department of Justice, Bureau of Justice Statistics, Local Police Departments, 2013: Equipment and Technology, <https://www.bjs.gov/content/pub/pdf/lpd13et.pdf>.

<sup>160</sup> New York State Press Release. "Governor Cuomo Signs Legislation Requiring New York State Police Officers to Wear Body Cameras and Creating the Law Enforcement Misconduct Investigative Office." June 2020. Available at: <https://www.governor.ny.gov/news/governor-cuomo-signs-legislation-requiring-new-york-state-police-officers-wear-body-cameras-and>

document their time on duty. This legislation also requires law enforcement to retain footage of these interactions. Some law enforcement entities are hesitant to adopt BWCs because they are costly; one estimate suggests BWCs cost approximately \$1,000 per user per year.

In 2017, the National Criminal Justice Reference Service (NCJRS) funded a cost-benefit analysis of BWC usage at the Las Vegas Metropolitan Police Department.<sup>161</sup> The cost-benefit analysis estimated that BWCs saved over \$6,200 in office time spent investigating an average complaint against an officer and decreased the overall number of complaints. Ultimately, the study found that BWCs generate a net annual savings between \$2,909 and \$3,178 per year per user. The results of a cost-benefit analysis may be different depending on how a department uses BWCs and how common complaints or controversial interactions are. If a department decides to implement BWCs, it should consider what policies govern the use of BWCs. Below is a list of considerations for discussion.

- When should officers be required to turn on their BWCs? When interacting with members of the public? When conducting a law enforcement investigation?
- When should officers be required to notify members of the public that BWCs are on? In private settings? In public settings?
- What should the penalties be for non-compliance?
- How long should the department maintain footage?
- Under what conditions should footage be accessible to officers, the public, or investigators?

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<sup>161</sup> National Criminal Justice Reference Service. "The Benefits of Body-Worn Cameras: New Findings from a Randomized Controlled Trial at the Las Vegas Metropolitan Police Department" 2017, <https://www.ncjrs.gov/pdffiles1/nij/grants/251416.pdf>.

## **IV. Recruiting and Supporting Excellent Personnel**

Staffing and personnel management is one of the most critical responsibilities of law enforcement leaders and the communities which they protect and serve.<sup>162</sup> Each of the State's more-than 500 county and local law enforcement agencies must therefore have robust strategies for recruitment, hiring, and retention of officers whose diversity reflects the communities they serve. Law enforcement agencies should also design and oversee training and wellness programs that aim to ensure the safety of officers and the public while reinforcing relationships of trust between police departments and their communities.

### **1. Recruiting a Diverse Workforce**

In setting out to address these issues, it may be helpful to first assess your current law enforcement workforce:

- What are the demographics of your agency?
- What are the demographics of your community?
- Are those demographics aligned?
- What steps, if any, has your agency taken to increase diversity in the workforce?
- Can my officers and my community relate in terms of socio-economic background? Life experiences? Any other metrics?

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<sup>162</sup> United States Department of Justice. (2015). Final Report of the President's Task Force on 21st Century Policing. [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf)

## ***Does your agency reflect the diversity of the community it serves?***

It is essential that local law enforcement agencies reflect and represent the diversity of the communities they serve. President Obama’s Task Force on 21st Century Policing recognized that diverse law enforcement agencies foster trust in the community.<sup>163</sup> This trust, in turn, aids in easing community tensions, reducing and solving crime, and creating a system where residents have positive views of law enforcement as fair and just.

The recent protests and civil unrest that swept the nation following several law-enforcement involved civilian deaths, has brought to light the stark imbalance between the demographics of many law enforcement agencies and the communities they serve. A report by the Washington Post found that “many major police forces are still much whiter than the communities where they work.”<sup>164</sup> This holds true for communities throughout New York State. In Syracuse, New York, for example, 89% of the police are white, compared with about 55% of the population.<sup>165</sup> New York City has been more successful than most police agencies in its minority recruitment efforts where 67% of New York City residents self-identify as members of a racial or ethnic minority (Black, Hispanic or Asian) and 47% of the police force is white.

Increasing diversity of your workforce can have tangible benefits for both your agency and the communities you serve. For example, research shows that

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<sup>163</sup> *Ibid.*

<sup>164</sup> Keating, D., Uhrmacher, K. (2020) “In urban areas, police are consistently much whiter than the people they serve.” *The Washington Post*. <https://www.washingtonpost.com/nation/2020/06/04/urban-areas-police-are-consistently-much-whiter-than-people-they-serve/?arc404=true>

<sup>165</sup> United States Census Bureau. *Quick Facts: Syracuse, NY – New York, NY*. (2019). <https://www.census.gov/quickfacts/fact/table/syracusecitynewyork,newyorkcitynewyork/PST045219> AND New York State Division of Criminal Justice Services, data

female officers are just as capable as their male colleagues in carrying out law enforcement functions, but they are more likely to both rely on an interpersonal style of policing, and to use less physical force.

***What are ways in which your agency recruits diverse candidates that better represent the demographics of the communities you serve?***

Many law enforcement agencies may find difficulties in recruiting and retaining appropriate numbers of applicants that represent the diversity of the communities they serve. These challenges may stem from multiple factors such as individuals from underrepresented communities (1) lacking trust in law enforcement; (2) being dissuaded by law enforcement's reputation or operational practices; or (3) being unaware of employment opportunities in law enforcement.<sup>166</sup>

In assessing how to attract a more diverse workforce, law enforcement agencies should consider their current recruitment strategies and assess what role they play in advancing or hindering the process.

Additionally, law enforcement agencies should consider how to both leverage existing community ties and create new ones that will support their efforts to expand their applicant pools.

- To encourage diverse populations to apply to your agency, consider proactive and targeted community outreach efforts. Studies show success in recruiting people of color, women, and other members of underrepresented populations where police departments have worked

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<sup>166</sup> United States Department of Justice, (2016) "Advancing Diversity in Law Enforcement Report" - <https://www.justice.gov/crt/case-document/file/900761/download>

with community organizations and religious institutions to showcase the human face of law enforcement.<sup>167</sup>

- The Sacramento, California Police Department, for example, routinely holds free hiring workshops where they explain their recruitment and testing process. You might consider holding community workshops to educate the public on the process and answer questions about how to become an officer. Consider whether you should create an internship or community mentorship program through partnerships with educational institutions. This provides young people a way to experience law enforcement as a profession first-hand and creates a pipeline of future potential applicants.
- “Behind the scenes” looks at policing, can help improve the historically negative experiences that many minority communities have with law enforcement.
- Be active on social media, and use these tools as a form of communication to connect with all members of the community. Your online presence can be both a great recruitment strategy, and a way to directly communicate with underrepresented populations.
- Examine the number of female officers in your workforce. Research shows that increasing the number of women officers has tangible, positive benefits for both agencies and the communities they serve. Women are more likely to use community-oriented policing techniques focusing on cooperation and de-escalation. Also, when handling domestic violence calls, female officers have been shown to be more effective, and are often the main contact for women and youth victims of domestic violence.<sup>168</sup>

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<sup>167</sup> Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*. p. 274. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf)

<sup>168</sup> United States Department of Justice, (2016) “Advancing Diversity in Law Enforcement Report.” p 19. <https://www.justice.gov/crt/case-document/file/900761/download>

***What are ways in which you can re-evaluate hiring practices and testing to remove barriers in hiring underrepresented communities?***

Most law enforcement agencies use very similar processes to select, screen, and hire potential employees, relying heavily on some combination of medical and psychological exams, background investigations, and criminal and driver records checks, fitness tests, written aptitude tests, and credit history checks.<sup>169</sup> However, agencies in New York State have wide discretion in their hiring criteria, so long as they comply with the minimum qualification standards set by the Municipal Police Training Council (MPTC).

Research has consistently shown that traditional hiring practices too often leave underrepresented populations at a disadvantage. These practices frequently exclude those who come from communities without a history of members working in law enforcement. Screening tools, such as fitness and cognitive tests, and background checks also have been found to have disparate impacts on underrepresented communities.<sup>170</sup>

The Department of Justice recommends that agency leadership be prepared to “re-evaluate employment criteria, standards, and benchmarks to ensure that they are tailored to the skills needed to perform job functions, and consequently attract, select, and retain the most qualified and desirable sworn officers.”<sup>171</sup>

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<sup>169</sup> *Ibid.*

<sup>170</sup> *Ibid.*; Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*. p. 274. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf)

<sup>171</sup> *Ibid.*

Consider eliminating selection criteria and written or physical tests that do not relate directly to actual job-duties, and which often disproportionately eliminate underrepresented individuals from the process.

Consider whether you should offer assistance or preparation materials to help prospective officers prepare for the application testing and process. Even short of affirmative research shows that mere transparency in the hiring process can be helpful to applicants from diverse backgrounds who may not be familiar with the, often, complex law enforcement hiring process. Creating a short but comprehensive tool describing the process can lead to higher passage rates for these individuals. Creating test preparation materials and offering coaching or other assistance will be even more helpful in increasing minority recruitment.

***How can you encourage youth in your community to pursue careers in law enforcement?***

Police Cadet programs offer law enforcement apprenticeships to young people, typically between the ages of 18 and 20 years old.<sup>172</sup> They provide the opportunity for a young person to explore a career in law enforcement and obtain relevant training and skills.<sup>173</sup> Many programs offer a salary or tuition benefit, have work requirements, and are targeted towards college students. These benefits can help departments recruit students who otherwise would not have considered a career in law enforcement. Some programs allow high

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<sup>172</sup> Leland R. Devore, The Purpose and Function of Police Cadet Programs in Medium Sized Police Agencies by the Year 2000, <https://www.ncjrs.gov/pdffiles1/Digitization/124727NCJRS.pdf>.

<sup>173</sup> See NYPD, Cadet Corps Requirements & Benefits, <https://www1.nyc.gov/site/nypd/careers/cadets/police-cadets-program.page>; San Francisco Police Cadet, <https://www.sanfranciscopolice.org/your-sfpd/careers/civilian-job-openings/san-francisco-police-cadet-program>.

school students to participate, but are typically less comprehensive.<sup>174</sup> Upon completion of a Police Cadet program, participants are often eligible to become police officers, subject to testing and other requirements.<sup>175</sup> These programs are useful recruiting tools because they engage young community members who have not yet settled on a specific vocation.<sup>176</sup>

***What actions can your agency take to foster the continued development and retention of diverse officers?***

Beyond recruitment and hiring, law enforcement agencies – like other employers – must focus on retention. Retaining all employees, but especially diverse officers, comes with its own set of challenges. Research has shown that many members of underrepresented demographics in law enforcement may struggle with adjusting to the organizational and culture of law enforcement<sup>177</sup>. Additionally, officers belonging to historically under-represented groups often face obstacles to promotion, ranging from outright bias and discrimination to less insidious but no less harmful factors such as a lack of transparency about the promotion process, or inadequate mentoring relationships and professional development opportunities.<sup>178</sup>

- Consider supporting your new officers, especially those from underrepresented populations, by establishing mentoring programs and

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<sup>174</sup> See, for example, Seattle Police Explorers, <https://www.seattle.gov/police/community-policing/police-explorers>.

<sup>175</sup> *Id.*

<sup>176</sup> Leland R. Devore, The Purpose and Function of Police Cadet Programs in Medium Sized Police Agencies by the Year 2000, <https://www.ncjrs.gov/pdffiles1/Digitization/124727NCJRS.pdf>.

<sup>177</sup> *Id.* at 30, See also: Rand Center On Quality Policing, Identifying Barriers To Diversity In Law Enforcement 3 (2012), [http://www.rand.org/content/dam/rand/pubs/occasional\\_papers/2012/RAND\\_OP370.pdf](http://www.rand.org/content/dam/rand/pubs/occasional_papers/2012/RAND_OP370.pdf)

<sup>178</sup> Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*. p. 274. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf)

leadership training for new recruits. For example, DCJS' Municipal Police Training Council (MPTC) holds frequent trainings and seminars appropriate for officer development.

- The same community partnerships that your agency uses during recruitment and hiring, can remain helpful in the context of retention. Stakeholders can aid in retention of officers of color and women by addressing and understanding the unique challenges these groups face in the law enforcement profession. These partnerships allow agencies to diagnose the barriers in their practices, policies, or systems that often prevent or discourage officers from staying on the job.

## **2. Training and Continuing Education**

Smart and effective policing starts with smart and effective training. Training should not end at recruitment; officers should be encouraged to continue to grow and learn throughout their career. Training should incorporate and reinforce best practices while emphasizing values such as accountability, transparency, and fairness in all aspects of policing.

There is no universal standard of police training, and individual jurisdictions must make important decisions around the types of training and education that should be required of the police officers who will serve and protect their communities. Your approach to police officer training and education can have a significant impact on the way those officers engage in real world policing. Your agency should consider research relating to effective adult learning techniques and law enforcement training environments as you decide how to achieve your police officer training objectives.

This section will pose questions that you should consider in developing a training program that advances your community’s policing goals.

***How can you develop officer training programs that reflect your community values and build trust between police officers and the communities they serve?***

It is important to engage both internal and external stakeholders in the development and implementation of your police department’s training materials and curricula.<sup>179</sup> Incorporating members of the community in this process can strengthen the overall quality of your training program while reinforcing public trust and ensuring that your training and education programs reflect the values of your community.<sup>180</sup>

- A number of subject matter experts have found that police training academies are sometimes modeled after military boot camps.<sup>181</sup> This environment, they argue, contributes to the development of a “warrior” mentality among police officers that can translate to hostile and fear-

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<sup>179</sup> The Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*, pp. 301-304. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf); Gokey, C. & Shah, S. (Eds.). (2016). *How to Support Trust Building in Your Agency*. Police Perspectives: Building Trust in a Diverse Nation, no. 3. Office of Community Oriented Policing Services, 41. [https://www.vera.org/downloads/publications/police-perspectives-guide-series-building-trust-diverse-nation-diverse-communities-building-trust\\_1.pdf](https://www.vera.org/downloads/publications/police-perspectives-guide-series-building-trust-diverse-nation-diverse-communities-building-trust_1.pdf).

<sup>180</sup> The Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*, p. 301. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf); U.S. Department of Justice. (2019). *Law Enforcement Best Practices: Lessons Learned from the Field*, pp. 11-12, 15. <https://cops.usdoj.gov/RIC/Publications/cops-w0875-pub.pdf>.

<sup>181</sup> See Rahr, S. & Rice, S.K. (2015.) From Warriors to Guardians: Recommitting American Police Culture to Democratic Ideals. *U.S. Department of Justice, National Institute of Justice*. <https://www.ncjrs.gov/pdffiles1/nij/248654.pdf>; Stoughton, S. (2015). Law Enforcement’s “Warrior” Problem, *Harvard Law Review* 128(6), pp. 225-234. <https://harvardlawreview.org/2015/04/law-enforcements-warrior-problem/>.

based interactions with the communities they serve.<sup>182</sup> Police departments should assess whether their training models and environments may foster a potentially adversarial relationship with their communities, and should consider redesigning training models as necessary to ensure they align with community policing goals. Agencies may consider developing training models aimed instead at establishing a “guardian” mindset among police officers.<sup>183</sup>

- Reports issued by groups including the President’s Task Force on 21<sup>st</sup> Century Policing, the Leadership Conference for Civil and Human Rights, and the Justice Collaboratory at Yale Law School suggest that police departments should consider how to build principles of procedural justice into all police officer training programs.<sup>184</sup> This can involve engaging community members in the process of developing training programs and ensuring that trainers actively discuss the importance of procedural justice and integrate these principles into all aspects of their instruction. A recent study published by the Proceedings of the National Academy of Sciences found that procedural justice training can build community trust in police and decrease incidents involving police use of force.<sup>185</sup>

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<sup>182</sup> See Rahr, S. & Rice, S.K. (2015.) From Warriors to Guardians: Recommitting American Police Culture to Democratic Ideals. *U.S. Department of Justice, National Institute of Justice*.

<https://www.ncjrs.gov/pdffiles1/nij/248654.pdf>; Stoughton, S. (2015). Law Enforcement’s “Warrior” Problem. *Harvard Law Review*, 128(6), pp. 225-234. <https://harvardlawreview.org/2015/04/law-enforcements-warrior-problem/>

<sup>183</sup> The Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*, pp. 262-263. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf)

<sup>184</sup> United States Department of Justice. (2015.) *Final Report of the President’s Task Force on 21st Century Policing*, pp. 51-52. [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf); The Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*, p. 17. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf); Van Craen, M. & Hennessy, C.L. (2014). Training Police for Procedural Justice. *Journal of Experimental Criminology*, 11, pp. 319-334. [https://www.researchgate.net/publication/269723704\\_Training\\_police\\_for\\_procedural\\_justice](https://www.researchgate.net/publication/269723704_Training_police_for_procedural_justice); Quattlebaum, M., Meares, T., & Tyler, T. (2018). Principles of Procedurally Just Policing. *The Justice Collaboratory at Yale Law School*. [https://law.yale.edu/sites/default/files/area/center/justice/principles\\_of\\_procedurally\\_just\\_policing\\_report.pdf](https://law.yale.edu/sites/default/files/area/center/justice/principles_of_procedurally_just_policing_report.pdf).

<sup>185</sup> Wood, G., Tyler, T.R., & Papachristos, A.V. (2020). Procedural justice training reduces police use of force and complaints against officers. *Proceedings of the National Academy of Sciences*, 117(18), pp. 9815-9821. <https://www.pnas.org/content/117/18/9815>.

- You can partner with academic institutions, community organizations, and other relevant experts to create rigorous, evidence-based police officer training programs.
- Police practices around issues like arrests, searches, and public demonstrations continue to be the focus of significant attention from advocates and members of the public. Groups from the Electronic Frontier Foundation to the International Association of Chiefs of Police, for example, have discussed the public’s First Amendment right to record police officers in public,<sup>186</sup> and lawsuits have resulted in police departments implementing training programs on this issue.<sup>187</sup> Policies like “stop and frisk” have also led to widespread condemnation and lengthy litigation, and the New York Civil Liberties Union found that the policy in New York City disproportionately impacted communities of color.<sup>188</sup> Your community should review police policies and practices concerning stops, searches, arrests, and public protests/demonstrations and should consider implementing training programs aimed at eliminating bias and unconstitutional conduct in these types of interactions.<sup>189</sup>
- If you are preparing training modules that focus on police relationships with specific community groups, you should consider soliciting input from advocacy groups and community members who represent the viewpoint of the community on which the policing is focused. For example, police departments in New York, Los Angeles, Atlanta, Washington, D.C., and elsewhere have established working groups that

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<sup>186</sup> Cope, S. & Schwartz, A. (2020, June 8). You Have a First Amendment Right to Record the Police. *Electronic Frontier Foundation*. <https://www.eff.org/deeplinks/2020/06/you-have-first-amendment-right-record-police>; International Association of Chiefs of Police. (n.d.). *Public Recording of Police*. <https://www.theiacp.org/prop>.

<sup>187</sup> American Civil Liberties Union. (2018, Jan. 19). *First Amendment Training for Lafayette PD Included in Settlement with ACLU of Louisiana*. <https://www.aclu.org/press-releases/first-amendment-training-lafayette-pd-included-settlement-aclu-louisiana>.

<sup>188</sup> New York Civil Liberties Union. (n.d.). *Stop-and-Frisk Data*. <https://www.nyclu.org/en/Stop-and-Frisk-data>.

<sup>189</sup> United States Department of Justice. (2015.) *Final Report of the President’s Task Force on 21st Century Policing*, p. 59, [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf); The Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*, pp. 101, 174. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf).

engage with the LGBTQIA+ community around training and other policing issues that impact LGBTQIA+ individuals.<sup>190</sup>

- When soliciting input from community members around issues relating to training or agency policies, police departments may tend to partner with community groups and individuals with whom they have existing relationships. However, when developing and implementing officer training programs, your agency should seek to engage segments of the community that typically have not had strong and trusting relationships with the police in the past.<sup>191</sup> By bringing these perspectives into the conversation, you can show your commitment to procedural justice and to building up relationships of trust.

***What training policies can you adopt to ensure that police officers continuously receive high-quality, relevant in-service training sessions?***

Continuing education or in-service training requirements help ensure that officers can refresh skills learned in the past, develop new skills, and remain abreast of new information on emerging topics and best practices. Police departments should carefully consider how to identify and select staff who should conduct these and other training sessions.<sup>192</sup>

- Your community should consider your current in-service officer training standards and determine whether more rigorous requirements should be established, including requirements around the number of annual in-service training hours officers must receive.<sup>193</sup> The New York State Law

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<sup>190</sup> Copple, J.E. & Dunn, P.M. (2017). Gender, Sexuality, and 21st Century Policing: Protecting the Rights of the LGBTQ+ Community. *Office of Community Oriented Policing Services*, pp. 22-23. <https://www.iadlest.org/Portals/0/cops%20LGBTQ.pdf>.

<sup>191</sup> Office of Community Oriented Policing Services. (2019). *Law Enforcement Best Practices: Lessons Learned from the Field.* , p. 32. <https://cops.usdoj.gov/RIC/Publications/cops-w0875-pub.pdf>.

<sup>192</sup> The Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*, p. 304. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf).

<sup>193</sup> *Id.* at 301.

Enforcement Accreditation Program, for example, establishes a standard of at least 21 hours of in-service training per year.<sup>194</sup>

- Your community can develop specific goals for police officer in-service training programs and may identify certain topics that are critical to your community and around which all officers must receive recurring in-service training (e.g. implicit bias, de-escalation, and use of force training).
- Education experts advise that adults learn most effectively when they utilize and build on real-world experiences, rather than through the passive consumption of information.<sup>195</sup> As a result, law enforcement trainers have been encouraged to adopt models focused on experiential learning.<sup>196</sup> Your agency should consider developing realistic, scenario-based training programs that reflect circumstances your officers may encounter in their community. For example, this may involve role-playing scenarios or reviewing body camera footage.
- Consider establishing performance-based criteria for selecting personnel who will conduct agency training programs. For example, you may require that training instructors be veteran officers who have demonstrated mentorship skills and who are up-to-date on their in-service training requirements. Your agency may choose to prevent officers with histories of misconduct from serving as training instructors.<sup>197</sup>

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<sup>194</sup> New York State Law Enforcement Accreditation Program. Standard 33.1: Length and Content.

<https://drive.google.com/file/d/1FvS2MxjJBoCOA3c5h4RYhd3-LGIsOoT/view>.

<sup>195</sup> See, e.g., Knowles, M.S. (1988). *The Modern Practice of Adult Education: From Pedagogy to Andragogy: Revised and Updated*, pp. 43-45, 48-51. Cambridge.

<https://pdfs.semanticscholar.org/8948/296248bbf58415cbd21b36a3e4b37b9c08b1.pdf>; The Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*, p. 304. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf).

<sup>196</sup> See, e.g., Birzer, M.L. (2003). The theory of andragogy applied to police training. *Policing: An International Journal of Police Strategies and Management*, 26(1), pp. 29-42.

<https://www.researchgate.net/publication/242020962> The theory of andragogy applied to police training

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<sup>197</sup> The Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*, pp. 304-305. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf).

***How can leadership training improve community policing and strengthen relationships between your police department and members of the public?***

Ongoing leadership training can foster leadership skills, reinforce positive conduct, and strengthen officers' commitment to community standards and procedural justice.<sup>198</sup> Leadership training can also promote diversity at the executive level of law enforcement agencies.<sup>199</sup>

- Police departments should consider providing ongoing leadership training to all officers throughout their careers.<sup>200</sup> Different standards, programs, and learning goals may be established at each level of leadership within a department.
- Agencies may also consider encouraging officers to engage in cross-discipline leadership training programs.<sup>201</sup> This can help expose officers to new and valuable knowledge and skills that can complement their own.
- You should consider developing leadership training standards in partnership with academics, non-profit groups, and other community members. These standards should be evidence-based and reflect community values.

***How can your police department use its training programs to avoid incidents involving unnecessary use of lethal or nonlethal force?***

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<sup>198</sup> The Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*, pp. 267-268. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf)

<sup>199</sup> *Ibid.*

<sup>200</sup> United States Department of Justice. (2015.) *Final Report of the President's Task Force on 21st Century Policing*, p. 54. [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf)

<sup>201</sup> *Id.* at 55.

Police department training programs focused on elements of de-escalation can lead to actual outcomes that achieve police objectives while resolving potentially dangerous scenarios safely and peacefully.<sup>202</sup> There is no universal standard model for de-escalation, though the term generally refers to a variety of practices or actions used “during a potential force encounter in an attempt to stabilize the situation and reduce the immediacy of the threat so that more time, options, and resources can be called upon to resolve the situation without the use of force or with a reduction in the force necessary.”<sup>203</sup> De-escalation training can include instruction focused on decision-making, effective verbal and non-verbal communication and social interaction skills, ethics and professionalization, use of force, defensive tactics, and crisis intervention skills.

- Reports issued by the Leadership Conference on Civil and Human Rights and the U.S. Commission on Civil Rights have noted that police departments often devote substantially more time to firearms and defensive tactics training than they do to trainings around de-escalation and nonlethal use of force.<sup>204</sup> Your agency should consider requiring officers to undergo use of force and de-escalation training at regular intervals throughout their career. Experts recommend that such

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<sup>202</sup> Abanonu, R. (2018). De-Escalating Police-Citizen Encounters. *Review of Law and Social Justice*, 27(3), pp. 249-251.

<https://gould.usc.edu/students/journals/rlsj/issues/assets/docs/volume27/Summer2018/3.Abanonu.pdf>

<sup>203</sup> Engel, R.S., McManus, H.D. & Herold, T.D. (2017). *The Deafening Demand for De-Escalation Training: A Systematic Review and Call for Evidence in Police Use of Force Reform*. International Association of Chiefs of Police, p. 6. [https://www.theiacp.org/sites/default/files/IACP\\_UC\\_De-escalation%20Systematic%20Review.pdf](https://www.theiacp.org/sites/default/files/IACP_UC_De-escalation%20Systematic%20Review.pdf).

<sup>204</sup> The Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*, p.143. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf); U.S. Commission on Civil Rights. (2018). *Police Use of Force: An Examination of Modern Policing Practices*, pp. 101, 114. <https://www.usccr.gov/pubs/2018/11-15-Police-Force.pdf>.

trainings utilize scenario-based training practices in interactive training environments.<sup>205</sup>

- Police departments should consider requiring specialized training programs focused on the use of force against vulnerable groups, including children, individuals with disabilities, people experiencing mental health emergencies, people under the influence of substances, and people who are pregnant.<sup>206</sup>
- Agencies should consider developing use of force training simulations that include scenarios in which police officers are expected not to resort to using force.<sup>207</sup> Leadership within the Oakland, CA police department has attributed a reduction in the agency's use of force incidents to a shift in the design of their training programs to include such circumstances.<sup>208</sup>
- Agencies should consider developing a training schedule in which use of force training is conducted immediately following de-escalation training so that de-escalation training concepts can be most effectively incorporated into use of force training.<sup>209</sup>
- Law enforcement agencies should also consider training officers on the effects of violence not only on communities and individual victims but

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<sup>205</sup> The Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*, p. 143. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf).

<sup>206</sup> Fair and Just Prosecution. (2020). *Blueprint for Police Accountability and Reform: A New Vision for Policing and the Justice System*, p. 11. <https://fairandjustprosecution.org/wp-content/uploads/2020/06/Policing-Roadmap-FINAL.pdf>.

<sup>207</sup> The Justice Collaboratory at Yale Law School. (2018). *Principles of Procedurally Just Policing*, p. 43. [https://law.yale.edu/sites/default/files/area/center/justice/principles\\_of\\_procedurally\\_just\\_policing\\_report.pdf](https://law.yale.edu/sites/default/files/area/center/justice/principles_of_procedurally_just_policing_report.pdf).

<sup>208</sup> Quattlebaum, M., Meares, T., & Tyler, T. (2018). Principles of Procedurally Just Policing. *The Justice Collaboratory at Yale Law School*, Endnote 148. [https://law.yale.edu/sites/default/files/area/center/justice/principles\\_of\\_procedurally\\_just\\_policing\\_report.pdf](https://law.yale.edu/sites/default/files/area/center/justice/principles_of_procedurally_just_policing_report.pdf). See also Apuzzo, M. (2015, May 4). Police Rethink Long Tradition on Using Force. *New York Times*. <https://www.nytimes.com/2015/05/05/us/police-start-to-reconsider-longstanding-rules-on-using-force.html>.

<sup>209</sup> The Justice Collaboratory at Yale Law School. (2018). *Principles of Procedurally Just Policing*, p. 43. [https://law.yale.edu/sites/default/files/area/center/justice/principles\\_of\\_procedurally\\_just\\_policing\\_report.pdf](https://law.yale.edu/sites/default/files/area/center/justice/principles_of_procedurally_just_policing_report.pdf).

also on police officers themselves.

***How can your police department use its training programs to avoid potential bias incidents and build stronger connections with communities of color and vulnerable populations?***

Awareness of and appreciation for cultural diversity are integral components of a professional police force.<sup>210</sup> Police forces must understand and appreciate the cultural diversity within the communities they serve. This understanding can help officers to de-escalate specific situations, and also to build ongoing, effective dialogue with community members.

Research suggests that biases, including implicit biases, can affect interactions between communities of color and law enforcement.<sup>211</sup> Implicit bias refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner. Law enforcement agencies across the country have begun to train police officers in implicit bias.<sup>212</sup> Implicit bias

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<sup>210</sup> United States Department of Justice. (2015.) *Final Report of the President's Task Force on 21st Century Policing*, p. 58. [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf). Gokey, C. & Shah, S. (Eds.). (2016). *How to Support Trust Building in Your Agency. Police Perspectives: Building Trust in a Diverse Nation*, no. 3. Office of Community Oriented Policing Services, 42. [https://www.vera.org/downloads/publications/police-perspectives-guide-series-building-trust-diverse-nation-diverse-communities-building-trust\\_1.pdf](https://www.vera.org/downloads/publications/police-perspectives-guide-series-building-trust-diverse-nation-diverse-communities-building-trust_1.pdf).

<sup>211</sup> Clark, A. (2017, Aug. 24.) The Harmful Effects of Implicit Racial Bias in the Police. *Race, Politics, Justice*. <https://www.ssc.wisc.edu/soc/racepoliticsjustice/2017/08/24/the-harmful-effects-of-implicit-racial-bias-in-the-police/>; National Institute of Justice. (2013, Jan. 9). Race, Trust and Police Legitimacy. <https://nij.ojp.gov/topics/articles/race-trust-and-police-legitimacy>; The Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*, pp. 39-40. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf); U.S. Commission on Civil Rights. (2018). *Police Use of Force: An Examination of Modern Policing Practices*, pp. 101, 103-105. <https://www.usccr.gov/pubs/2018/11-15-Police-Force.pdf>.

<sup>212</sup> CBS News. (2019, Aug. 7). We asked 155 police departments about their racial bias training. Here's what they told us. <https://www.cbsnews.com/news/racial-bias-training-de-escalation-training-policing-in-america/>.

awareness allows officers to recognize their own human biases and how implicit biases can affect their perceptions of others and their behavior. This awareness improves policing and has a positive effect on the relationship between police and the community. Finally, implicit bias awareness training develops skills and tactics to reduce the influence of bias on police practice and allows officers to be safe, effective, and just police professionals.<sup>213</sup>

- Many entities, including the International Association of Police Chiefs and the National Training Institute on Race and Equality, offer implicit bias and cultural competency trainings designed for police departments.<sup>214</sup> You may consider also partnering with advocacy and community groups that can enhance these trainings by sharing the experience of the community.<sup>215</sup>
- Community-specific implicit bias and cultural competency training programs might focus on groups such as Black communities; Orthodox Jewish, Muslim, Arab, and South Asian communities; individuals with limited English proficiency; LGBTQIA+ individuals; individuals with disabilities; and individuals experiencing homelessness.<sup>216</sup>

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<sup>213</sup> The Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*, pp. 59-60. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf).

<sup>214</sup> See, e.g., Kirwan Institute for the Study of Race and Ethnicity. *Implicit Bias Module Series*. <http://kirwaninstitute.osu.edu/implicit-bias-training/>; International Association of Chiefs of Police. (2020). *Bias-Free Policing*. <https://www.theiacp.org/sites/default/files/2020-06/Bias-Free%20Policing%20January%202020.pdf>; The Perception Institute. *Services and Solutions*. <https://perception.org/services-and-solutions/>; Fair and Impartial Policing. *FIP Training Courses*. <https://fipolicing.com/fip-training-courses/>; The National Training Institute on Race and Equity. *Implicit Bias Training*. <https://www.ntire.training/book-a>.

<sup>215</sup> United States Department of Justice. (2015.) *Final Report of the President's Task Force on 21st Century Policing*, p. 58. [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf).

<sup>216</sup> Fair and Just Prosecution. (2020). *Blueprint for Police Accountability and Reform: A New Vision for Policing and the Justice System*, p. 11. <https://fairandjustprosecution.org/wp-content/uploads/2020/06/Policing-Roadmap-FINAL.pdf>; United States Department of Justice. (2015.) *Final Report of the President's Task Force on 21st Century Policing*, p. 58. [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf).

- Community-focused trainings can include instruction about the type of language or behavior that may be viewed as offensive by a given community and direct officers to avoid such conduct.
- Training programs focused on communities that have historically viewed police with distrust may benefit from the inclusion of training materials that provide officers with the appropriate historical perspective and context to understand how past policing practices may have contributed to these negative perceptions.
- You may also consider implementing basic training and in-service training requirements that establish a set period of time that officers must spend interacting with individuals and groups within their communities and engaging in meaningful, non-enforcement related conversations. As explained by Professor Seth Stoughton in the Harvard Law Review, this type of “non-enforcement contact” can build trust, reinforce officers’ commitment to community policing, and build communication skills that will be valuable throughout an officer’s career.<sup>217</sup>

***How can your training program help officers effectively and safely respond to individuals experiencing mental health crises or struggling with substance abuse?***

Responding to circumstances involving people who are under the influence of a substance and/or are experiencing a mental health crisis can be extremely difficult. Initially, this guidebook suggests that the collaborative consider whether and to what extent the police should respond to such calls. If the collaborative has determined that police should be a part of such response, it must recognize that responding officers need to make a series of difficult

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<sup>217</sup> Stoughton, S. (2015). Law Enforcement’s “Warrior” Problem. *Harvard Law Review*, 128(6), pp. 225-234. <https://harvardlawreview.org/2015/04/law-enforcements-warrior-problem/>

judgments and decisions about how to safely resolve such situations,<sup>218</sup> which too often turn violent. Indeed, the Treatment Advocacy Center has found that individuals with untreated mental health conditions are significantly more likely than members of the general population to be killed during interactions with police.<sup>219</sup> Appropriate training programs<sup>219</sup> can help prepare police officers to respond to these types of situations safely, effectively, and humanely. Police responding to situations involving a member of the public experiencing a mental health crisis should consider the following best practices:

- Police departments should consider making Crisis Intervention Team (CIT) training a standard component of their training program.<sup>220</sup> CIT has been shown to enhance officers' ability to recognize and respond to mental health emergencies, increase likelihood of jail diversion and treatment for individuals experiencing mental illness, reduce officer injury rates, and reduce police officer use of force in encounters with people experiencing mental health emergencies.<sup>221</sup>
- Police departments can also ensure that their training programs equip officers to recognize the signs of substance abuse and respond appropriately when interacting with individuals who may be impaired as a result of substance abuse.<sup>222</sup> This may include training and equipping officers with overdose-reversal drugs like Naloxone.<sup>223</sup>

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<sup>218</sup> International Association of Chiefs of Police. (2018). *Responding to Persons Experiencing a Mental Health Crisis*. <https://www.theiacp.org/resources/policy-center-resource/mental-illness>.

<sup>219</sup> Fuller, D.A., Lamb, H.R., Biasotti, M., & Snook, J. (2015). *Overlooked in the Undercounted: The Role of Mental Illness in Fatal Law Enforcement Encounters*. Treatment Advocacy Center, p. 12.

<https://www.treatmentadvocacycenter.org/storage/documents/overlooked-in-the-undercounted.pdf>.

<sup>220</sup> The Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*, p. 163. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf).

<sup>221</sup> United States Department of Justice. (2015.) *Final Report of the President's Task Force on 21st Century Policing*, p. 56. [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf); The Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*, p. 157. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf).

<sup>222</sup> United States Department of Justice. (2015.) *Final Report of the President's Task Force on 21st Century Policing*, p. 57. [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf).

<sup>223</sup> National Institute on Drug Abuse. (2020). *Opioid Overdose Reversal with Naloxone (Narcan, Evzio)*. <https://www.drugabuse.gov/drug-topics/opioids/opioid-overdose-reversal-naloxone-narcan-evzio>.

- Police departments should consider training dispatchers to recognize these types of crises, ask the rights questions, and dispatch the appropriately trained personnel to respond to the scene.<sup>224</sup>
- Law enforcement agencies should consider establishing a network of mental health and disability professionals to support and inform the work of officers trained in crisis response.<sup>225</sup>

***What practices and procedures can you put in place to measure the quality and efficacy of your police department's training programs?***

It is important to review periodically your police department's training programs to determine whether they remain up-to-date and whether they are yielding the desired results.<sup>226</sup>

- Agencies should consider establishing a periodic review, audit, and assessment of training programs to ensure that they are not teaching outdated practices and/or basing their trainings on outdated understandings of community needs.
- Your community should consider implementing a process through which training outcomes can be measured by assessing post-training officer performance.

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<sup>224</sup> The Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*, p. 163. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf).

<sup>225</sup> Civil Rights Coalition On Police Reform. (2014, Aug. 14). *A Unified Statement of Action to Promote Reform and Stop Abuse*. <https://lawyerscommittee.org/wp-content/uploads/2015/08/Civil-Rights-Coalition-on-Police-Reform-Resource-Packet.pdf>.

<sup>226</sup> The Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*, pp. 307-309. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf).

- The critical self-analysis approach used by law enforcement agencies to evaluate incidents involving use of force, searches and seizures, crisis response encounters, and other similar circumstances can also be used to inform the agency’s training goals and priorities. For example, agencies that have recently experienced high rates of use-of-force incidents may want to emphasize training courses focused on de-escalation.<sup>227</sup>
- Agencies should consider adopting a policy requiring the maintenance of complete, accurate, and up-to-date records of training curricula, materials, and attendance. This will help ensure that officers complete their ongoing training requirements, and will provide communities with an added opportunity to hold departments accountable for insufficient or outdated training.

### **3. Support Officer Wellness and Well-being**

Law enforcement is inherently a physically and emotionally dangerous career. Studies show that people working in law enforcement are at an elevated risk of physical and mental health issues when compared to the general population.<sup>228</sup>

Consider how your police department can include in its plan an effective and proactive approach to preparing officers to handle the stress of the occupation and to ongoing support for and promotion of officer wellness.

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<sup>227</sup> *Id.* at 301.

<sup>228</sup> *The Canadian Journal of Psychiatry*, “Mental Disorder Symptoms among Public Safety Personnel in Canada.”, Carleton, R. Nicholas, et al. vol. 63, no. 1, 2017, pp. 54–64., <https://journals.sagepub.com/doi/pdf/10.1177/0706743717723825>

***What steps can you take to promote wellness and well-being within your department?***

The members of your department may face different risks and stressors depending on their daily assignments. Well-being, self-care, counseling, and intervention programs are important resources that should be made available to officers starting at the training academy and then continuously thereafter.

In order to understand the issues affecting your officers, seek their input. Surveys, confidential meetings, and assistance programs all provide a means for leadership to understand the concerns of their individual officers.

Law enforcement leadership should consider how officer wellness is incorporated into your department. You should take steps to ensure that support for officer wellness and safety is integrated into all aspects of your department's work, and commitment to officer wellness and safety should be reflected in your policies, practices, attitudes, and behaviors. Department leadership should endeavor to lead by example, as rank and file personnel are likely to model the behavior and attitudes they see in their leaders.

Your department can engage professional organizations (such as Blue H.E.L.P., Valor for Blue, and Blue Wall Institute), that provide mental health and wellness training to police officers and first responders.<sup>229</sup>

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<sup>229</sup> Blue H.E.L.P., Training and Resources <https://bluehelp.org/resources/training-and-resources/>; Valor for Blue. <https://www.valorforblue.org/>; Blue Wall Institute. <https://www.bw-institute.com/>.

## ***Are there ways to address officer wellness and well-being through smarter scheduling?***

Your department should consider how to incorporate concern for wellness and wellbeing into everyday operations, including how shifts are arranged.

Research shows that shift lengths frequently are correlated with officer stress levels.<sup>230</sup> As such, managers may consider limiting maximum shift lengths along with overall limits on an officer's work hours by, for example, limiting back-to-back shifts and overtime that could be staffed by other officers.

Consider staffing patterns and whether tasks can be performed effectively by sworn or civilian staff.

## ***How can you effectively and proactively address the mental health challenges experienced by many police officers throughout their careers?***

Rates of death by suicide among law enforcement officers appear to be higher than those within the general U.S. population,<sup>231</sup> and deaths by suicide among officers may have outnumbered those caused by fatal line-of-duty incidents in recent years.<sup>232</sup> Your agency should consider providing training to

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<sup>230</sup> The Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*, p. 320. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf).

<sup>231</sup> Police Executive Research Forum. (2019). *An Occupational Risk: What Every Police Agency Should Do To Prevent Suicide Among Its Officers*, pp. 11-14. <https://www.policeforum.org/assets/PreventOfficerSuicide.pdf>; National Officer Safety Initiatives. (2020). *Preventing Suicide Among Law Enforcement Officers: An Issue Brief*, pp. 4-5.

<sup>232</sup> Police Executive Research Forum. (2019). *An Occupational Risk: What Every Policy Agency Should Do To Prevent Suicide Among Its Officers*, p.11. <https://www.policeforum.org/assets/PreventOfficerSuicide.pdf>.

recognize early warning signs of mental health problems and/or suicidal behavior. This could include specialized training for supervisors on how effectively to intervene with at-risk personnel.<sup>233</sup>

Officers often feel more comfortable speaking to fellow officers. As such, your agency should also consider creating internal peer support and mentoring programs that can aid officers in expressing their thoughts and concerns about the job with more seasoned officers that “have been where they are.”

Employee Assistance Programs (EAP) are another tool that can provide law enforcement personnel with confidential support in many areas of their personal and professional lives. For example, the New York State Police manages an EAP that can either provide direct assistance to individual employees at local agencies or assist an agency in establishing its own EAPs.

### ***How can you address the well-being of an officer after a traumatic event?***

Traumatic events are unavoidable for members of law enforcement. The aftermath of such events can deeply affect those involved and jeopardize their physical and mental well-being.

Following a crisis event, you should consider making sure the personnel involved have the option to access crisis counseling.

Supervisors and peers should monitor employees involved in potentially traumatic incidents for changes in their demeanor and behavior, prepared with

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<sup>233</sup> International Association of Chiefs of Police. (2014). *IACP National Symposium on Law Enforcement Officer Suicide and Mental Health: Breaking the Silence on Law Enforcement Suicides* p.18. [https://www.theiacp.org/sites/default/files/Officer\\_Suicide\\_Report.pdf](https://www.theiacp.org/sites/default/files/Officer_Suicide_Report.pdf).

formal and informal intervention systems to provide meaningful assistance to those officers in need.<sup>234</sup>

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<sup>234</sup> The Leadership Conference on Civil and Human Rights. (2019). *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*, p. 322. [https://civilrights.org/wp-content/uploads/Policing\\_Full\\_Report.pdf](https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf).



# Part 2: Developing Your Collaborative Plan

There are over 500 law enforcement agencies across the state. The New York State Police Reform and Reinvention Collaborative (the Collaborative) was designed to bring each community together with its local police agency to chart its individual course forward. Your most important task in this Collaborative is to ensure a healthy, productive engagement and fostering a relationship of mutual trust between the police and the community – including all segments of the community. In some localities, that relationship is already strong. In others, it is frayed or broken. Each community will have to approach this task in a way tailored to its unique experiences and needs, and will come to its own shared vision of the role of law enforcement.

The rest of this guidebook includes information and resources on the best ideas available on developing a modern police force, which will inform your community’s discussions and decision making.

While some localities have already started to develop a plan, this Part provides organizing principles that may be helpful in designing your process, along with a suggested 4-phase timeline for bringing stakeholders to the table, facilitating productive conversations, and successfully developing and ratifying a redesigned police force by April 1, 2021, as required by Executive Order No. 203 (reprinted as Appendix A).

## **Key Organizing Principles**

### **Bring Your Community to the Table**

The Governor's Executive Order specifically requires an inclusive, open and transparent process. The Executive Order identifies some of the key stakeholders who must be involved:

- Membership and leadership of the local police force;
- Members of the community, with emphasis on areas with high numbers of police and community interactions;
- Interested non-profit and faith-based community groups;
- The local office of the district attorney;
- The local public defender; and
- Local elected officials.

Beyond this group, you should ensure that participants bring to your process a broad range of the perspectives, experiences, knowledge and values of your community.

Specifically, you should consider engaging:

- Residents who have had interactions with the police;
- Residents who have been incarcerated;
- Any local police unions;
- Local education officials and educators;
- Local neighborhood, homeless, and housing advocates;
- LGBTQIA+ leaders and advocates;
- The Local Health Department and healthcare leaders and advocates;
- Mental health professionals;
- Business leaders;
- Transportation and transit officials; and
- Legal and academic experts.

## **Run an Open and Transparent Process**

In addition to incorporating a diverse group of community members, you should keep the public informed throughout the process. The Police Reform and Reinvention Collaborative was designed to enable all members of the community to participate in reimagining the role of law enforcement. Your process will not be successful if it simply restates the current functions, strategies and operations of the police department, without deep and probing consideration of the perspectives of those who seek reform.

The Collaborative emphasizes transparency. All draft plans must be posted for public comment before finalization. Further, the chief executive must certify that the community was engaged in this process and the local legislative body ratified the plan. Transparency is essential to ensure that the plan reflects a shared vision for the future of law enforcement. Transparency entails:

- Making planning and deliberation meetings public.
- Polling and surveying the public for their views on specific issues, if feasible.
- Providing periodic updates as the planning process moves forward.
- Engaging local media.
- Making all research materials public.
- Having a plan to incorporate public comment feedback in the final plan.

## Suggested Workplan



### Phase 1: Planning (August-September 2020)

**Create an operations plan:** Create a work plan for your process and identify staff to manage the information gathering and plan development. Many localities have already begun this process. If appropriate, hire any external consultants or facilitators. You can also develop a preliminary list of the critical issues that need to be addressed through the plan development process, based on the material provided in Part 1 of this guidebook.

**Coordinate with neighboring localities:** Consider whether aspects of this process can be done in conjunction with neighboring localities. In some areas a countywide process may be useful during parts of this process, bearing in mind that each locality will need to solicit meaningful input from its own community and develop an individual plan tailored to its own needs.

**Convene key stakeholders:** Identify local leaders who can work closely with you to facilitate conversations with key constituencies in the community.

**Assess where you are now:** Gather information on how your police department currently operates including data, policies, procedures, prior

complaint history, budget, contracts, equipment, etc. Share this information with the public. This self-assessment will help focus the conversation on what you and your community want to change.

## **Phase 2: Listening and Learning (September-October 2020)**

**Listening Sessions:** Conduct listening sessions with the public. You may want to organize these sessions thematically or focus on meeting with individual stakeholders separately.

**Engage Experts:** This guidebook provides you with a starting point. Engaging with the experts and resources referenced in this guide may help you consider difficult issues more fully. It may be efficient for neighboring jurisdictions to coordinate in finding research useful for the region.

**Request Comments and Information:** All localities will release their draft plans for public comment before completing this process. However, you may want to collect public feedback early in your plan development, especially from people unable to or uncomfortable with joining public meetings. Consider posting questions or prompts asking for written comments or suggestions.

### **Phase 3: Draft a Plan (November-December 2020)**

**Identify areas of focus:** After evaluating the current state of your law enforcement agency and getting feedback, identify what issues or areas are in need of change. Breaking down and organizing issues to be addressed allows decisions to be made in a more manageable way.

**Identify measurable goals:** In the areas identified as needing reform, identify what success will look like in the short- and long-term. Articulating measurable goals will help focus your policy development, allow you and all stakeholders to assess outcomes, and identify needed adjustments in the future.

**Draft a reform and reinvention plan:** Decide what format your final product will take. You may choose to solicit suggested language from stakeholders to help facilitate drafting and to see different stakeholders' positions in writing. Consider articulating not just the policy changes but your vision for what these changes will accomplish. Make sure to include how you will measure success.

**Keep the public engaged:** If the public has the opportunity to share proposals and hear deliberations, the public comment period will be more productive.

### **Phase 4: Public Comment and Ratification (January-March 2021)**

**Release your draft plan for public comment:** Executive Order No. 203 requires that these plans be posted for public comment. Consider diversifying the ways the public can share feedback, in writing and at events.

**Educate the public:** When releasing your draft, think about how you and other key stakeholders involved in the development can explain the proposals to the public. Consider holding events, engaging the media, or publishing an op-ed in the local newspaper.

**Revise the plan to Incorporate public comment:** Ensure the public comment is addressed in a meaningful way in your final plan. Consider how you will address those comments which are not adopted and those that highlight areas of tension and disagreement among members of the community or between community members and the police.

**Ratify the plan:** After public comment and finalization of a plan, the Executive Order requires that the local legislature adopt or ratify the proposal. Build in sufficient notice and time for this to occur before the April 1, 2021 deadline.

**Certify with New York State:** Submit your certification (included here in Appendix B) that your locality has met the requirements of Executive Order No. 203 to the Division of the Budget by April 1, 2021.

### **Going Forward**

After the plan is adopted, there will still be important work to do. You will need to implement the plan and communicate progress reports and metrics to the public. You will need continuously to monitor and respond to community concerns with the police. Public engagement should not end on April 1, 2021. The Collaborative is an important step in your continual process of building,

maintaining and strengthening the relationship between your police department and your community.

# Part 3: Appendices

Appendix A: Executive Order No. 203

Appendix B: Plan Certification Form

Appendix C: New York State Police Agencies

## APPENDIX A

No. 203

### E X E C U T I V E O R D E R

#### **NEW YORK STATE POLICE REFORM AND REINVENTION COLLABORATIVE**

**WHEREAS**, the Constitution of the State of New York obliges the Governor to take care that the laws of New York are faithfully executed; and

**WHEREAS**, I have solemnly sworn, pursuant to Article 13, Section 1 of the Constitution, to support the Constitution and faithfully discharge the duties of the Office of Governor; and

**WHEREAS**, beginning on May 25, 2020, following the police-involved death of George Floyd in Minnesota, protests have taken place daily throughout the nation and in communities across New York State in response to police-involved deaths and racially-biased law enforcement to demand change, action, and accountability; and

**WHEREAS**, there is a long and painful history in New York State of discrimination and mistreatment of black and African-American citizens dating back to the arrival of the first enslaved Africans in America; and

**WHEREAS**, this recent history includes a number of incidents involving the police that have resulted in the deaths of unarmed civilians, predominantly black and African-American men, that have undermined the public's confidence and trust in our system of law enforcement and criminal justice, and such condition is ongoing and urgently needs to be rectified; and

**WHEREAS**, these deaths in New York State include those of Anthony Baez, Amadou Diallo, Ousmane Zango, Sean Bell, Ramarley Graham, Patrick Dorismond, Akai Gurley, and Eric Garner, amongst others, and, in other states, include Oscar Grant,

Trayvon Martin, Michael Brown, Tamir Rice, Laquan McDonald, Walter Scott, Freddie Gray, Philando Castile, Antwon Rose Jr., Ahmaud Arbery, Breonna Taylor, and George Floyd, amongst others,

**WHEREAS**, these needless deaths have led me to sign into law the Say Their Name Agenda which reforms aspects of policing in New York State; and

**WHEREAS**, government has a responsibility to ensure that all of its citizens are treated equally, fairly, and justly before the law; and

**WHEREAS**, recent outpouring of protests and demonstrations which have been manifested in every area of the state have illustrated the depth and breadth of the concern; and

**WHEREAS**, black lives matter; and

**WHEREAS**, the foregoing compels me to conclude that urgent and immediate action is needed to eliminate racial inequities in policing, to modify and modernize policing strategies, policies, procedures, and practices, and to develop practices to better address the particular needs of communities of color to promote public safety, improve community engagement, and foster trust; and

**WHEREAS**, the Division of the Budget is empowered to determine the appropriate use of funds in furtherance of the state laws and New York State Constitution; and

**WHEREAS**, in coordination with the resources of the Division of Criminal Justice Services, the Division of the Budget can increase the effectiveness of the criminal justice system by ensuring that the local police agencies within the state have been actively engaged with stakeholders in the local community and have locally-approved plans for the strategies, policies and procedures of local police agencies; and

**NOW, THEREFORE**, I, Andrew M. Cuomo, Governor of the State of New York, by virtue of the authority vested in me by the Constitution and the Laws of the State of

New York, in particular Article IV, section one, I do hereby order and direct as follows:

The director of the Division of the Budget, in consultation with the Division of Criminal Justice Services, shall promulgate guidance to be sent to all local governments directing that:

Each local government entity which has a police agency operating with police officers as defined under 1.20 of the criminal procedure law must perform a comprehensive review of current police force deployments, strategies, policies, procedures, and practices, and develop a plan to improve such deployments, strategies, policies, procedures, and practices, for the purposes of addressing the particular needs of the communities served by such police agency and promote community engagement to foster trust, fairness, and legitimacy, and to address any racial bias and disproportionate policing of communities of color.

Each chief executive of such local government shall convene the head of the local police agency, and stakeholders in the community to develop such plan, which shall consider evidence-based policing strategies, including but not limited to, use of force policies, procedural justice; any studies addressing systemic racial bias or racial justice in policing; implicit bias awareness training; de-escalation training and practices; law enforcement assisted diversion programs; restorative justice practices; community-based outreach and conflict resolution; problem-oriented policing; hot spots policing; focused deterrence; crime prevention through environmental design; violence prevention and reduction interventions; model policies and guidelines promulgated by the New York State Municipal Police Training Council; and standards promulgated by the New York State Law Enforcement Accreditation Program.

The political subdivision, in coordination with its police agency, must consult with stakeholders, including but not limited to membership and leadership of the local police force; members of the community, with emphasis in areas with high numbers of police and community interactions; interested non-profit and faith-based community groups; the local office of the district attorney; the local public defender; and local elected

officials, and create a plan to adopt and implement the recommendations resulting from its review and consultation, including any modifications, modernizations, and innovations to its policing deployments, strategies, policies, procedures, and practices, tailored to the specific needs of the community and general promotion of improved police agency and community relationships based on trust, fairness, accountability, and transparency, and which seek to reduce any racial disparities in policing.

Such plan shall be offered for public comment to all citizens in the locality, and after consideration of such comments, shall be presented to the local legislative body in such political subdivision, which shall ratify or adopt such plan by local law or resolution, as appropriate, no later than April 1, 2021; and

Such local government shall transmit a certification to the Director of the Division of the Budget to affirm that such process has been complied with and such local law or resolution has been adopted; and

The Director of the Division of the Budget shall be authorized to condition receipt of future appropriated state or federal funds upon filing of such certification for which such local government would otherwise be eligible; and

The Director is authorized to seek the support and assistance of any state agency in order to effectuate these purposes.

G I V E N under my hand and the Privy Seal of the State in the City of Albany this twelfth day of June in the year two thousand twenty.

BY THE GOVERNOR

Secretary to the Governor

## APPENDIX B

### NEW YORK STATE POLICE REFORM AND REINVENTION COLLABORATIVE PLAN CERTIFICATION FORM

**Instructions: The Chief Executive of each local government must complete and submit this certification and a copy of their Plan to the Director of the New York State Division of the Budget on or before April 1, 2021 at [EO203Certification@budget.ny.gov](mailto:EO203Certification@budget.ny.gov).**

I, \_\_\_\_\_, as the Chief Executive of \_\_\_\_\_  
(the “Local Government”), hereby certify the following pursuant to Executive Order No. 203 issued by Governor Andrew M. Cuomo on June 12, 2020:

- The Local Government has performed a comprehensive review of current police force deployments, strategies, policies, procedures, and practices;
- The Local Government has developed a plan, attached hereto, to improve such deployments, strategies, policies, procedures, and practices (the “Plan”);
- The Local Government has consulted with stakeholders (including but not limited to: membership and leadership of the local police force; members of the community, with emphasis in areas with high numbers of police and community interactions; interested non-profit and faith-based community groups; the local office of the district attorney; the local public defender; and local elected officials) regarding the Plan;
- The Local Government has offered the Plan in draft form for public comment to all citizens in the locality and, prior to adoption of the Plan by the local legislative body, has considered the comments submitted; and
- The legislative body of the Local Government has ratified or adopted the Plan by local law or resolution.

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**Name**

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**Signature**

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**Title**

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**Date**

## APPENDIX C

### New York State Police Agencies

County	Agency
Albany	Albany City Police Department
	Albany County Sheriff's Office
	Altamont Village Police Department
	Bethlehem Town Police Department
	Coeymans Town Police Department
	Cohoes City Police Department
	Colonie Town Police Department
	Green Island Village Police Department
	Guilderland Town Police Department
	Menands Village Police Department
	Watervliet City Police Department
Allegany	Alfred Village Police Department
	Allegany County Sheriff's Office
	Andover Village Police Department
	Angelica Village Police Department
	Belmont Village Police Department
	Bolivar Village Police Department
	Cuba Town Police Department
	Friendship Town Police Department
	Independence Town Police Department
	Wellsville Village Police Department
	Willing Town Police Department
Broome	Binghamton City Police Department
	Broome County Sheriff's Office
	Deposit Village Police Department
	Endicott Village Police Department
	Johnson City Village Police Department
	Port Dickinson Village Police Department
	Vestal Town Police Department
Cattaraugus	Allegany Village Police Department
	Cattaraugus County Sheriff's Office
	Cattaraugus Village Police Department
	Ellicottville Town Police Department
	Franklinville Village Police Department
	Olean City Police Department
	Portville Village Police Department
Cayuga	Salamanca City Police Department
	Auburn City Police Department

Chautauqua	Cayuga County Sheriff's Office
	Moravia Village Police Department
	Port Byron Village Police Department
	Weedsport Village Police Department
	Carroll Town Police Department
	Chautauqua County Sheriff's Office
	Dunkirk City Police Department
	Ellicott Town Police Department
	Fredonia Village Police Department
	Jamestown City Police Department
	Lakewood Busti Police Department
	Westfield Village Police Department
Chemung	Chemung County Sheriff's Office
	Elmira City Police Department
	Elmira Heights Village Police Department
	Elmira Town Traffic District # 1
Chenango	Horseheads Village Police Department
	Afton Village Police Department
	Bainbridge Village Police Department
	Chenango County Sheriff's Office
	Greene Village Police Department
	New Berlin Town Police Department
	Norwich City Police Department
	Oxford Village Police Department
Clinton	Sherburne Village Police Department
	Clinton County Sheriff's Office
Columbia	Plattsburgh City Police Department
	Chatham Village Police Department
	Columbia County Sheriff's Office
	Germantown Town Police Department
	Greenport Town Police Department
	Hudson City Police Department
	Philmont Village Police Department
	Stockport Town Police Department
Cortland	Cortland City Police Department
	Cortland County Sheriff's Office
Delaware	Homer Village Police Department
	Colchester Town Police Department
	Delaware County Sheriff's Office
	Delhi Village Police Department
	Hancock Village Police Department
Dutchess	Sidney Village Police Department
	Walton Village Police Department
	Beacon City Police Department
	Dutchess County Sheriff's Office

	East Fishkill Town Police Department
	Fishkill Town Police Department
	Fishkill Village Police Department
	Hyde Park Town Police Department
	Millbrook Village Police Department
	Millerton Village Police Department
	Pine Plains Town Police Department
	Poughkeepsie City Police Department
	Poughkeepsie Town Police Department
	Red Hook Village Police Department
Erie	Rhinebeck Village Police Department
	Wappingers Falls Village Police Department
	Akron Village Police Department
	Amherst Town Police Department
	Blasdell Village Police Department
	Brant Town Police Department
	Buffalo City Police Department
	Cheektowaga Town Police Department
	Depew Village Police Department
	East Aurora/Aurora Town Police Department
	Eden Town Police Department
	Erie County Sheriff's Office
	Evans Town Police Department
	Gowanda Village Police Department
	Grand Island Town Police Department
	Hamburg Town Police Department
	Hamburg Village Police Department
	Kenmore Village Police Department
	Lackawanna City Police Department
	Lancaster Town Police Department
	North Collins Village Police Department
	Orchard Park Town Police Department
	Springville Village Police Department
	Tonawanda City Police Department
	Tonawanda Town Police Department
Essex	West Seneca Town Police Department
	Essex County Sheriff's Office
	Lake Placid Village Police Department
	Moriah Town Police Department
Franklin	Ticonderoga Town Police Department
	Franklin County Sheriff's Office
	Malone Village Police Department
	Saranac Lake Village Police Department
Fulton	Tupper Lake Village Police Department
	Broadalbin Village Police Department

	Fulton County Sheriff's Office
	Gloversville City Police Department
	Johnstown City Police Department
	Northville Village Police Department
Genesee	Batavia City Police Department
	Corfu Village Police Department
	Genesee County Sheriff's Office
	LeRoy Village Police Department
Greene	Athens Village Police Department
	Cairo Town Police Department
	Catskill Village Police Department
	Coxsackie Village Police Department
	Durham Town Police Department
	Greene County Sheriff's Office
	Hunter Town Police Department
	Windham Town Police Department
Hamilton	Hamilton County Sheriff's Office
	Inlet Town Police Department
Herkimer	Dolgeville Village Police Department
	Frankfort Town Police Department
	Frankfort Village Police Department
	Herkimer County Sheriff's Office
	Herkimer Village Police Department
	Ilion Village Police Department
	Little Falls City Police Department
	Mohawk Village Police Department
	Webb Town Police Department
Jefferson	Adams Village Police Department
	Alexandria Bay Village Police Department
	Antwerp Village Police Department
	Black River Village Police Department
	Brownville Village Police Department
	Cape Vincent Village Police Department
	Carthage Village Police Department
	Clayton Village Police Department
	Dexter Village Police Department
	Glen Park Village Police Department
	Jefferson County Sheriff's Office
	Philadelphia Village Police Department
	Sackets Harbor Village Police Department
	Theresa Village Police Department
	Watertown City Police Department
	West Carthage Village Police Department
Lewis	Lewis County Sheriff's Office
	Lowville Village Police Department

Livingston	Avon Village Police Department
	Caledonia Village Police Department
	Dansville Village Police Department
	Geneseo Village Police Department
	Livingston County Sheriff's Office
	Mount Morris Village Police Department
	Nunda Town & Village Police Department
Madison	Canastota Village Police Department
	Cazenovia Village Police Department
	Chittenango Village Police Department
	Hamilton Village Police Department
	Madison County Sheriff's Office
Monroe	Oneida City Police Department
	Brighton Town Police Department
	Brockport Village Police Department
	East Rochester Village Police Department
	Fairport Village Police Department
	Gates Town Police Department
	Greece Town Police Department
	Irondequoit Town Police Department
	Monroe County Sheriff's Office
	Ogden Town Police Department
	Rochester City Police Department
Webster Town Police Department	
Montgomery	Amsterdam City Police Department
	Canajoharie Village Police Department
	Fort Plain Village Police Department
	Montgomery County Sheriff's Office
Nassau	St. Johnsville Village Police Department
	Centre Island Village Police Department
	Floral Park Village Police Department
	Freeport Village Police Department
	Garden City Village Police Department
	Glen Cove City Police Department
	Great Neck Estates Village Police Department
	Hempstead Village Police Department
	Kensington Village Police Department
	Kings Point Village Police Department
	Lake Success Village Police Department
	Long Beach City Police Department
	Lynbrook Village Police Department
	Malverne Village Police Department
Muttontown Village Police Department	
Nassau County Police Department	
Nassau County Sheriff's Office	

	Old Brookville Village Police Department
	Old Westbury Village Police Department
	Oyster Bay Cove Village Police Department
	Port Washington Police District
	Rockville Centre Police Department
	Sands Point Village Police Department
New York City	New York City Police Department
	New York City Sheriff's Office
Niagara	Barker Village Police Department
	Lewiston Town Police Department
	Lockport City Police Department
	Middleport Village Police Department
	Niagara County Sheriff's Office
	Niagara Falls City Police Department
	Niagara Town Police Department
	North Tonawanda City Police Department
	Somerset Town Police Department
	Youngstown Village Police Department
Oneida	Boonville Village Police Department
	Camden Village Police Department
	Kirkland Town Police Department
	New Hartford Town Police Department
	New York Mills Village Police Department
	Oneida County Sheriff's Office
	Oriskany Village Police Department
	Rome City Police Department
	Sherrill City Police Department
	Utica City Police Department
	Vernon Village Police Department
	Whitesboro Village Police Department
	Whitestown Town Police Department
	Yorkville Village Police Department
Onondaga	Baldwinsville Village Police Department
	Camillus Town & Village Police Department
	Cicero Town Police Department
	DeWitt Town Police Department
	Geddes Town Police Department
	Jordan Village Police Department
	Liverpool Village Police Department
	Manlius Town Police Department
	Marcellus Village Police Department
	North Syracuse Village Police Department
	Onondaga County Sheriff's Office
	Skaneateles Village Police Department
	Solvay Village Police Department

	Syracuse City Police Department
Ontario	Canandaigua City Police Department
	Clifton Springs Village Police Department
	Geneva City Police Department
	Manchester Village Police Department
	Ontario County Sheriff's Office
	Phelps Village Police Department
Orange	Shortsville Village Police Department
	Blooming Grove Town Police Department
	Chester Town Police Department
	Chester Village Police Department
	Cornwall Town Police Department
	Cornwall on Hudson Village Police Department
	Crawford Town Police Department
	Deerpark Town Police Department
	Florida Village Police Department
	Goshen Town Police Department
	Goshen Village Police Department
	Greenwood Lake Village Police Department
	Harriman Village Police Department
	Highland Falls Village Police Department
	Highlands Town Police Department
	Maybrook Village Police Department
	Middletown City Police Department
	Monroe Village Police Department
	Montgomery Town Police Department
	Montgomery Village Police Department
	Mount Hope Town Police Department
	New Windsor Town Police Department
	Newburgh City Police Department
	Newburgh Town Police Department
	Orange County Sheriff's Office
	Port Jervis City Police Department
	Tuxedo Park Village Police Department
	Tuxedo Town Police Department
	Walden Village Police Department
	Wallkill Town Police Department
	Warwick Town Police Department
	Washingtonville Village Police Department
	Woodbury Town Police Department
Orleans	Albion Village Police Department
	Holley Village Police Department
	Lyndonville Village Police Department
	Medina Village Police Department
	Orleans County Sheriff's Office

Oswego	Central Square Village Police Department
	Fulton City Police Department
	Oswego City Police Department
	Oswego County Sheriff's Office
	Phoenix Village Police Department
	Pulaski Village Police Department
Otsego	Cooperstown Village Police Department
	Oneonta City Police Department
	Otsego County Sheriff's Office
Putnam	Brewster Village Police Department
	Carmel Town Police Department
	Cold Spring Village Police Department
	Kent Town Police Department
	Putnam County Sheriff's Office
Rensselaer	East Greenbush Town Police Department
	Hoosick Falls Village Police Department
	Nassau Village Police Department
	North Greenbush Town Police Department
	Rensselaer City Police Department
	Rensselaer County Sheriff's Office
	Schodack Town Police Department
	Troy City Police Department
Rockland	Clarkstown Town Police Department
	Haverstraw Town Police Department
	Orangetown Town Police Department
	Piermont Village Police Department
	Ramapo Town Police Department
	Rockland County Sheriff's Office
	South Nyack-Grand View Village Police Department
	Spring Valley Village Police Department
	Stony Point Town Police Department
	Suffern Village Police Department
Saratoga	Ballston Spa Village Police Department
	Galway Village Police Department
	Mechanicville City Police Department
	Saratoga County Sheriff's Office
	Saratoga Springs City Police Department
	South Glens Falls Village Police Department
	Stillwater Town Police Department
	Waterford Town & Village Police Department
Schenectady	Glenville Town Police Department
	Niskayuna Town Police Department
	Rotterdam Town Police Department
	Schenectady City Police Department

	Schenectady County Sheriff's Office
	Scotia Village Police Department
Schoharie	Cobleskill Village Police Department
	Schoharie County Sheriff's Office
Schoharie	Schoharie Village Police Department
Schuyler	Schuyler County Sheriff's Office
	Watkins Glen Village Police Department
Seneca	Interlaken Village Police Department
	Seneca County Sheriff's Office
	Seneca Falls Town Police Department
	Waterloo Village Police Department
St. Lawrence	Canton Village Police Department
	Gouverneur Village Police Department
	Massena Village Police Department
	Norfolk Town Police Department
	Norwood Village Police Department
	Ogdensburg City Police Department
	Potsdam Village Police Department
	St. Lawrence County Sheriff's Office
Steuben	Addison Village Police Department
	Bath Village Police Department
	Canisteo Village Police Department
	Cohocton Town Police Department
	Corning City Police Department
	Hammondsport Village Police Department
	Hornell City Police Department
	North Hornell Village Police Department
	Painted Post Village Police Department
	Steuben County Sheriff's Office
	Wayland Village Police Department
Suffolk	Amityville Village Police Department
	Asharoken Village Police Department
	East Hampton Town Police Department
	East Hampton Village Police Department
	Head of the Harbor Village Police Department
	Huntington Bay Village Police Department
	Lloyd Harbor Village Police Department
	Nissequogue Village Police Department
	Northport Village Police Department
	Ocean Beach Village Police Department
	Quogue Village Police Department
	Riverhead Town Police Department
	Sag Harbor Village Police Department
	Shelter Island Town Police Department
	Southampton Town Police Department

	Southampton Village Police Department
	Southold Town Police Department
	Suffolk County Police Department
	Suffolk County Sheriff's Office
Sullivan	Westhampton Beach Village Police Department
	Fallsburg Town Police Department
	Liberty Village Police Department
	Monticello Village Police Department
	Sullivan County Sheriff's Office
Tioga	Woodridge Village Police Department
	Candor Village Police Department
	Owego Village Police Department
	Spencer Village Police Department
	Tioga County Sheriff's Office
Tompkins	Waverly Village Police Department
	Cayuga Heights Village Police Department
	Dryden Village Police Department
	Groton Village Police Department
	Ithaca City Police Department
	Tompkins County Sheriff's Office
Ulster	Trumansburg Village Police Department
	Ellenville Village Police Department
	Kingston City Police Department
	Lloyd Town Police Department
	Marlborough Town Police Department
	New Paltz Town & Village Police Department
	Olive Town Police Department
	Plattekill Town Police Department
	Rosendale Town Police Department
	Saugerties Town Police Department
	Shandaken Town Police Department
	Shawangunk Town Police Department
	Ulster County Sheriff's Office
	Ulster Town Police Department
Warren	Woodstock Town Police Department
	Bolton Town Police Department
	Glens Falls City Police Department
	Warren County Sheriff's Office
Washington	Warrensburg Town Police Department
	Cambridge Village Police Department
	Fort Edward Village Police Department
	Granville Village Police Department
	Greenwich Village Police Department
	Hudson Falls Village Police Department
	Washington County Sheriff's Office

Wayne	Whitehall Village Police Department
	Clyde Village Police Department
	Macedon Town Police Department
	Newark Village Police Department
	Palmyra Village Police Department
	Sodus Village Police Department
	Wayne County Sheriff's Office
Westchester	Wolcott Village Police Department
	Ardsley Village Police Department
	Bedford Town Police Department
	Briarcliff Manor Village Police Department
	Bronxville Village Police Department
	Buchanan Village Police Department
	Croton on Hudson Village Police Department
	Dobbs Ferry Village Police Department
	Eastchester Town Police Department
	Elmsford Village Police Department
	Greenburgh Town Police Department
	Harrison Town Police Department
	Hastings-on-Hudson Village Police Department
	Irvington Village Police Department
	Larchmont Village Police Department
	Lewisboro Town Police Department
	Mamaroneck Town Police Department
	Mamaroneck Village Police Department
	Mount Pleasant Town Police Department
	Mount Vernon City Police Department
	New Castle Town Police Department
	New Rochelle City Police Department
	North Castle Town Police Department
	North Salem Town Police Department
	Ossining Village Police Department
	Peekskill City Police Department
	Pelham Manor Village Police Department
	Pelham Village Police Department
	Pleasantville Village Police Department
	Port Chester Village Police Department
Pound Ridge Town Police Department	
Rye Brook Village Police Department	
Rye City Police Department	
Scarsdale Village Police Department	
Sleepy Hollow Village Police Department	
Somers Town Police Department	
Tarrytown Village Police Department	
Tuckahoe Village Police Department	

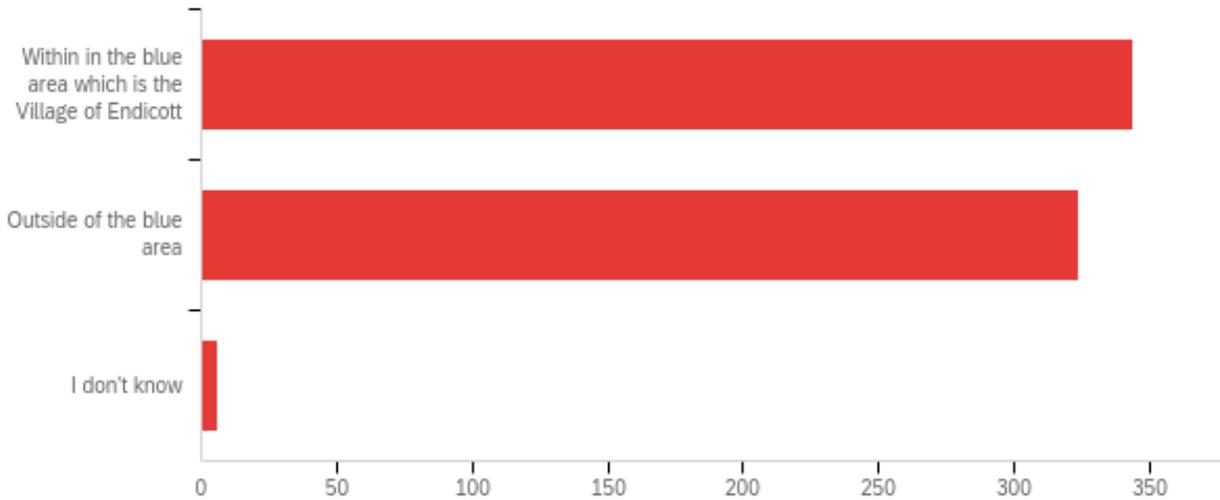
	Westchester County Department of Public Safety
	White Plains Department of Public Safety
	Yonkers City Police Department
	Yorktown Town Police Department
Wyoming	Arcade Village Police Department
	Attica Village Police Department
	Perry Village Police Department
	Warsaw Village Police Department
	Wyoming County Sheriff's Office
Yates	Penn Yan Village Police Department
	Yates County Sheriff's Office



# EPD Final Report

*The Village of Endicott Community Policing Survey*

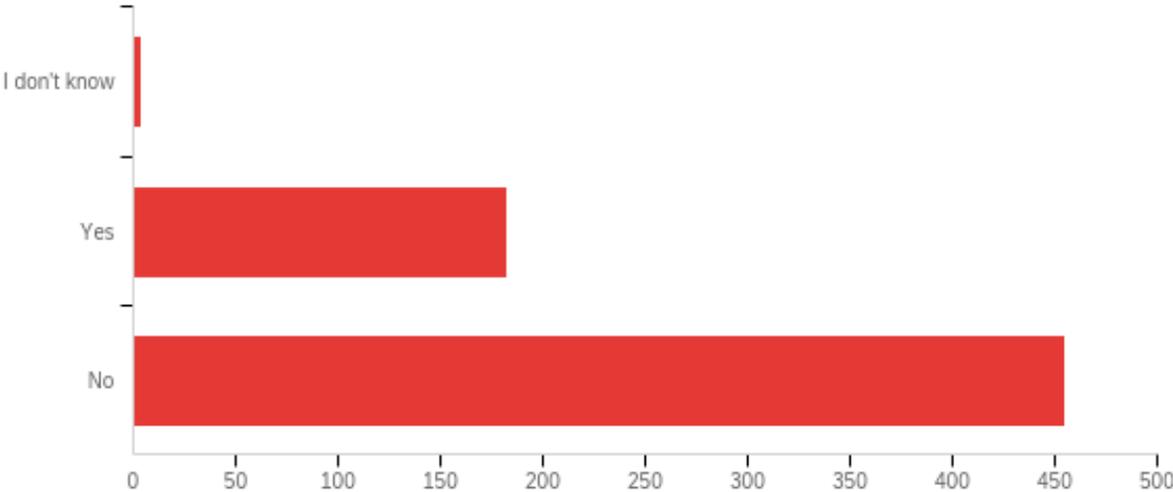
**Q1 - Look at the map shown above. Based on the map above, note where you live:**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Look at the map shown above. Based on the map above, note where you live:	0.00	2.00	1.47	0.52	0.27	674

#	Answer	%	Count
0	I don't know	0.89%	6
1	Within in the blue area which is the Village of Endicott	51.04%	344
2	Outside of the blue area	48.07%	324
	Total	100%	674

## Q2 - Do you work in the Village of Endicott?

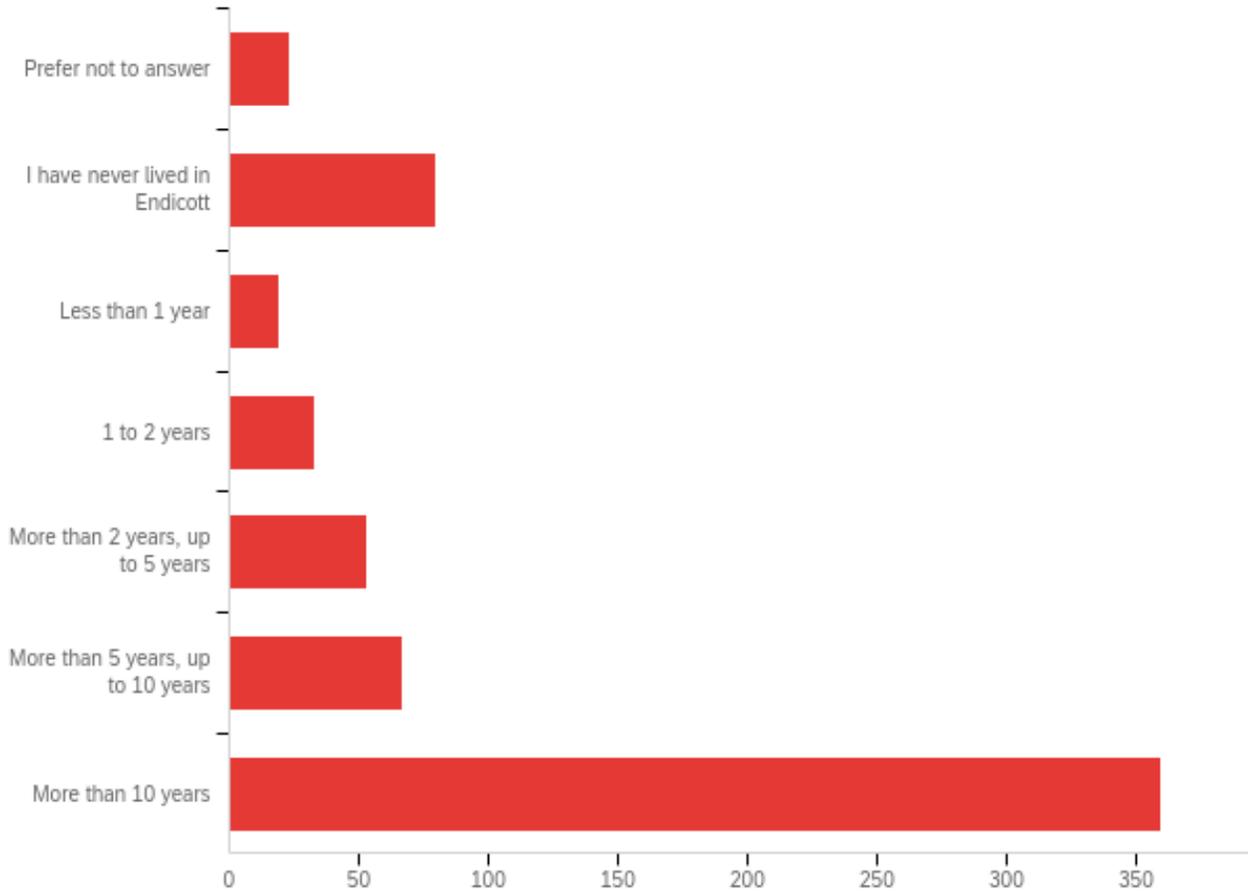


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Do you work in the Village of Endicott?	0.00	2.00	1.70	0.47	0.22	641

#	Answer	%	Count
0	I don't know	0.62%	4
1	Yes	28.39%	182
2	No	70.98%	455
	Total	100%	641

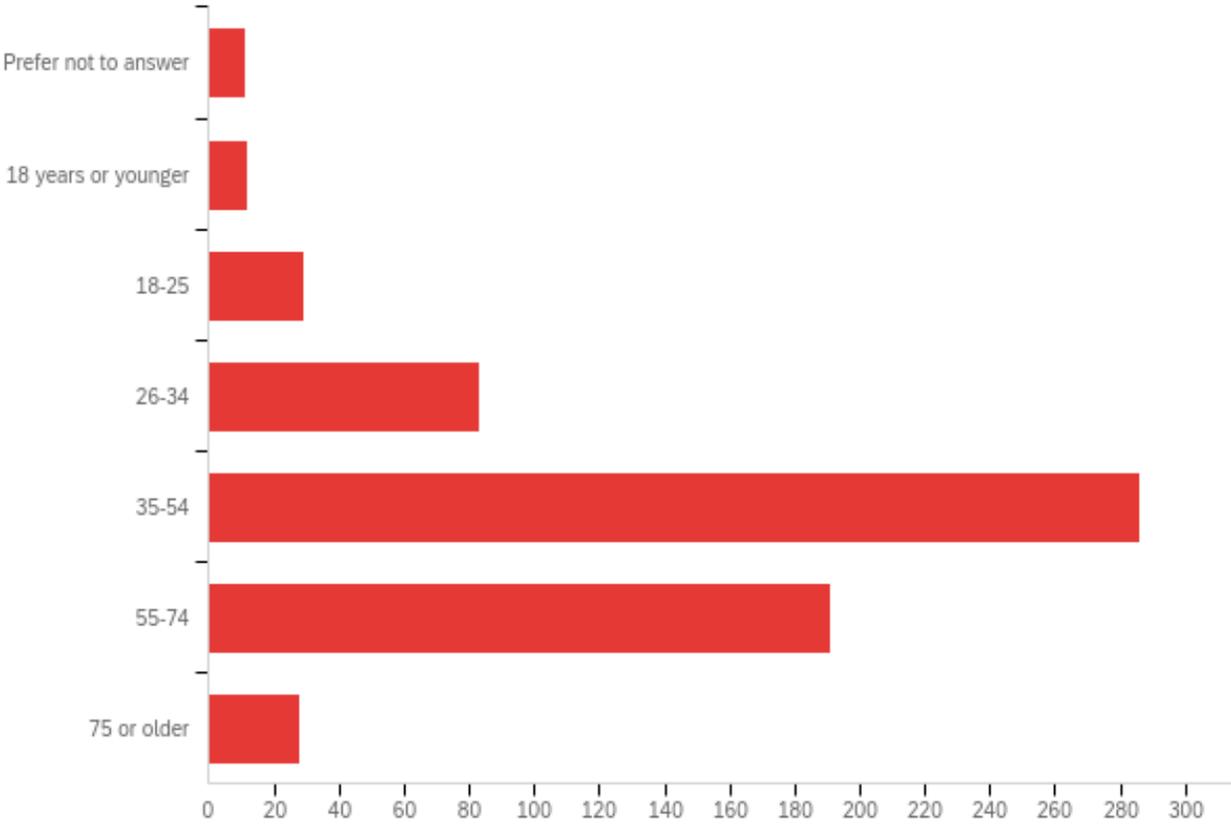
### Q3 - How long have you lived or worked in the Village of Endicott?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How long have you lived or worked in the Village of Endicott?	0.00	6.00	4.60	1.97	3.89	635



#	Answer	%	Count
0	Prefer not to answer	3.62%	23
1	I have never lived in Endicott	12.60%	80
2	Less than 1 year	2.99%	19
3	1 to 2 years	5.20%	33
4	More than 2 years, up to 5 years	8.35%	53
5	More than 5 years, up to 10 years	10.55%	67
6	More than 10 years	56.69%	360
	Total	100%	635

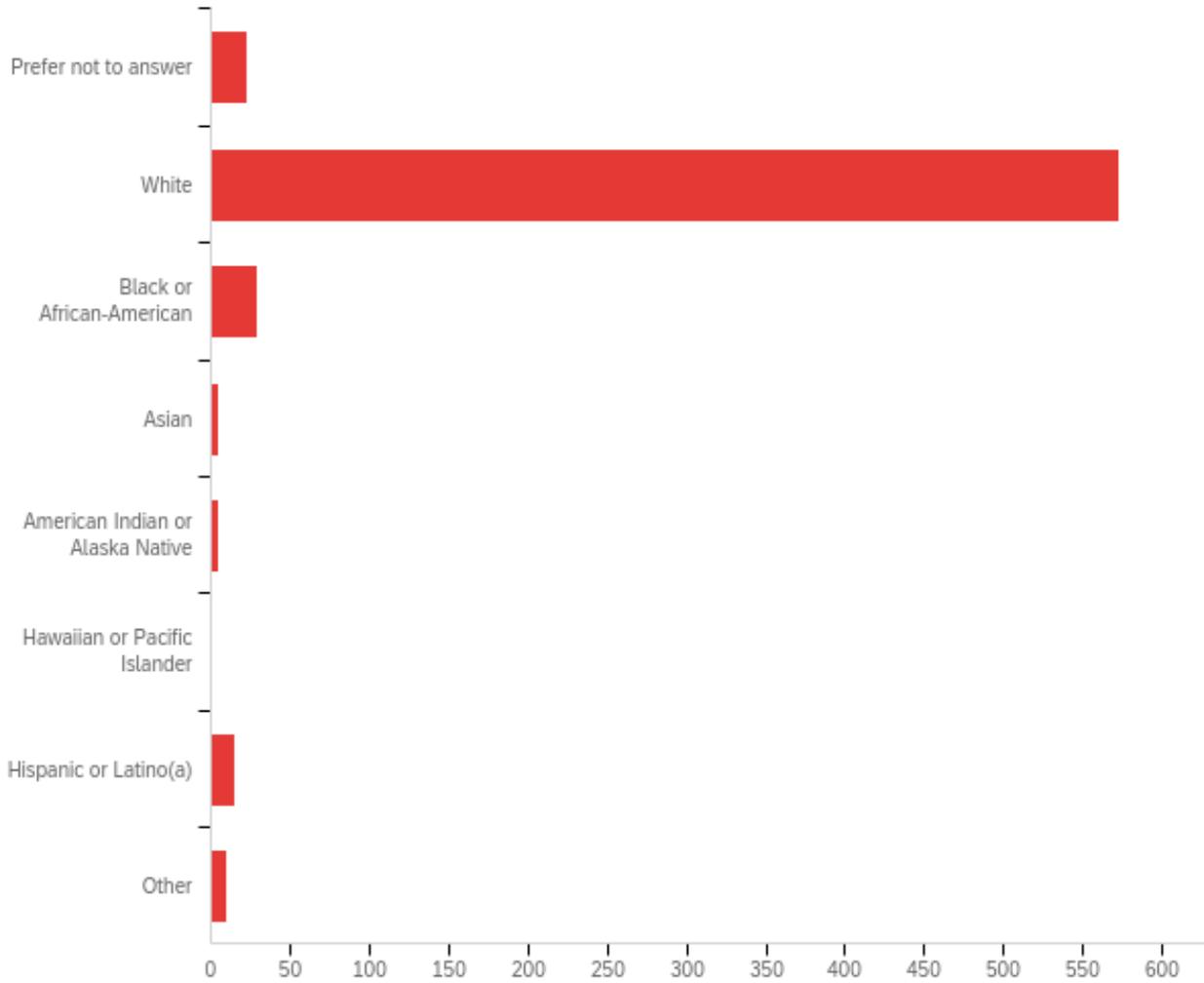
# Q51 - How old are you?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How old are you?	0.00	6.00	4.04	1.11	1.23	640

#	Answer	%	Count
0	Prefer not to answer	1.72%	11
1	18 years or younger	1.88%	12
2	18-25	4.53%	29
3	26-34	12.97%	83
4	35-54	44.69%	286
5	55-74	29.84%	191
6	75 or older	4.38%	28
	Total	100%	640

**Q4 - What is your race/ethnicity (choose any that apply)?**



#	Answer	%	Count
0	Prefer not to answer	3.33%	22
1	White	86.82%	573
2	Black or African-American	4.39%	29
3	Asian	0.76%	5
4	American Indian or Alaska Native	0.76%	5
5	Hawaiian or Pacific Islander	0.15%	1
6	Hispanic or Latino(a)	2.27%	15
7	Other	1.52%	10
	Total	100%	660

## Q4\_7\_TEXT - Other

Other - Text

---

Sicilian, European

---

Scots-Irish

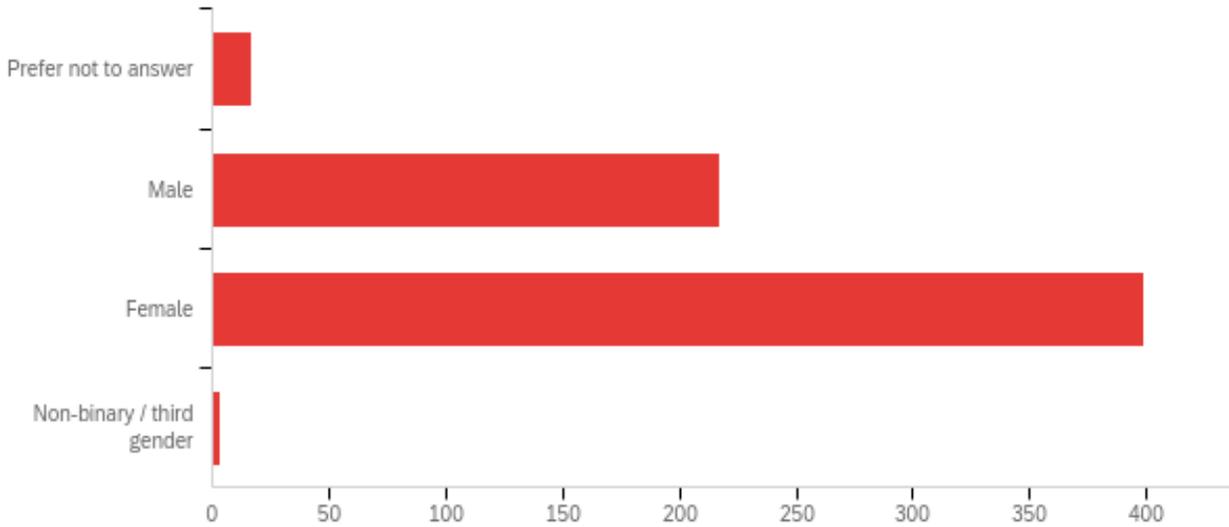
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Italian american

---

american looking

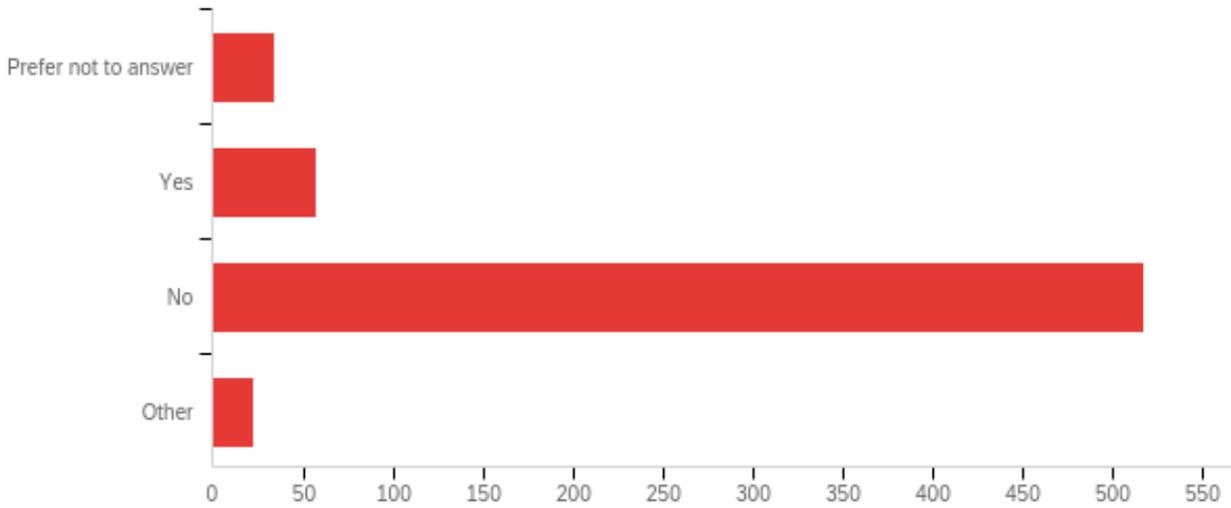
## Q49 - I identify as



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I identify as	0.00	3.00	1.61	0.55	0.30	636

#	Answer	%	Count
0	Prefer not to answer	2.67%	17
1	Male	34.12%	217
2	Female	62.74%	399
3	Non-binary / third gender	0.47%	3
	Total	100%	636

**Q5 - I identify as a member of one of the following communities: Immigrant Religious minority LGBTQ+**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I identify as a member of one of the following communities: Immigrant Religious minority LGBTQ+ - Selected Choice	0.00	3.00	1.84	0.56	0.32	631

#	Answer	%	Count
0	Prefer not to answer	5.39%	34
1	Yes	9.03%	57
2	No	81.93%	517
3	Other	3.65%	23
	Total	100%	631

**Q5\_4\_TEXT - Other**

Other - Text

Recovery

lesbian

do not understand this question

American

Episcopalian

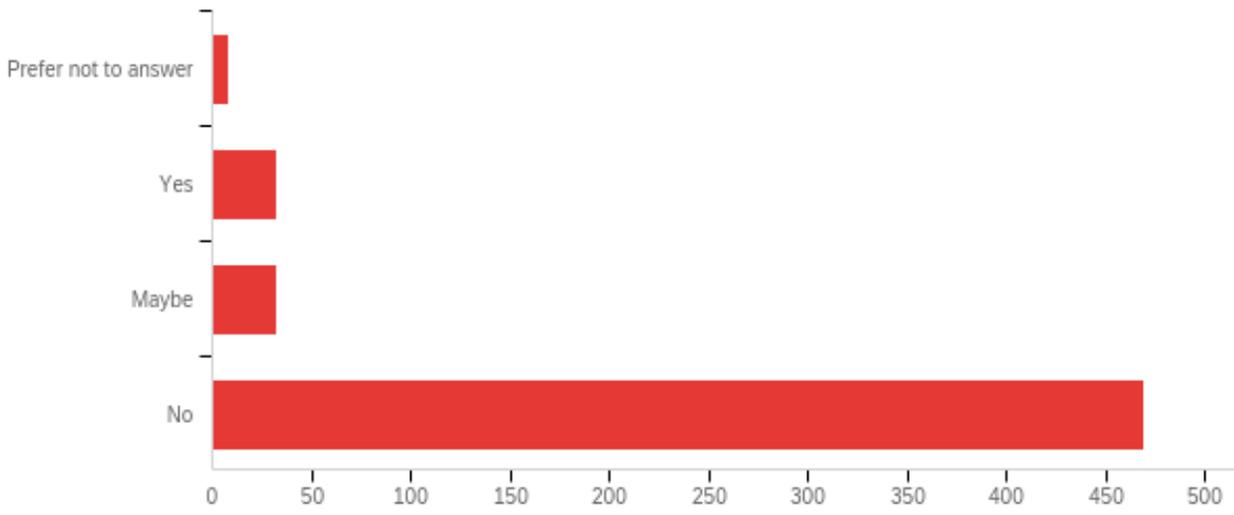
Landlord

atheist

individual

Baptist

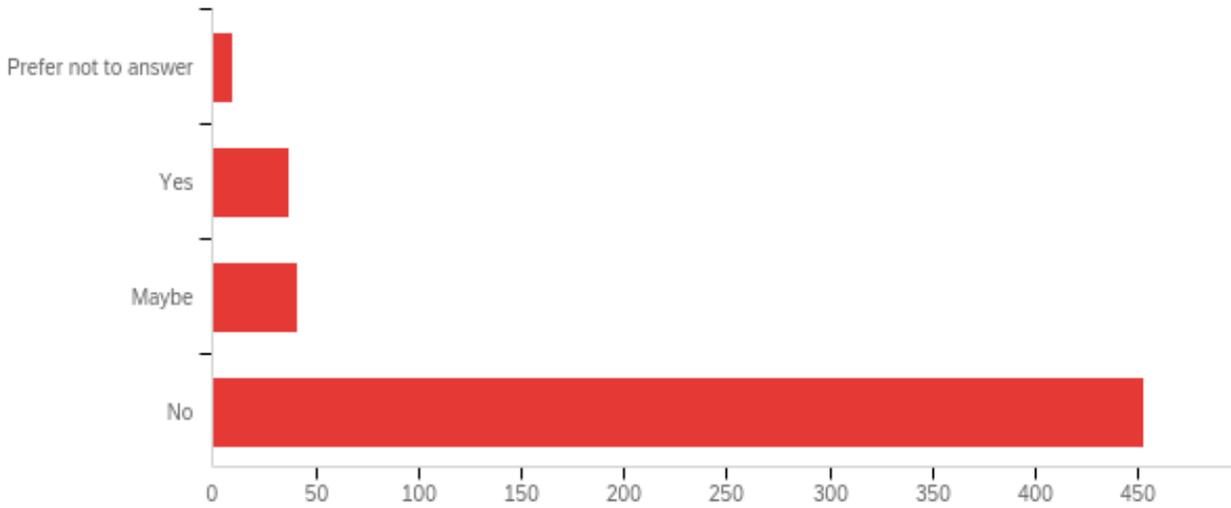
**Q46 - In the Village of Endicott community as a whole, do you feel that you are sometimes treated poorly because of your sex, age, race, ethnicity or underrepresented status?**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	In the Village of Endicott community as a whole, do you feel that you are sometimes treated poorly because of your sex, age, race, ethnicity or underrepresented status?	0.00	3.00	2.78	0.62	0.38	541

#	Answer	%	Count
0	Prefer not to answer	1.48%	8
1	Yes	5.91%	32
2	Maybe	5.91%	32
3	No	86.69%	469
	Total	100%	541

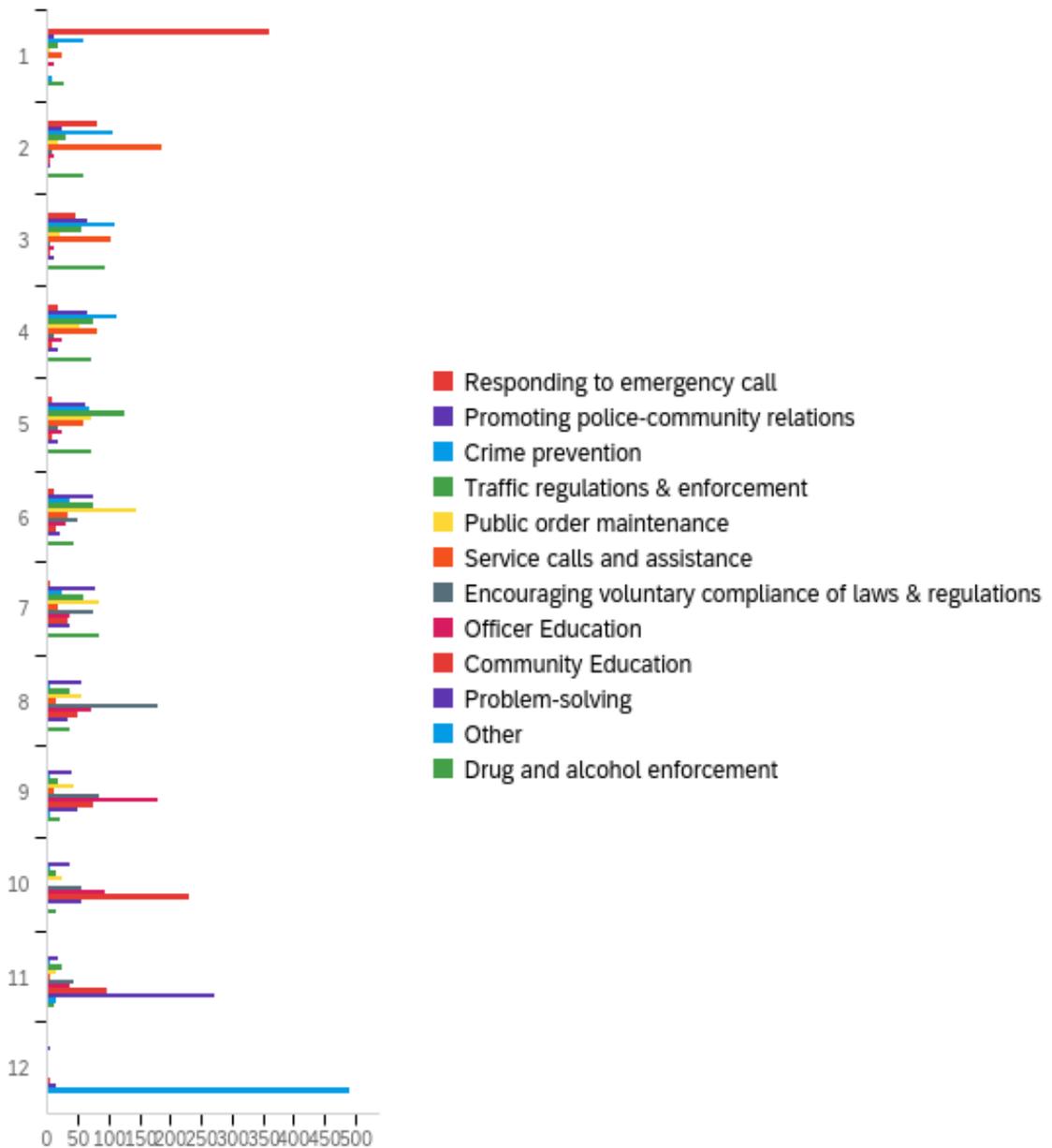
**Q47 - Do you feel that you are more likely to be treated poorly by Endicott Police because of your sex, age, race, ethnicity or underrepresented status?**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Do you feel that you are more likely to be treated poorly by Endicott Police because of your sex, age, race, ethnicity or underrepresented status?	0.00	3.00	2.73	0.67	0.44	541

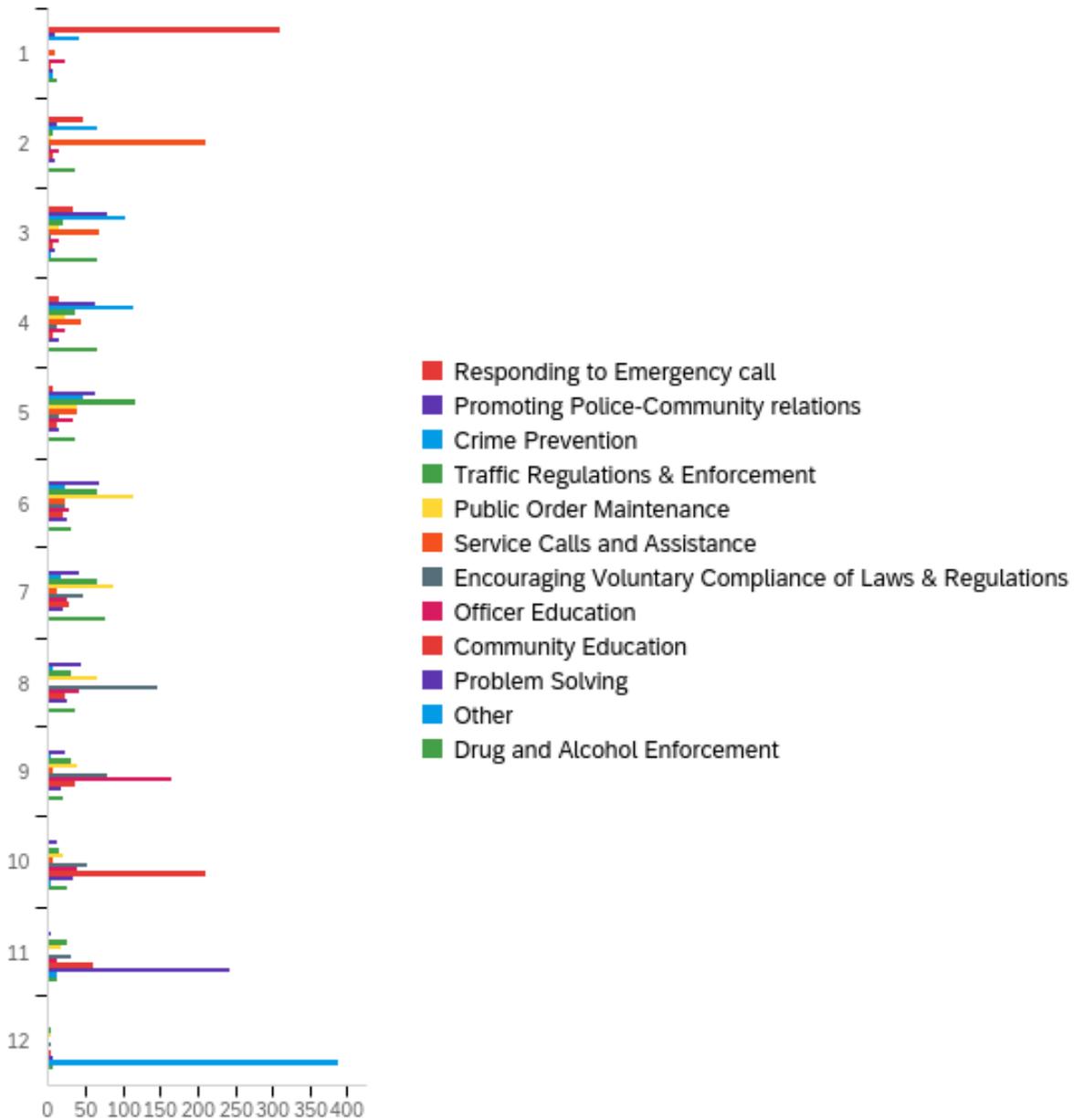
#	Answer	%	Count
0	Prefer not to answer	1.85%	10
1	Yes	6.84%	37
2	Maybe	7.58%	41
3	No	83.73%	453
	Total	100%	541

**Q6 - At the moment, what do you think the top priorities of the Endicott Police Department are? Click and hold to select responses, then slide selections up/down to rank topics in order from: 1= most important to 12= least important**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Responding to emergency call	1.00	10.00	1.69	1.33	1.78	534
2	Service calls and assistance	1.00	12.00	3.60	2.02	4.09	534
3	Promoting police-community relations	1.00	12.00	6.06	2.53	6.42	534
4	Crime prevention	1.00	11.00	3.64	1.92	3.70	534
5	Traffic regulations & enforcement	1.00	12.00	5.47	2.38	5.67	534
6	Public order maintenance	1.00	12.00	6.32	2.11	4.43	534
7	Drug and alcohol enforcement	1.00	12.00	5.01	2.47	6.12	534
8	Encouraging voluntary compliance of laws & regulations	1.00	12.00	7.94	1.86	3.44	534
9	Officer Education	1.00	12.00	8.03	2.35	5.52	534
10	Community Education	1.00	12.00	9.26	1.84	3.37	530
11	Problem-solving	1.00	12.00	9.36	2.41	5.80	534
12	Other	1.00	12.00	11.59	1.77	3.15	534

**Q7 - What do you think the top priorities of the Endicott Police Department should be?**



Click and hold to select responses, then slide selections up/down to rank topics in order from: 1= most important to 12= least important.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Responding to Emergency call	1.00	10.00	1.57	1.22	1.50	423
2	Service Calls and Assistance	1.00	11.00	3.26	1.87	3.49	423
3	Promoting Police-Community relations	1.00	12.00	5.43	2.24	5.03	423
4	Crime Prevention	1.00	11.00	3.65	1.77	3.14	423
5	Traffic Regulations & Enforcement	1.00	12.00	6.35	2.23	4.98	423
6	Public Order Maintenance	2.00	12.00	6.89	1.90	3.61	423
7	Drug and Alcohol Enforcement	1.00	12.00	5.64	2.69	7.24	423
8	Encouraging Voluntary Compliance of Laws & Regulations	1.00	12.00	8.11	1.84	3.39	423
9	Officer Education	1.00	12.00	7.27	2.69	7.25	423
10	Community Education	1.00	12.00	9.02	2.15	4.62	419
11	Problem Solving	1.00	12.00	9.21	2.75	7.55	423
12	Other	1.00	12.00	11.59	1.82	3.32	423

**Q54 - Do you think that some of the priorities noted above should be addressed by groups other than the Endicott Police Department? Please note your thoughts, or write NA if you have no opinion.**

Do you think that some of the priorities noted above should be addressed by groups other than the Endicott Police Department? Please note your thoughts, or write NA if you have no opinion.

Yes

No, I believe they need to be part of the solution, whatever that may be. Rather than looking for alternative to the problem, identify it, determine ownership and find a collective solution

Emergency situations should remain top priority. Local police should have emphasis on the community and the issues within it. Substance abuse and mental health education can help improve the community relations.

I think the community as a whole should help out with enforcing the law there's a lot of individuals in the community including myself that knows laws and penal codes if we work together and educate each other maybe then we can try to work towards building a relationship with law enforcement but right now the trust just isn't there between the community particularly the black community and law enforcement.

working with alcohol and drug agencies to improve community relationships and offer treatment options and support. These programs are currently being offered and I believe they are making an impact on crime prevention, community relationships, education and promoting a different view of what police officers roles in the community actual are.

Yes, I believe all Police Departments should be addressed with priorities.

Yes - I think that more money should be channeled to other groups for service calls and assistance and similar priorities. Police are spread too thin and it is too much to ask of them to cover and be trained for every single problem in our community. We should reallocate some of the police budget towards non-policing forms of public safety and community.

Yes as stated in #3

8-12 should be addressed by other public officials than the police. Working together, and team work. The police have enough on their plate.

Organize a community action group, if not already done...

I have volunteered as EAP for the village in the past. This is a wonderful resource that has been underutilized in the past. They should be able to help with some crime prevention efforts (parks, etc) and traffic details other than just parades. This would free up police officers for other top priority functions at no cost.

Yes. Promoting Public- Community relations

Yes, the police cannot do everything

If needed

I think our village leaders should have a voice since they represent us,they know how their people are thinking

I'm sure they should. How about Endicott code enforcement, the Fire Department (some overlap there), local mental health organizations, hospital outreach people, EMS personnel (maybe...just maybe...Catholic Charities) local housing organizations.

YES the police needs to build the trust back in the community and that starts with education all across the board every situation is not a threat i just think it's about leading by example and treating people the way one want to be treated.

The above choices don't clearly indicate which ones would include mental issues, homelessness, etc that could be serviced by a non uniformed police dept personnel/social worker, maybe category #2

I think that having medical and psychologically trained staff as part of the police department and/or working more closely with other emergency services would lead to more appropriate and more humane outcomes.

Endicott is good. Vs other cities. Rochester ny recent example of 9 yr old pepper sprayed is a disaster. My experience in Endicott is good. Have medically trained personnel help.

no, those seem appropriate.

Problem solving is somewhat vague, But it would be helpful for the police to receive some assistance with domestic calls for Social Workers. Many want it to be "either or", but I believe the effort should be more of an "and" between the police and other agencies. It also decreases the probability of situations resulting with unfavorable outcomes. The community needs collaborative engagement to progress in a positive manner.

Community education and officer education should be addressed at state and county level as well as Endicott police.

Showing support. I feel any interaction with Endicott Police was handled in the most sensible logical straight forward non alerted manner. I think Endicott police do exactly what anyone would want as a local police department of the people for the people, because someone HAS to be that person. We need actual police, it's not an optional governmental function regardless of nonsense on tv.

I would like Endicott and the other municipalities in Broome County to develop a program to the CAHOOTS program from Eugene, Oregon. This program was featured on the CBS Sunday Morning program; this program addresses people in crisis and non-violent offenders using trained professionals (Social Work, Counseling, Educators, etc). I believe police officers are overwhelmed with all the hats they are asked to wear. Community members should take some of this burden.

We need mental health professionals who can help without making things worse. We need officers trained to de-escalate situations like they are a customer service reps whose job depends on it. De fund the whole department.

no

Police need to be educated in all the above area's. Bring in outside entities to educate the officers.

Mental health professionals

No

No

Yes

Outside entities can be consulted but may no have integral knowledge needed to accurately assess some situations.

No Endicott Police have done a great job protecting and serving the community. If anything they should hire more officers to help police the community

Mayors office, EMS, fire

yes. Its not practical to think any police department can do all of these things on a limited budget. People would not tolerate the taxes required to do this

People should work with the police instead of trying to make things harder for cops

I think police should be more involved and allowed to do their jobs effectively. But at same time be more understanding. And use discretion.

---

Weeding out those who are racist. And trust me, there are racists in the police force.

---

Yes - Keep doing your jobs. Don't change.

---

Can't go into this right now but definitely!!!!!!

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NO

---

I think they are doing a wonderful job.

---

Possible

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Police/community relations should be done at all levels of our VOE government.

---

Community education should be shared with community leaders in conjunction with the police (ex. Black leaders )

---

No

---

should be a national effort.every department across the nation needs to hold their officers 100% accountable for their actions.

---

Strong Police-Community relations and community education, along with voluntary compliance with laws are priorities that are best addressed at the educational level and should be supported by instructional programs in the Union-Endicott schools as well as be promoted by all public elected and appointed officials.

---

n/a

---

I have not been aware of any problem between the police and this community but then again, I don't live in Endicott and am not a minority. For justice for all our community members it is better to be prepared with de-escalating methods rather than aggressive threatening ones. Mental issues are better handled with specifically trained officers.

---

I think the Endicott police department does an excellent job. I have attended several informational sessions presented by Chief Garey and feel the department has the best interest of the community in mind. I also think we need to take a look at the availability of drug/alcohol/mental health assistance from competent organizations 24/7 just as the police are on call 24/7. I do not live in Endicott but go to church there and spend time there at a minimum of twice a week, and I feel safe when there whether around others or by myself. As a white person I cannot speak to how it feels to be a person of color in Endicott, however, I think it is very important that Endicott continue with programs to strengthen relationships between police and all people in the community.

---

Yes. Many of these should be our government officials as well.

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Mental Health Personnel, Mayors Office

---

Yes, certain Things should be addressed, or at least assisted by, other groups.

---

I do believe that any community can be easily deteriorated even by simple rumors of inability to control and remove criminal activity. that being said, if I were a criminal (especially repeat offenders), and I knew if I committed a crime in The Village of Endicott the consequences would be extreme, I would certainly avoid the area. by consequences I mean enforcement by the court system of our local community.

---

I think that people who have committed non-violent crimes, such as drugs, petty theft, etc, should be offered help before arrests are made. We need to look at the root of why someone committed a crime, without judgement. I believe that officers should be taught compassion for the individual first. We need to tear down the lines that divide us as humans, because inevitably that instills some sort of social hierarchy. Many people consider police officers in a social class all their own, one that seeks to oppress citizens. And sometimes, unfortunately, officers can feel the same way, and use their position to bully those they deem as beneath them. We can be proud of our jobs, our ethnicities, our nationality, and our heritage, but we cannot allow the things that make us unique become

a division between us. We are all human, and we owe it to one another to use compassion and empathy in all levels of society, in all communities. We all deserve to get help and be understood when life gets rough, not handcuffed or thrown behind bars. So if you take anything from the reformation: See the human, not the crime. See the mom, dad, brother, sister. Not the petty thief, not the drug addict.

---

If I pay taxes for all 3 agencies I want to be able to use all 3 Endicott , sheriff and state police

---

Some of the priorities above could be handled by the community itself or possibly the village council, but I think a majority of them should be handled by the police.

---

Mental Health professionals to deal with people with those issues

---

YES. Endicott Square Apartments at the old Henry B. Endicott school at Jackson Avenue will be opening soon with more than 40 apartments.... Should Endicott Police be responding to all calls from all those apartments when many most of the calls may be from those apartments are really from Endwell, under Sheriff or State Police jurisdiction, not Endicott Police.

---

Government should work harder on securing employment for all who can work to reduce poverty, homelessness and promote well being in the community. Something like the Civilian Conservation Corps of the 1930's!

---

I feel as if code does not make landlord's responsible for their responsibilities. Most of these buildings are put together with tape and glue. Code has ticked me for things that are out of my control and I don't feel I should have the responsibility to fix my house and continue to pay rent or face eviction. Tenants don't have enough say and the police don't help them they help code.

---

mental health checks and assisting people with addictions or mental illness should not be done by the police. these are not criminals. they are people who need help

---

Endicott is archaic in its lack of diversity of police, fire & all levels of employment within the Village. You need to mirror the populations that you serve to a degree and the population of the village isn't 100% white. Endicott needs to adapt to the reality that we are a village of diverse ethnicities and cultures.

---

Yes, better parenting by partnering with all county, state and local agencies. DSS to make sure all on assistance should handle their stipends to keep balanced meals on the table, decent clothes on their back, and the basics of life. The family unit is the back bone of a civil society.

---

I think Endicott Police department does a fantastic job. I have worked for the CVS pharmacy on north street in Endicott for about a year, and every issue, safety concern, or anything else is addressed in very timely and urgent manner. Endicott is not as friendly of an area as it used to be years ago, but they do a fantastic job of keeping everyone living in the village safe. Thank you Endicott Police for everything you do.

---

I think it would help the police to have support from other groups/agencies.

---

The village and code enforcement could help with compliance of laws and regulations as well as Community education

---

Currently, I feel EPD is doing great. We bought a home and moved from Binghamton and have always felt safe where we are. I don't have anything to suggest at this time. I would like to see more community interaction, solely because I'd like my children to know that Police are not the enemy and even though we are a family of color, Police and marginalized people can find harmony in the community. Our family KNOWS that all lives matter and we also know that Blue is there to protect and serve.

---

The rankings above are rather arbitrary and do not reflect an accurate picture because several of the stated priorities may either overlap, be occurring simultaneously with each other, or may be fluid over time. As noted by the Police Chief, Drug and Alcohol issues as well as certain emergencies such as mental health matters should be handled conjointly with other problem specific trained individuals and agencies. Problem solving should be in a class of its own because it should be ongoing and based on the circumstances in question provoking such action or thought. 9 - 11 could be addressed by Auxiliary Police Officers, while 11 may also be carried out by a group of trained volunteer community members. Similarly 4, 6, and 8 would seem to be interconnected with one another with elements of each addressed simultaneously in collaboration with Village residents and other community stakeholders.

---

Summer night curfew for under 18

I think they should get feedback from the community on what they believe they need

---

Community relations, public order maintenance, problem solving

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Putting social workers in dangerous positions is a stupid idea that some people are advocating.

---

I believe the PD is capable of determining the priorities as determined by what is going on in the community, as priorities can change. It would also be wise to get others in the community (schools, students, residence, local business, etc.) to see if what their perspectives are as well. That way you could see if there is a "gap" on how things are perceived. That would build police-community relations. I believe they are doing this now.

---

NA

---

I think the priorities are a balancing act and the rankings can change dramatically based on what is happening at any given moment. This takes experience, wisdom and training in many areas.

---

No. Police know how to do their jobs through their own training and should be trusted as such. The idea that "groups" need to tell police how to do their jobs to comply with woke political ideologies is dangerous, demeaning, and takes away the authority granted to police to keep communities safe. Police are here to keep people safe, not kowtow to how people feel at their "treatment" of them.

---

I think people should just comply temporarily and do what they are told until the situation is deescalated and then sort it out! At the same time the officers should assure people around them that it takes time to sort out a situation and they will listen to all sides fairly! I wouldn't want to be an officer today and I think generally you all are great and there are always going to be a few bad apples that make the rest look bad!! Thank you for your dedication!

---

NA

---

Most certainly I think that several community groups should be involved along with the Endicott Police in discussing the relationship between the police and the community.

---

There are definitely subjects above that could use some assistance from other people. Unless they have specifically educators or people that assist only with those subjects And are not responsible for working in the streets. Education and support is a huge priority in any job

---

Only local members of the community should be addressing this. A good contact might be [REDACTED] a local Rotary leader, He could be a good moderator, and Rotary International has tools for solving problems world wide for many years. Outsiders would probably "Muck up " the process, and really have no say in your community life.

---

Yes counselors

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NA

---

Unsure at this time

---

Yes. Ex: schools, Village Board, and also we need proper code enforcements to help keep our village/town looking clean. Issue some fines, drive up revenue & let's fix our roads

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Community Outreach Programs Families Church Youth Programs Government Leaders

---

Service, assistance, and emergency calls should have more mental health and social worker involvement.

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Yes

---

Community involvement...with organizations for mental health

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In known mental health or drug use or domestic issues, I would like to see someone trained in these issues respond with police escort. I think because these situations can escalate to violence, it would still be important to have an officer or officers as part of the response team.

---

Endicott needs to clean up get rid of abandoned vehicles, garbage in yards,

Community education should be the responsibility of the community. Same with crime prevention - so neighbors hood watch

Some officers need to be more compassionate and understanding when reporting to call the attitude of I'm the police and looking down on the people calling needs to stop

N/A

Yes, I think police officers need to be better educated and receive instruction from experts outside the field of law enforcement. In general, I think police departments should demilitarize and focus on building and maintaining community connections. I value law enforcement, but I also see it as a failed social institution that is only as strong as its weakest members.

I think we should be very careful to what people decide "special groups" could respond to. I think police should be present in most situations, especially if it has the potential to end in violence.

Police-Community Relations should include members of the community, especially those who identify as not being treated equitably by the police.

no, obviously in a larger community, some social work/mental health responsibility/role should be transferred from police emergency calls, but probably can't be justified/accomplished here

I don't think the chief of police should be in charge no management skills and not from our area

responding to people with mental health issues

Yes, code enforcement, slum lords, beautification, poor street conditions -dirty and full of garbage/potholes. Entire community is a disgrace!

Yes. It should be a community issue and levels of government need to be involved. Officers place their lives at risk daily to keep the community safe. They alone cannot do everything. It is unfair to expect that of them. The community also needs to be responsible and act in manner that follows the laws.

I think if someone calls them with a custody dispute they should listen to the parent with the complete for example my daughter has sole custody of her children and said father was in the vehicle and refused to get out and they said just leave the car I come back and get it later

NA

You guys pick and choose when to enforce the law, and most times that enforcement only arrives for Black people.

Yes Social services- mental health providers and counselors to work with the police department.

I do believe that there should be a unit of social workers/ mental health professionals that can be consulted or brought in on situations involving individuals who exhibit signs of being in a mental health crisis. This needs to be a part of the emergency response (listed as #1).

N/A

I think the general public needs to stop playing the "victim." I think that the media needs to gather accurate facts prior to showing a 10 second clip that misrepresented an officer interaction to further a narrative. The Endicott Police force is full of fantastic Officers who are constantly attacked by violent criminals and media

Clean up Washington Ave. post an officer there at night. Very dangerous & lots of drug activity all day & night

I don't know enough about police training to know what is and isn't covered. I can say, as an EMT we had trainings from outside entities, to help us with de-escalation with those having mental health issues or dealing with them under the influence of whatever has come into play within our area. Maybe this is something that would be beneficial, I don't know.

As someone who worked as a Social Worker for over 20 years and had to call the police many times for assistance on a call, I BEG the Endicott Police to continue doing the amazing work they do when working together with community workers, providing support for the worker and safety for individuals in crisis. Thank you, EPD!!!

I think organizations (MH, medical, social services, education) should work cooperatively towards supporting the community with an increased focus on the mental health needs of our community members.

Social workers

---

Yes

---

Yes. Mental health professionals, social workers, advocacy groups.

---

NA

---

Yes I do! You need to educate and do out reach programs for the public with the school district, church leaders and civic groups.

---

Maybe Community and Police education

---

Police should respond when there is a threat to safety. They are trained to protect and they have weapons to do so; if there is no need for a weapon to be present on the scene, there should not be an armed police officer there. Social workers, community organizers, professionals trained in conflict resolution strategies, mental health, etc. should respond to calls that do not immediately present a threat to safety. If things escalate, police can intervene. Police and civilian professionals should work together to respond appropriately.

---

N/A

---

I do believe that other groups and community organizations could be more involved in Problem Solving and Education - Helping to make people aware of the laws and regulations, Service Groups and Churches would be a great place to start.

---

Na

---

If delegating different jobs would help the department be more efficient with tasks then I would say absolutely! I don't think it's the departments job to cover every single task and concern of every topic.

---

Sorry, I misread the last question and can't go back to fix it. Right now, I mainly see EPD as enforcing traffic regulations and responding to neighborhood issues, including drugs/alcohol (I work in a job where I read a lot of police reports). What I don't see is much community policing and would love to see more positive interactions between the public and police. I generally feel the public, especially those not white and affluent, view the police as adversaries.

---

Na

---

Follow YOUR OATHS&It;&It;DO NOT VIOLATE PEOPLE CONSTITUTIONAL RIGHTS&It; IF NOT YOUR NO BETTER THAN PEOPLE YOU CALL CRIMINALS. Without TRUE LAW we have nothing but CHAOS

---

In some cases Yes. I feel Officer and community education could be handled by others. The actual job description or list of duties are not included so I have no actual idea what's or who should be involved .

---

Some should involve other groups in the community with police involve.

---

N/A

---

No, I think the endicott police is doing a good job

---

Na

---

Officer education Promoting police community relations Encouraging voluntary compliance

---

No you are trained to deal with these situations

---

Most of the problems that exist are well above the Endicott level. You cannot stop crime if criminals are still on the streets. And thinking that rehab is the answer doesn't work. Too many tax dollars are being used on programs that aren't making a difference. Punish criminals.

---

I don't understand why EPD has to harass people about not wearing masks

---

NA

I feel the Police department deserves more respect, and less government intervention from outside their community.

Illegal drug dealings should be taken more seriously and illegal parking on sidewalks and streets should be enforced. Also residents who illegally drive their unlicensed 4 wheelers and bikes on streets should be fined.

Community education and promoting police and community relations should be a joint effort between the police department and local government. I don't know what is meant by public order maintenance. If this is in regards to having officers at the schools then I would move this up to at least #5.

NA

Schools and community organizations

NA

Perhaps

Parents and community need to teach respect of authority. There is such a lack of respect and self responsibility that people believe they are free to do as they please with no consequence.

Drug investigation coordinated w county and state better

Problem solving with Endicott Proud.

Na

Involve community of minors more, provide education on police policies so mix ups are minimal

no, the police should be in charge of police issues and problems, not someone who is not familiar with the police protocol.

Problem solving should be mental health providers or social workers, along with drug and alcohol issues.

yes

NA

Na

Na

I'm sure some of them can be like, Community Education, Problem solving and some service calls. Maybe a group that is specifically trained.

NA

Yes

Yes, police should do police work, mental health expert should do other stuff

Endicott Board

I believe that all of the above should be addressed by the Endicott Police Dept.

Yes. NA

Policing should be left to the police

NA

Encouraging compliance, community relations, community education and problem solving are all political agendas and should be left to politicians.

Elected officials Community activists organizations

---

I think there are other ways of dealing with drugs through groups like TruthPharm.

---

some types of problem solving could probably be best addressed by psychologists and/or social workers and/or medical personnel

---

Na

---

Yes they should be addressed by the local government here in endicott

---

NA

---

Yes. Education in schools would be a benefit to kids as they grow.

---

Police/public relations should be something put on the front burner at this point. With the anti-police sentiment felt in many bigger cities, we need to be proactive, the police reaching out to the citizens, fostering a positive relationship every time. I have been pulled over by police previously and honestly if they had a better overall attitude during the encounter, I may have a more favorable outlook where this is concerned. I can't tell you how many times I've had an officer give me attitude for no reason. Not all the time, not that I really interact with them much, but there are times when the attitude rubs off on me.

---

Work to end bail reform, Some form of public service/ shaming for litterbugs and vandals

---

Protecting residents and businesses, creating an environment of law and order

---

Code enforcement. There are literally dozens of Section 8 type housing properties in Endicott that need some serious maintenance and the landlords need to be held accountable.

---

I think it's ridiculous to think that other groups like social workers can handle some of these problems! We need our police officers

---

I think body cam footage and complaints against officers, should be reviewed by an outside source.

---

NA

---

N/A

---

Yes. Law enforcement is not always the best solution to de-escalate a situation.

---

NA - Not that I don't have opinions, but that I don't have the background necessary to accurately contribute.

---

Yes. Community education, problem solving, encouraging voluntary compliance, should not be the Police's responsibility.

---

Utilize local resources for addiction and domestic violence.

---

I think the police should be addressing all criminal activity. I don't want police replaced by social workers or public safety people.

---

No. I think mental health calls should be handled by mental health people when non-violent. Other than that, police should handle these types of calls because you never know when they will be violent

---

No, the EPD should have full control over the department.

---

I think these priorities could be addressed jointly, between the Endicott Police Department and related organizations or groups.

---

Drug and alcohol enforcement, along with other non-violent crimes should be referred to SUD treatment programs through diversion programs. Mental health teams should respond to mental crisis rather the officers.

---

Community involvement is important and can be an asset if they are educated, trained no used properly.

---

Get the drugs out of Endicott and other things will follow

No. The idea of “groups” not trained in law enforcement handling law enforcement matters is absurd. We don’t need social workers and “community activists” handling LE responsibilities.

---

No - I believe that thee EPD is capable of dealing with all the above issues without outside influence. The Officer's know best what the laws are and the problems and should be used for bettering all of the above.

---

Some service calls should be handled by other agencies. Politicians should focus on providing the needed services, ie full time dog control officers or DPW employees. This would allow the police to focus on their actual core job.

---

I don't think our community is large enough, in geography or population, to really warrant another division of individuals to aid in addressing certain priorities.

---

NA

---

I think all law enforcement entities should be involved in cleaning Endicott up. There is a major lack of respect for police/authority and it is disheartening. I feel like no matter what color you are, if you respect authority you should be fine. I am sick and tired of hearing from BLM to defund the police, or disrespect them. Simple thing is, you follow the law you should be ok.

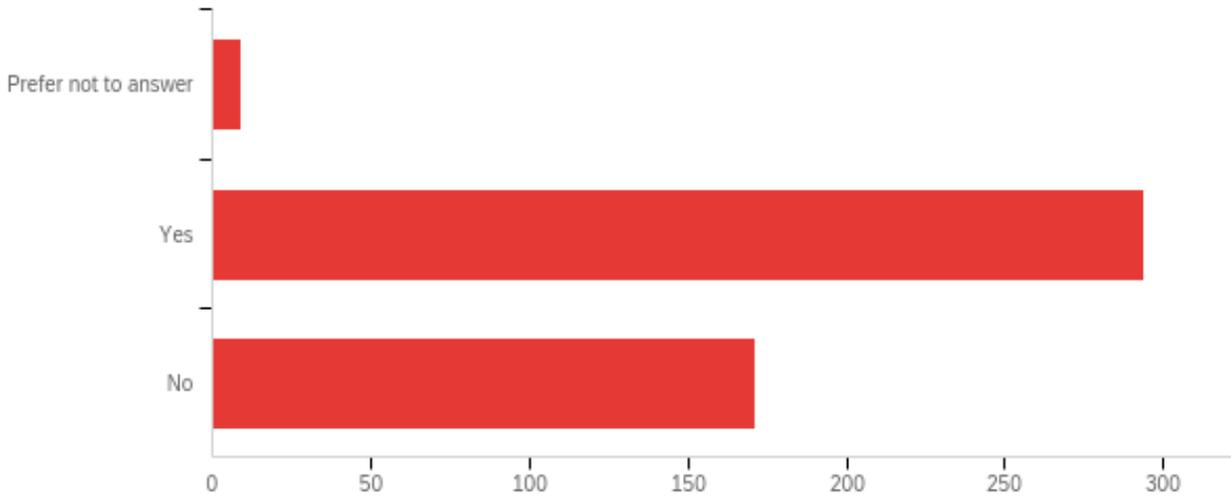
---

No. EPD does a great job

---

Service calls and assistance, as well as problem-solving, seem like functions that could be delegated to external agencies following an initial police encounter. I would assume that these are matters that begin as emergency calls, public-order issues and drug and alcohol-related calls though. It seems that these categories listed above largely overlap and are difficult to parse out into distinct unrelated categories that are clear cut.

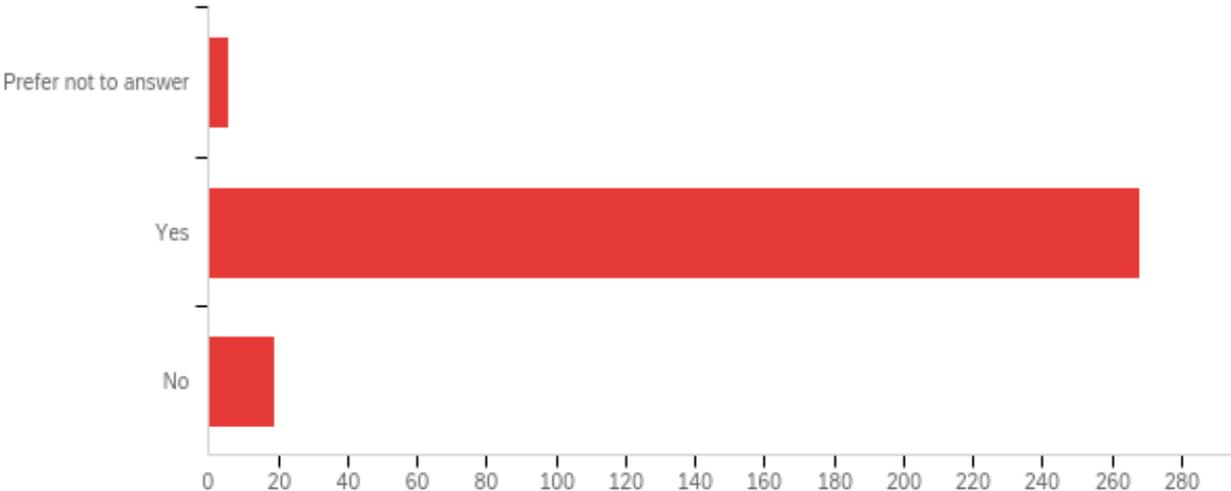
**Q8 - Have you had any contact with the Endicott Police Department in the past three years?**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Have you had any contact with the Endicott Police Department in the past three years?	0.00	2.00	1.34	0.51	0.26	474

#	Answer	%	Count
0	Prefer not to answer	1.90%	9
1	Yes	62.03%	294
2	No	36.08%	171
	Total	100%	474

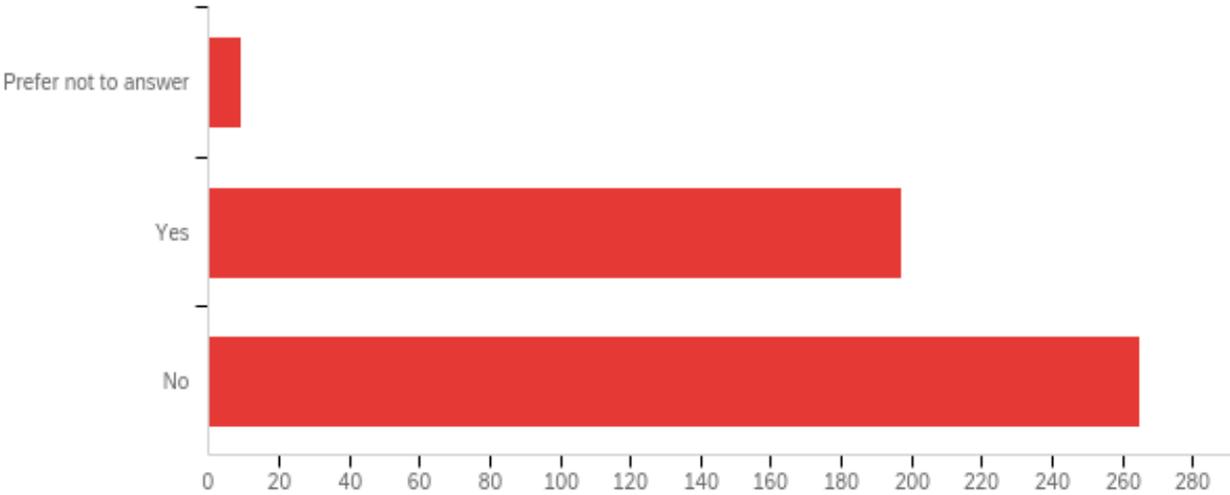
**Q9 - In interaction(s) with Endicott Police, were you treated professionally, with dignity and respect?**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	In interaction(s) with Endicott Police, were you treated professionally, with dignity and respect?	0.00	2.00	1.04	0.29	0.08	293

#	Answer	%	Count
0	Prefer not to answer	2.05%	6
1	Yes	91.47%	268
2	No	6.48%	19
	Total	100%	293

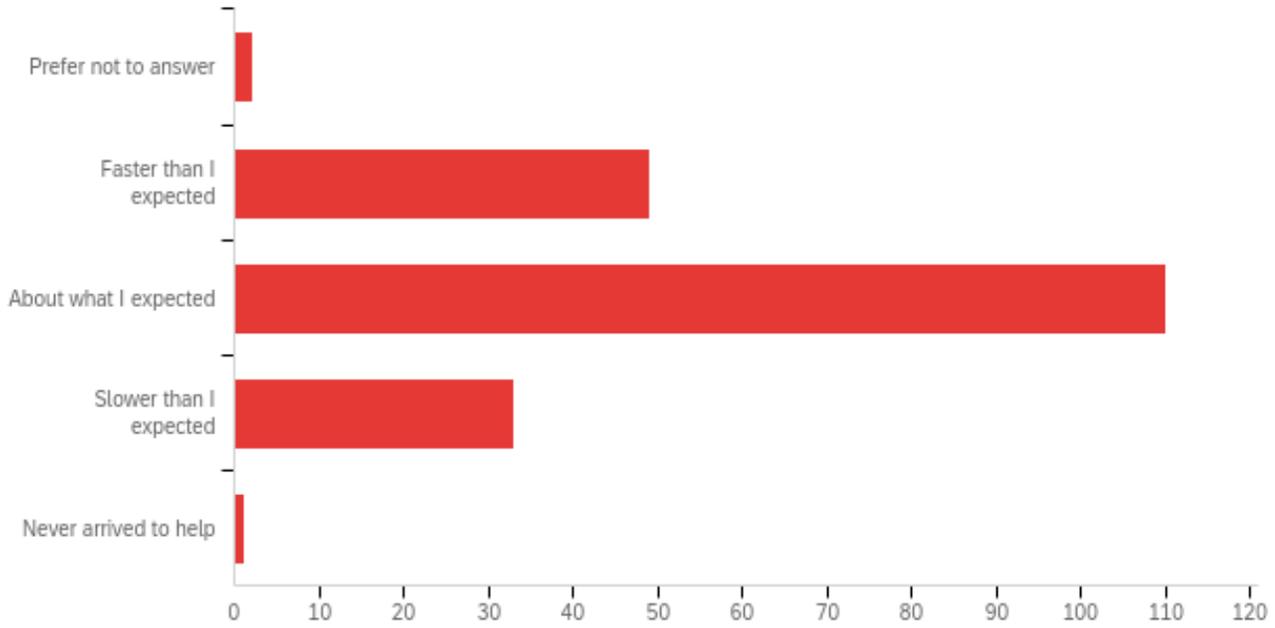
**Q10 - Have you called the Endicott Police Department to come for any reason in the past three years?**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Have you called the Endicott Police Department to come for any reason in the past three years?	0.00	2.00	1.54	0.54	0.29	471

#	Answer	%	Count
0	Prefer not to answer	1.91%	9
1	Yes	41.83%	197
2	No	56.26%	265
	Total	100%	471

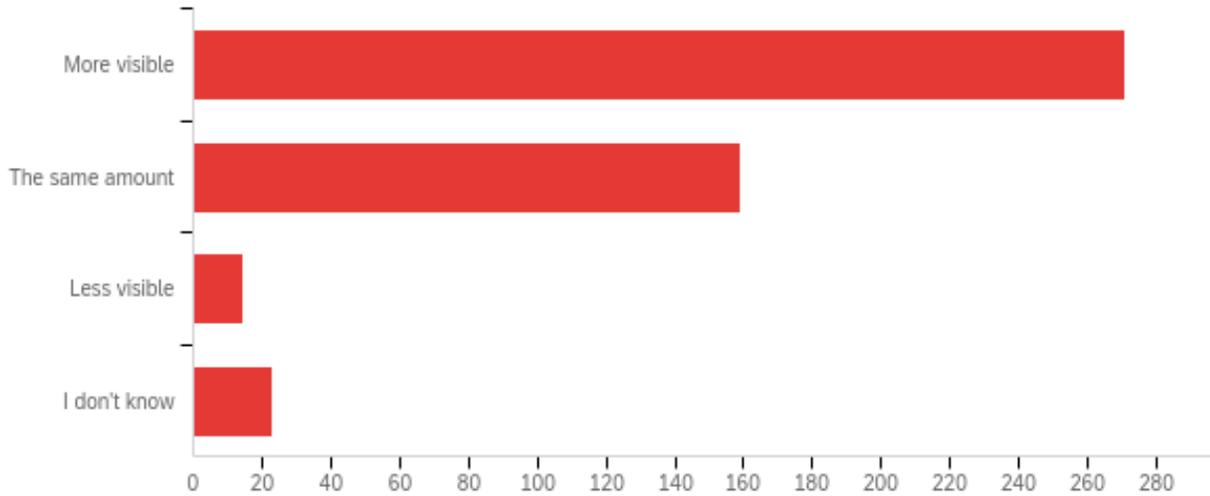
### Q11 - When you called the police how quickly did they arrive?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	When you called the police how quickly did they arrive?	0.00	4.00	1.91	0.69	0.47	195

#	Answer	%	Count
0	Prefer not to answer	1.03%	2
1	Faster than I expected	25.13%	49
2	About what I expected	56.41%	110
3	Slower than I expected	16.92%	33
4	Never arrived to help	0.51%	1
	Total	100%	195

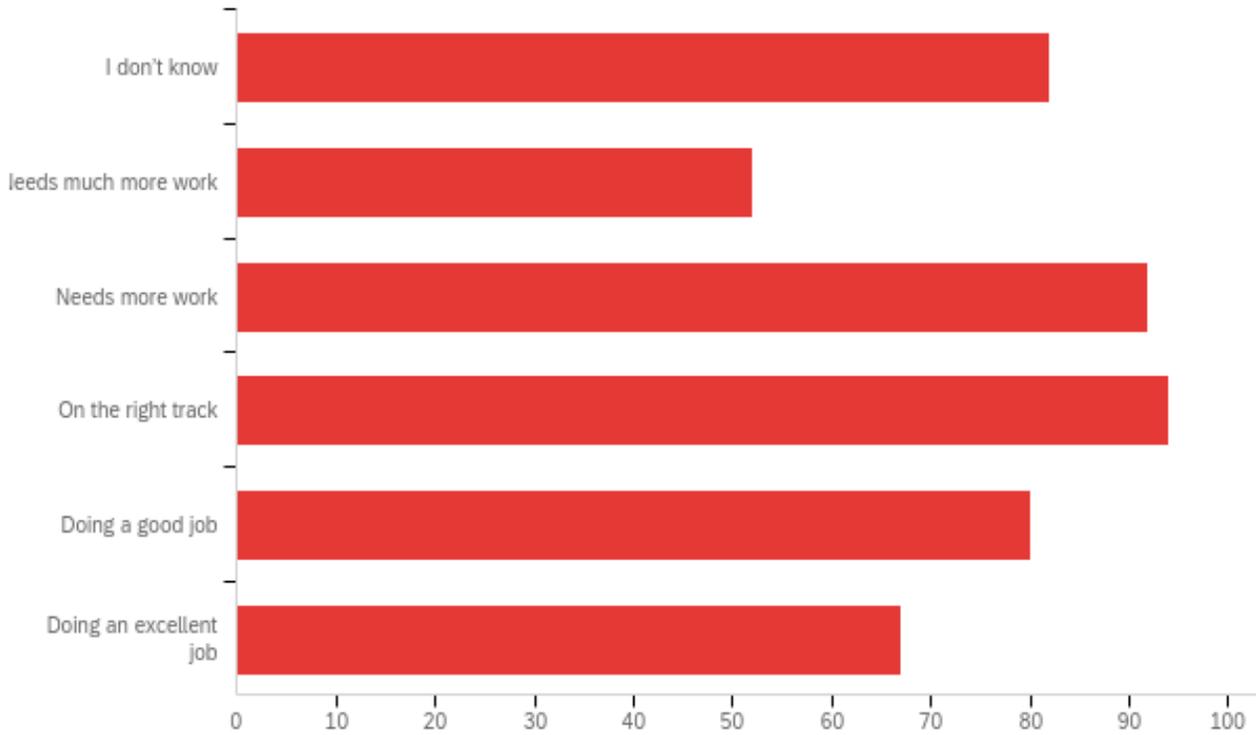
## Q12 - How much do you want to see the Endicott Police on the streets?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How much do you want to see the Endicott Police on the streets?	0.00	3.00	2.45	0.78	0.60	467

#	Answer	%	Count
0	I don't know	4.93%	23
1	Less visible	3.00%	14
2	The same amount	34.05%	159
3	More visible	58.03%	271
	Total	100%	467

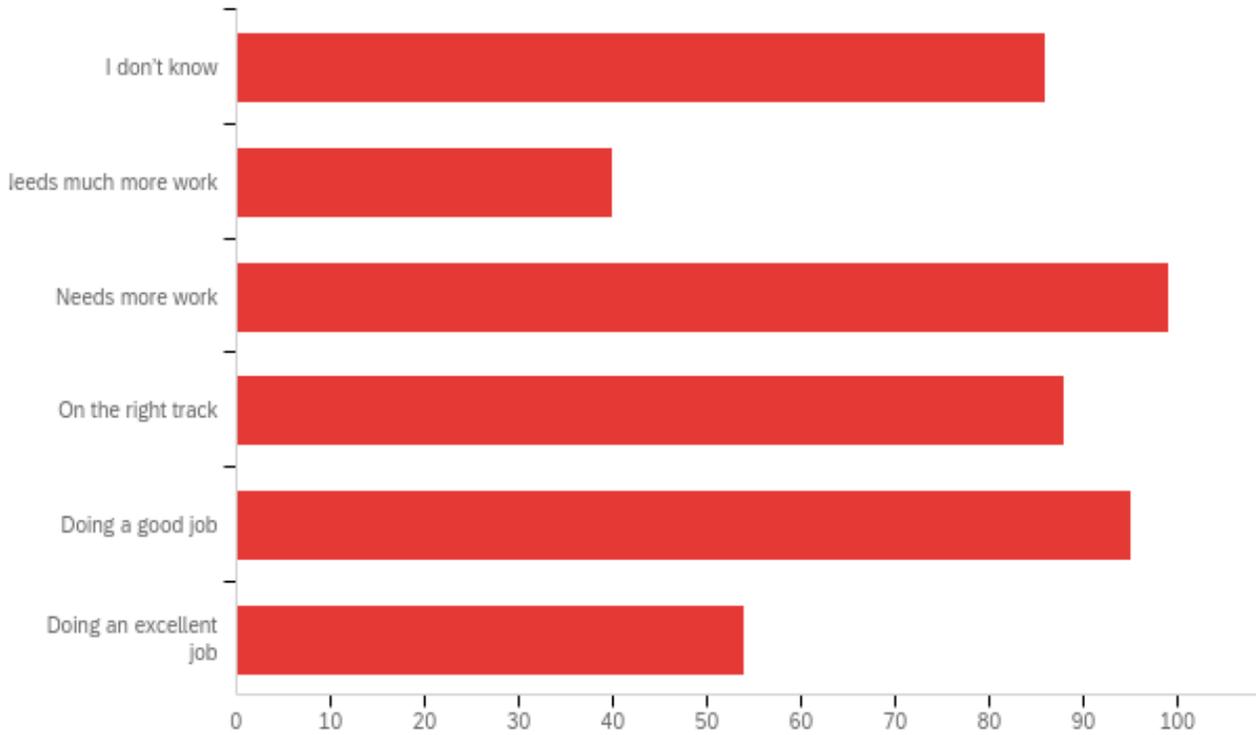
**Q13 - How well is the Endicott Police Department working to develop relationships with community members (e.g., residents, organizations, and groups?)**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How well is the Endicott Police Department working to develop relationships with community members (e.g., residents, organizations, and groups?)	0.00	5.00	2.51	1.65	2.73	467

#	Answer	%	Count
0	I don't know	17.56%	82
1	Needs much more work	11.13%	52
2	Needs more work	19.70%	92
3	On the right track	20.13%	94
4	Doing a good job	17.13%	80
5	Doing an excellent job	14.35%	67
	Total	100%	467

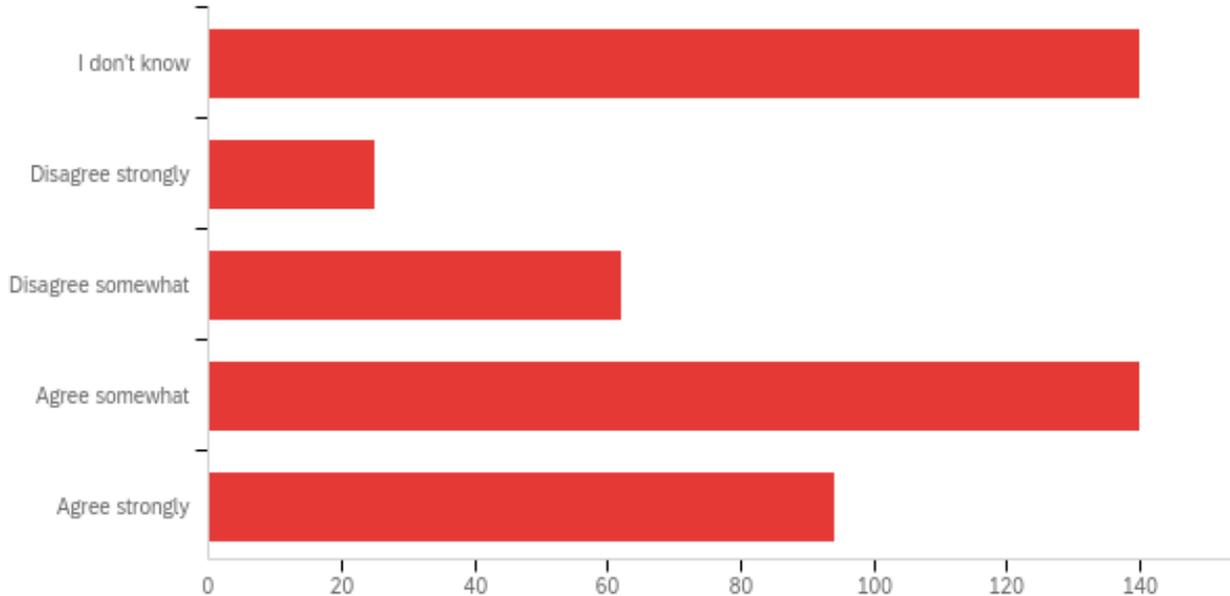
**Q14 - How well does the Endicott Police Department communicate with community members (e.g., websites, emails, or public meetings)?**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How well does the Endicott Police Department communicate with community members (e.g., websites, emails, or public meetings)?	0.00	5.00	2.49	1.63	2.65	462

#	Answer	%	Count
0	I don't know	18.61%	86
1	Needs much more work	8.66%	40
2	Needs more work	21.43%	99
3	On the right track	19.05%	88
4	Doing a good job	20.56%	95
5	Doing an excellent job	11.69%	54
	Total	100%	462

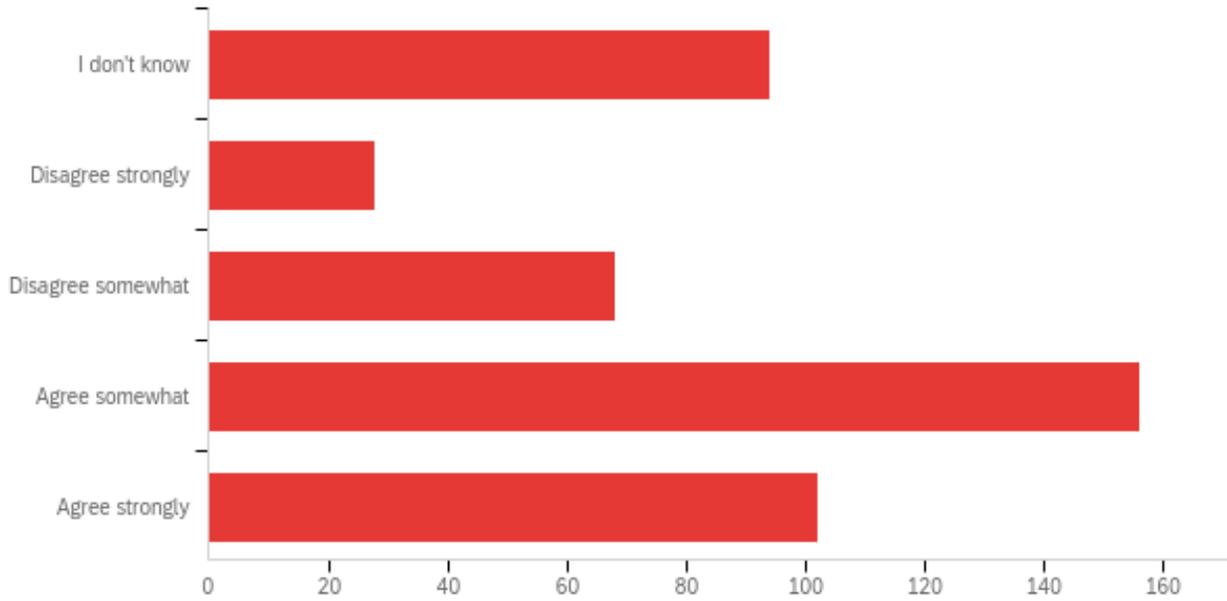
**Q15 - Endicott Police Department makes it easy for community members to give feedback (e.g., comments, suggestions, and concerns).**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Endicott Police Department makes it easy for community members to give feedback (e.g., comments, suggestions, and concerns).	0.00	4.00	2.05	1.54	2.39	461

#	Answer	%	Count
0	I don't know	30.37%	140
1	Disagree strongly	5.42%	25
2	Disagree somewhat	13.45%	62
3	Agree somewhat	30.37%	140
4	Agree strongly	20.39%	94
	Total	100%	461

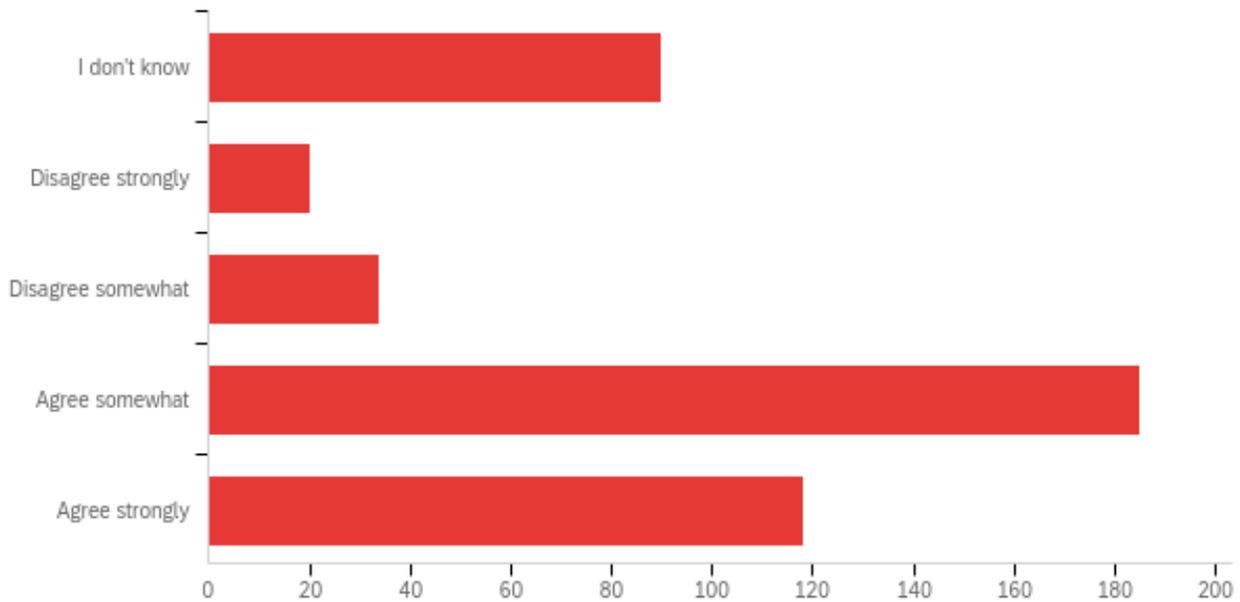
**Q18 - I think the Endicott Police Department practices community policing.**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I think the Endicott Police Department practices community policing.	0.00	4.00	2.32	1.43	2.06	448

#	Answer	%	Count
0	I don't know	20.98%	94
1	Disagree strongly	6.25%	28
2	Disagree somewhat	15.18%	68
3	Agree somewhat	34.82%	156
4	Agree strongly	22.77%	102
	Total	100%	448

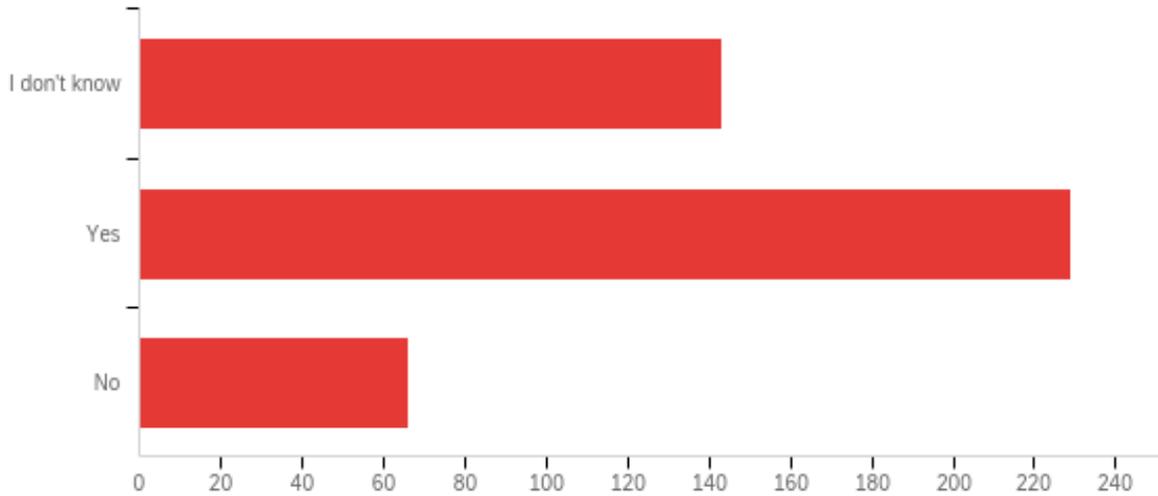
**Q19 - I think that the average Endicott Police Department officer would be interested in engaging in community policing.**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I think that the average Endicott Police Department officer would be interested in engaging in community policing.	0.00	4.00	2.49	1.44	2.08	447

#	Answer	%	Count
0	I don't know	20.13%	90
1	Disagree strongly	4.47%	20
2	Disagree somewhat	7.61%	34
3	Agree somewhat	41.39%	185
4	Agree strongly	26.40%	118
	Total	100%	447

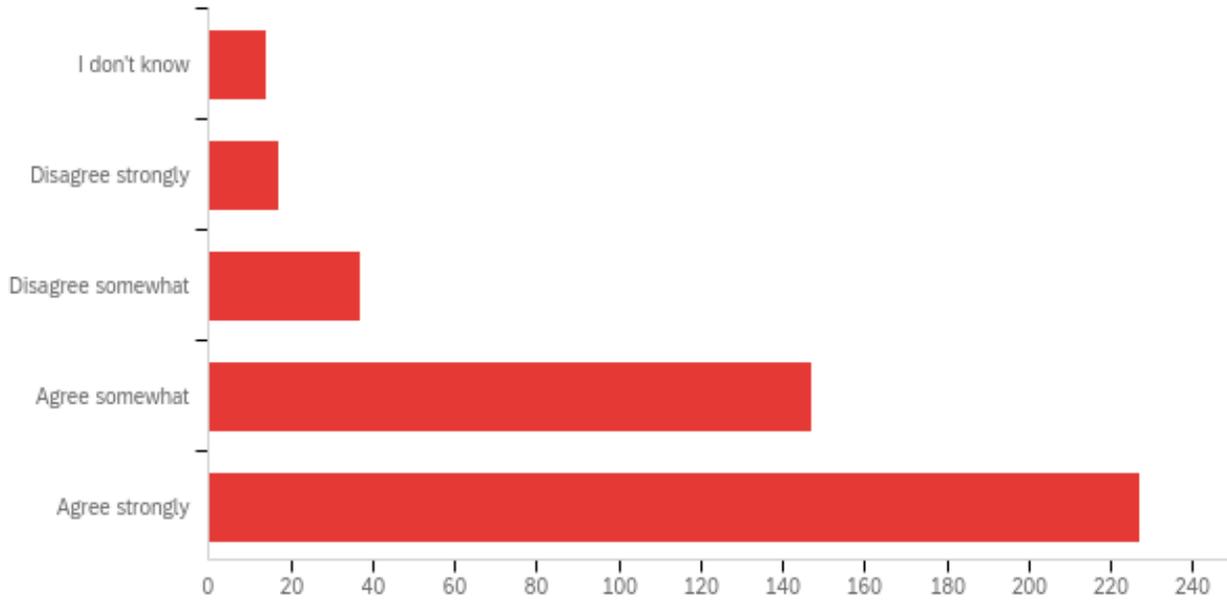
**Q20 - I am willing to participate in community policing partnerships.**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I am willing to participate in community policing partnerships.	0.00	2.00	0.82	0.67	0.45	438

#	Answer	%	Count
0	I don't know	32.65%	143
1	Yes	52.28%	229
2	No	15.07%	66
	Total	100%	438

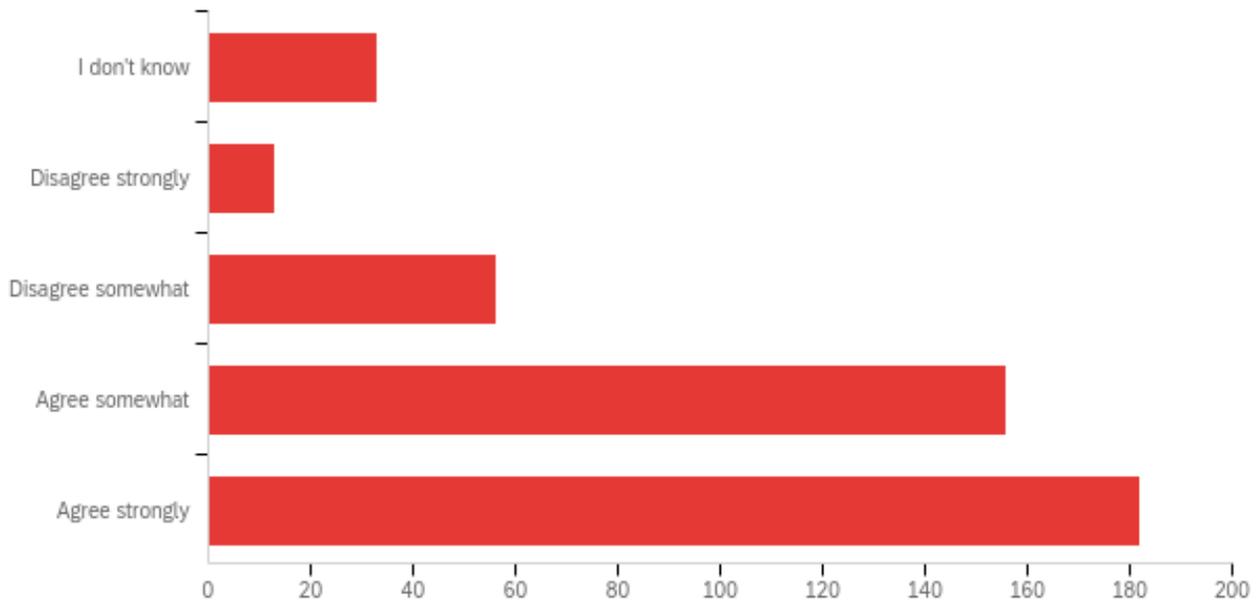
**Q21 - I trust the Endicott Police Department.**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I trust the Endicott Police Department.	0.00	4.00	3.26	0.98	0.97	442

#	Answer	%	Count
0	I don't know	3.17%	14
1	Disagree strongly	3.85%	17
2	Disagree somewhat	8.37%	37
3	Agree somewhat	33.26%	147
4	Agree strongly	51.36%	227
	Total	100%	442

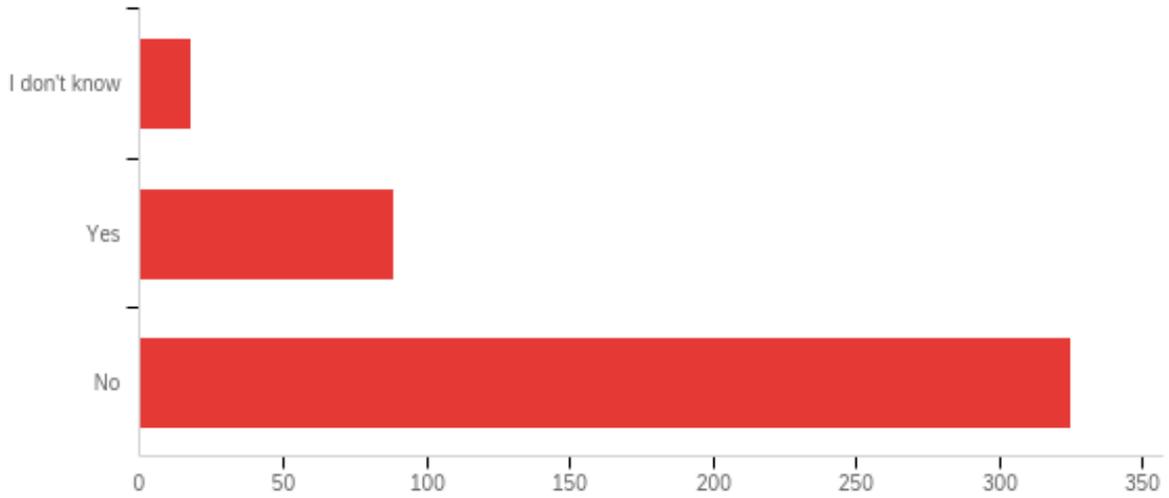
**Q22 - I believe that the Endicott Police Department is responsive to the concerns of community members.**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I believe that the Endicott Police Department is responsive to the concerns of community members.	0.00	4.00	3.00	1.16	1.33	440

#	Answer	%	Count
0	I don't know	7.50%	33
1	Disagree strongly	2.95%	13
2	Disagree somewhat	12.73%	56
3	Agree somewhat	35.45%	156
4	Agree strongly	41.36%	182
	Total	100%	440

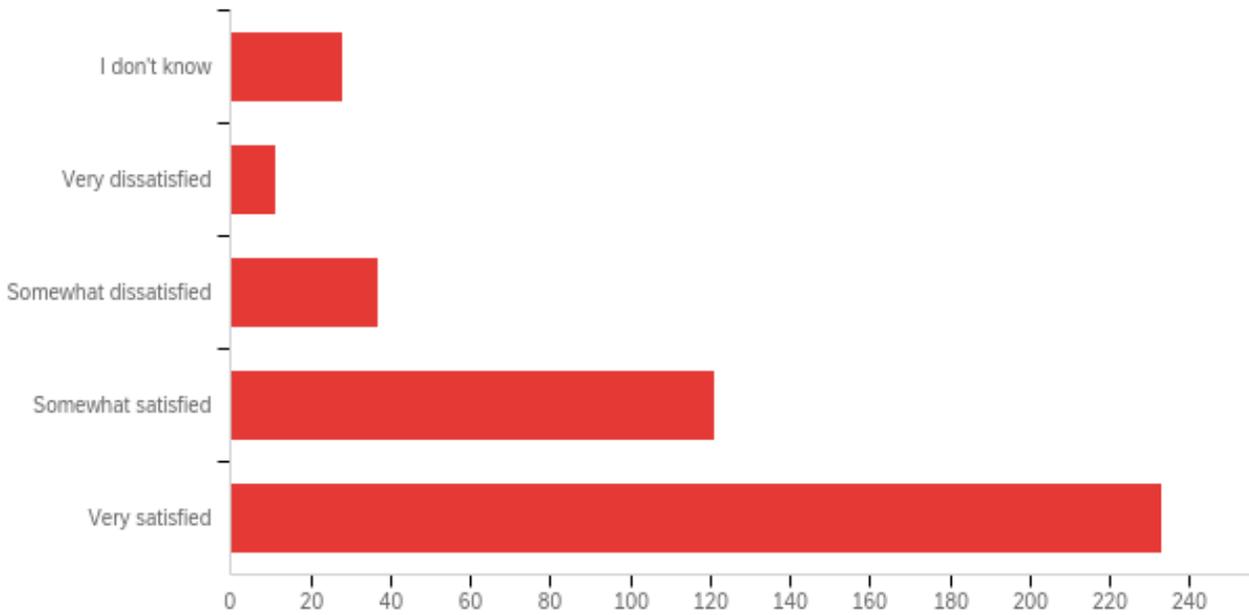
### Q23 - Have you ever reviewed any of the Endicott Police Department policies?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Have you ever reviewed any of the Endicott Police Department policies?	0.00	2.00	1.71	0.54	0.29	432

#	Answer	%	Count
0	I don't know	4.17%	18
1	Yes	20.60%	89
2	No	75.23%	325
	Total	100%	432

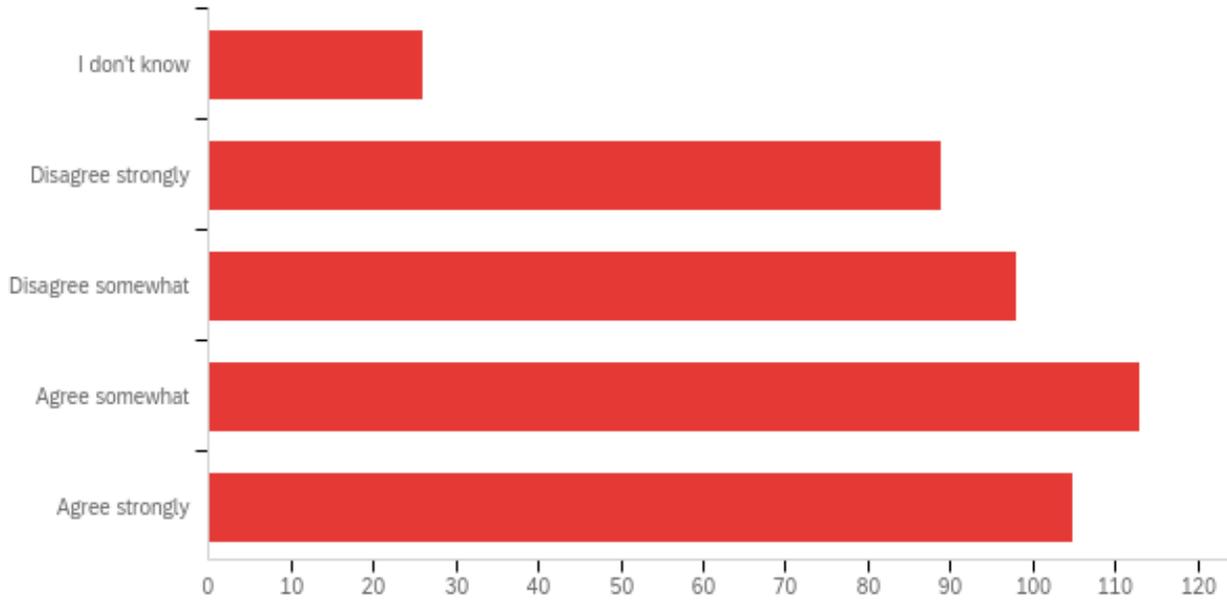
**Q24 - How satisfied are you with your interaction(s) with the Endicott Police Department.**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How satisfied are you with your interaction(s) with the Endicott Police Department.	0.00	4.00	3.21	1.13	1.27	430

#	Answer	%	Count
0	I don't know	6.51%	28
1	Very dissatisfied	2.56%	11
2	Somewhat dissatisfied	8.60%	37
3	Somewhat satisfied	28.14%	121
4	Very satisfied	54.19%	233
	Total	100%	430

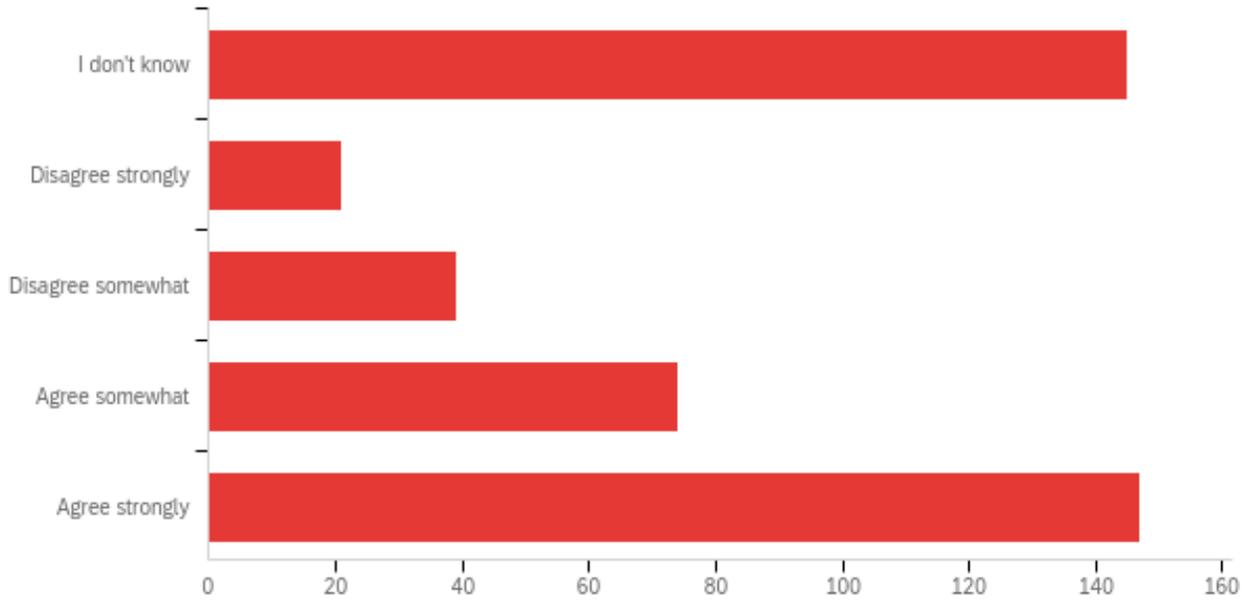
**Q25 - In the United States, in general, police treat people of color fairly while policing.**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	In the United States, in general, police treat people of color fairly while policing.	0.00	4.00	2.42	1.23	1.51	431

#	Answer	%	Count
0	I don't know	6.03%	26
1	Disagree strongly	20.65%	89
2	Disagree somewhat	22.74%	98
3	Agree somewhat	26.22%	113
4	Agree strongly	24.36%	105
	Total	100%	431

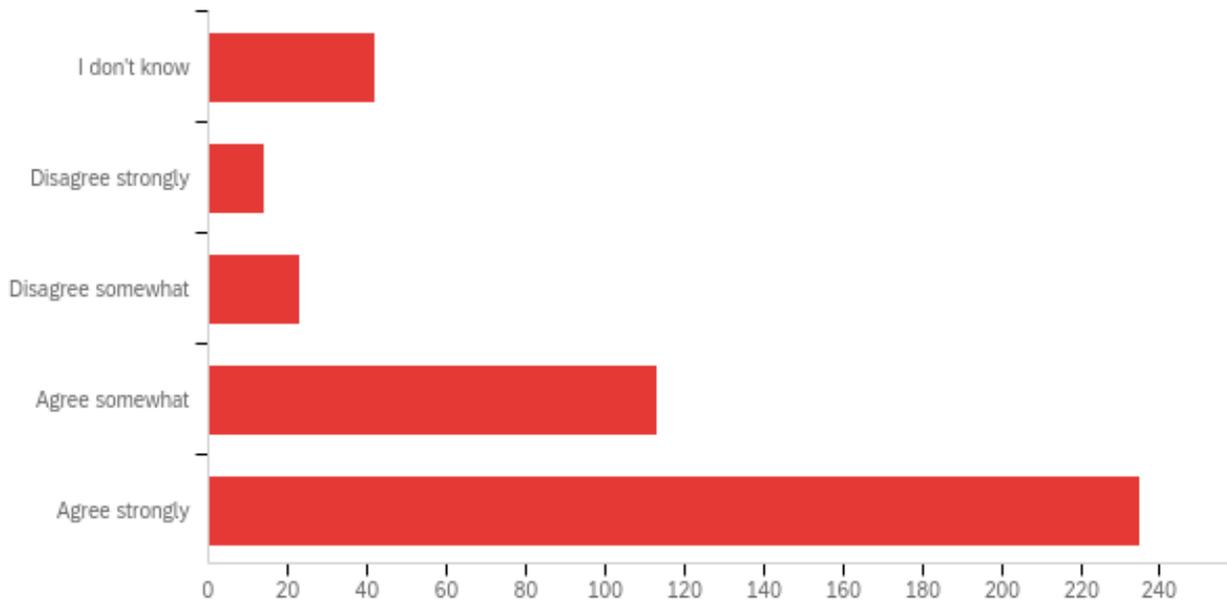
**Q26 - The Endicott Police Department treat people of color fairly while policing.**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The Endicott Police Department treat people of color fairly while policing.	0.00	4.00	2.13	1.72	2.95	426

#	Answer	%	Count
0	I don't know	34.04%	145
1	Disagree strongly	4.93%	21
2	Disagree somewhat	9.15%	39
3	Agree somewhat	17.37%	74
4	Agree strongly	34.51%	147
	Total	100%	426

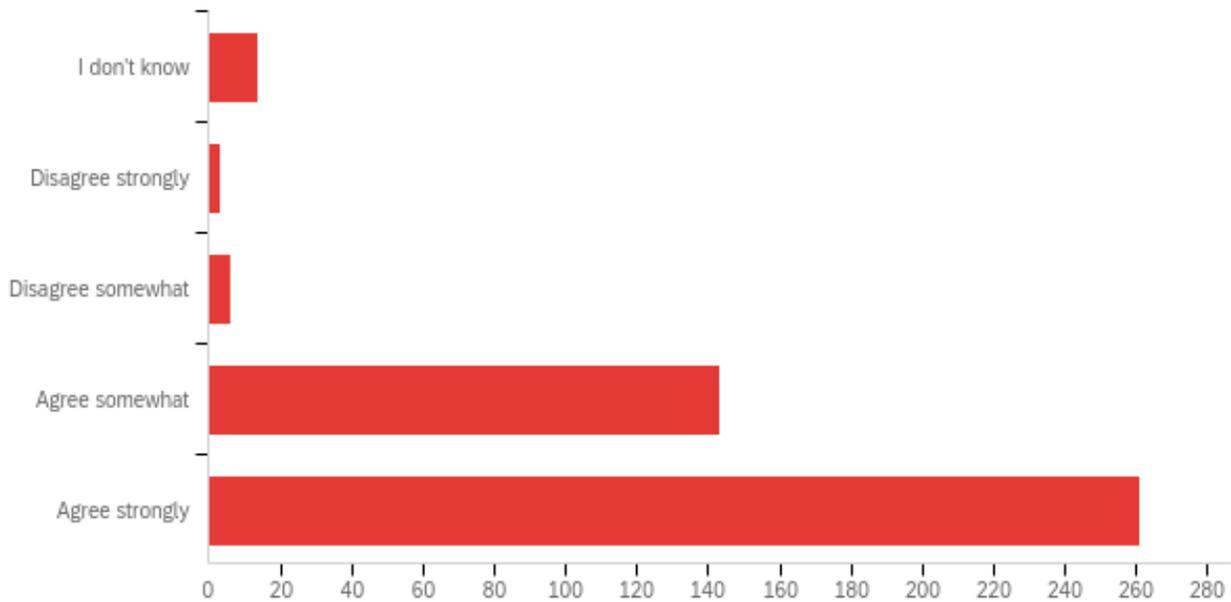
**Q27 - It is worthwhile for the Endicott Police Department to work to limit/reduce bias/disparity in policing.**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	It is worthwhile for the Endicott Police Department to work to limit/reduce bias/disparity in policing.	0.00	4.00	3.14	1.27	1.60	427

#	Answer	%	Count
0	I don't know	9.84%	42
1	Disagree strongly	3.28%	14
2	Disagree somewhat	5.39%	23
3	Agree somewhat	26.46%	113
4	Agree strongly	55.04%	235
	Total	100%	427

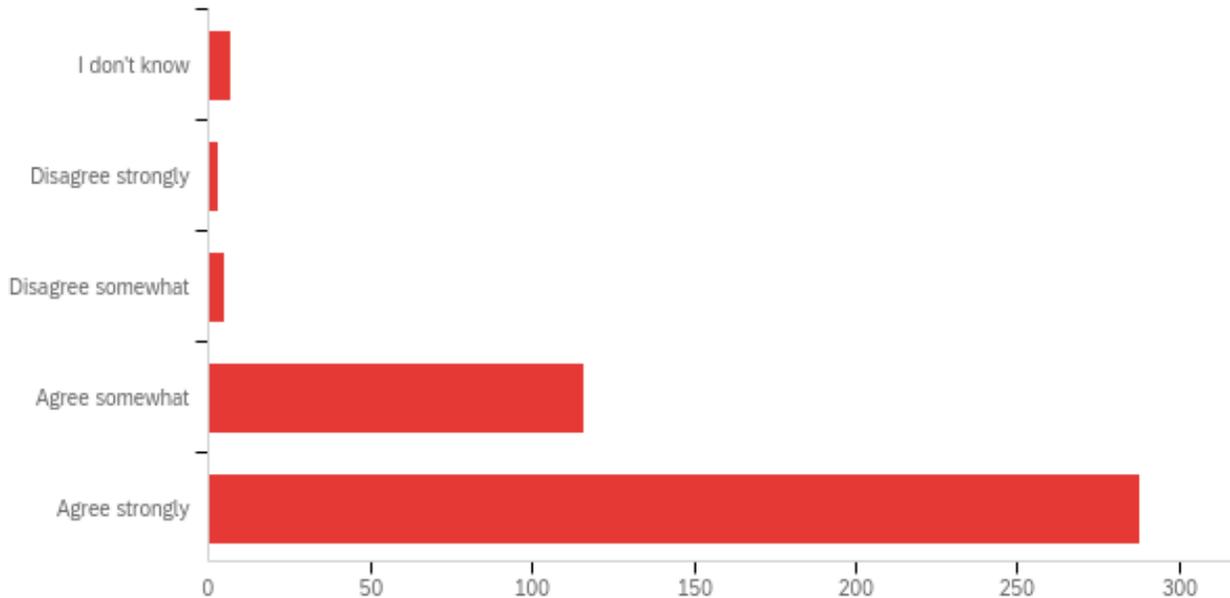
**Q28 - It is worthwhile for the Endicott Police Department to work to build/improve police-community relations in policing.**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	It is worthwhile for the Endicott Police Department to work to build/improve police-community relations in policing.	0.00	4.00	3.48	0.84	0.71	427

#	Answer	%	Count
0	I don't know	3.28%	14
1	Disagree strongly	0.70%	3
2	Disagree somewhat	1.41%	6
3	Agree somewhat	33.49%	143
4	Agree strongly	61.12%	261
	Total	100%	427

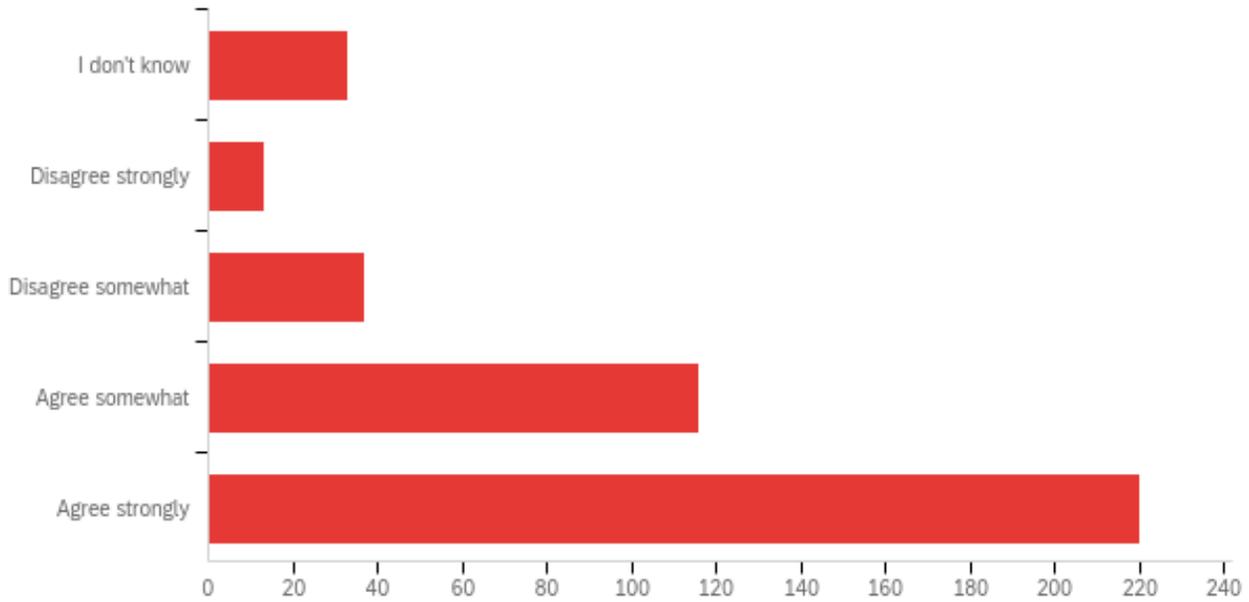
**Q29 - It is worthwhile for the Endicott Police Department to work to build/improve trust in policing.**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	It is worthwhile for the Endicott Police Department to work to build/improve trust in policing.	0.00	4.00	3.61	0.71	0.50	419

#	Answer	%	Count
0	I don't know	1.67%	7
1	Disagree strongly	0.72%	3
2	Disagree somewhat	1.19%	5
3	Agree somewhat	27.68%	116
4	Agree strongly	68.74%	288
	Total	100%	419

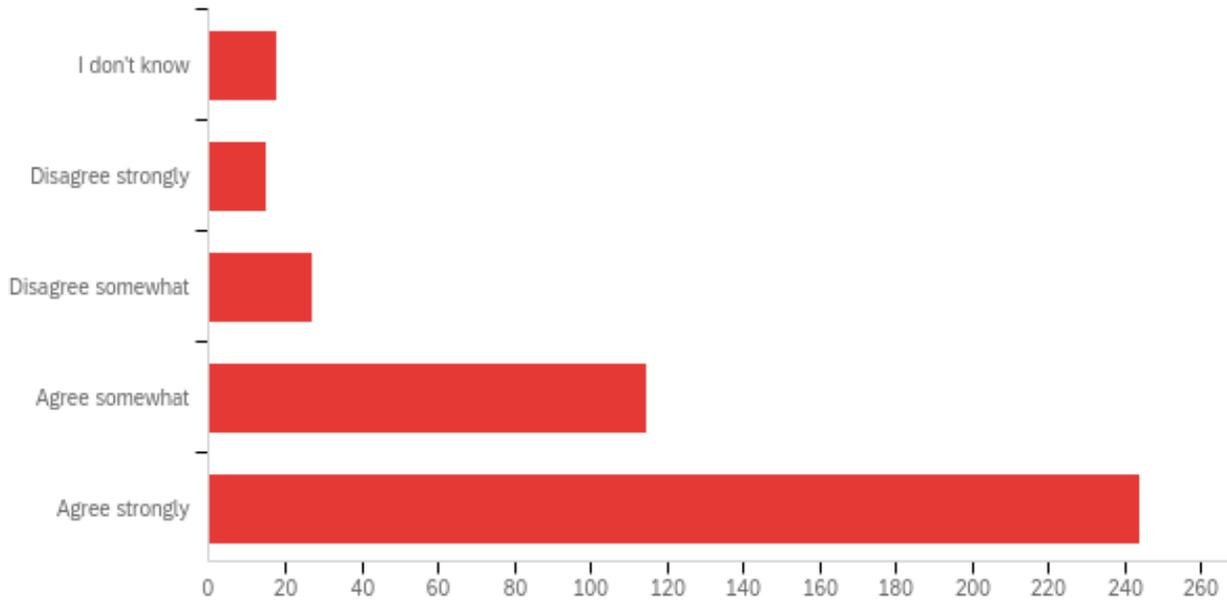
**Q30 - It is worthwhile for the Endicott Police Department to work to increase the diversity of the police department.**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	It is worthwhile for the Endicott Police Department to work to increase the diversity of the police department.	0.00	4.00	3.14	1.19	1.43	419

#	Answer	%	Count
0	I don't know	7.88%	33
1	Disagree strongly	3.10%	13
2	Disagree somewhat	8.83%	37
3	Agree somewhat	27.68%	116
4	Agree strongly	52.51%	220
	Total	100%	419

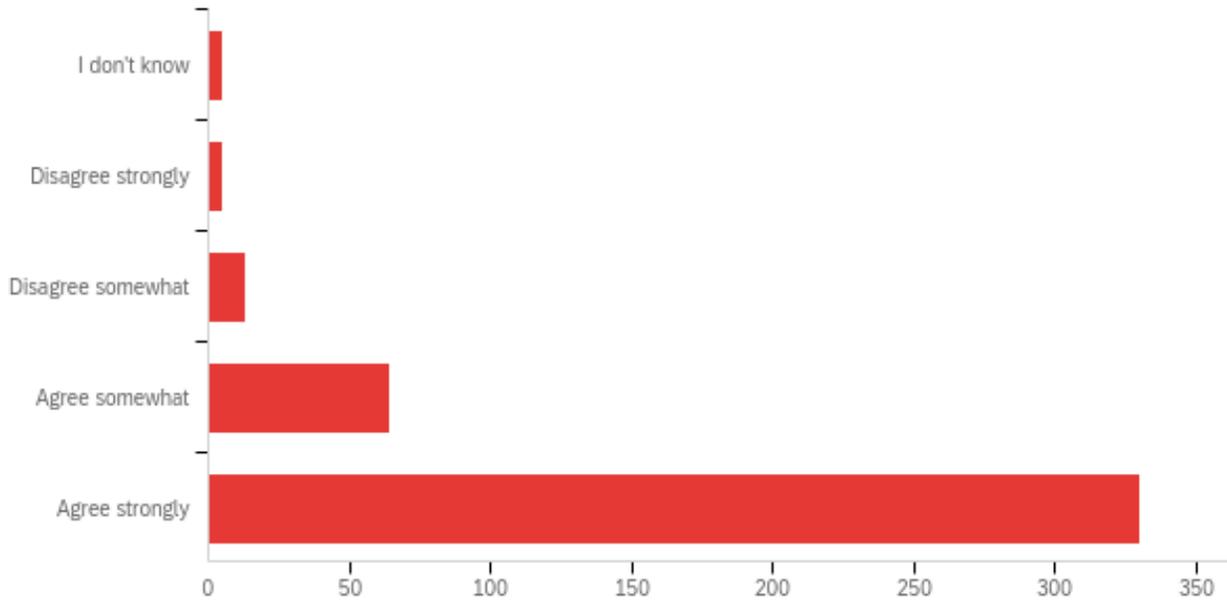
**Q31 - It is worthwhile for the Endicott Police Department to provide anti-bias, diversity and inclusion training for officers.**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	It is worthwhile for the Endicott Police Department to provide anti-bias, diversity and inclusion training for officers.	0.00	4.00	3.32	1.04	1.08	419

#	Answer	%	Count
0	I don't know	4.30%	18
1	Disagree strongly	3.58%	15
2	Disagree somewhat	6.44%	27
3	Agree somewhat	27.45%	115
4	Agree strongly	58.23%	244
	Total	100%	419

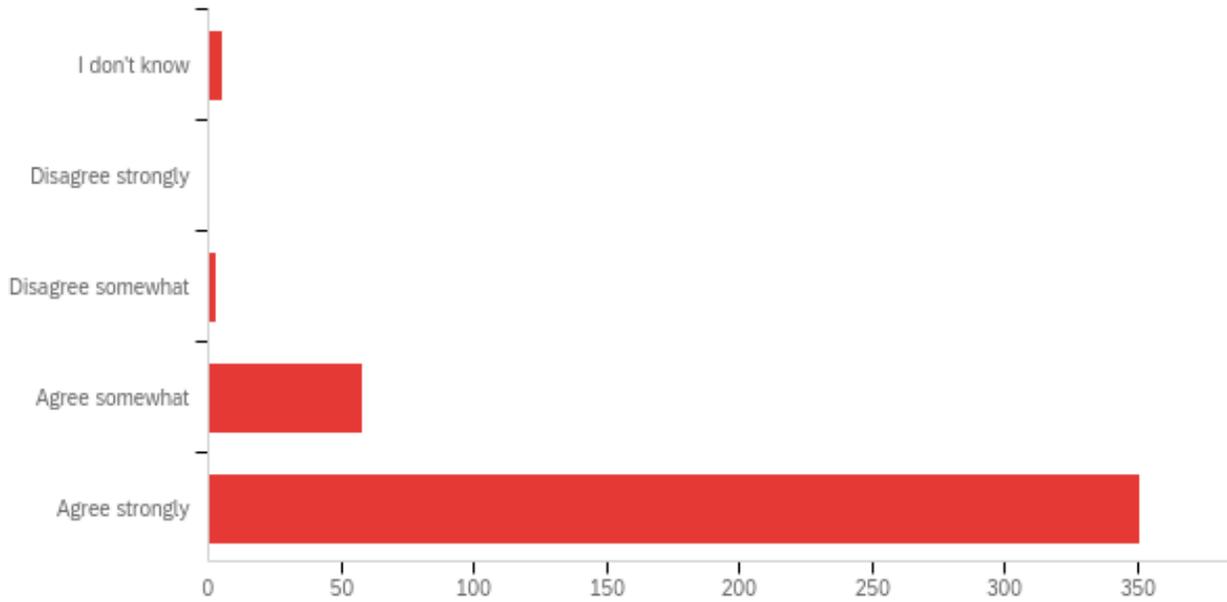
**Q32 - It is worthwhile for the Endicott Police Department to train officers in responding to mental health situations.**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	It is worthwhile for the Endicott Police Department to train officers in responding to mental health situations.	0.00	4.00	3.70	0.70	0.49	417

#	Answer	%	Count
0	I don't know	1.20%	5
1	Disagree strongly	1.20%	5
2	Disagree somewhat	3.12%	13
3	Agree somewhat	15.35%	64
4	Agree strongly	79.14%	330
	Total	100%	417

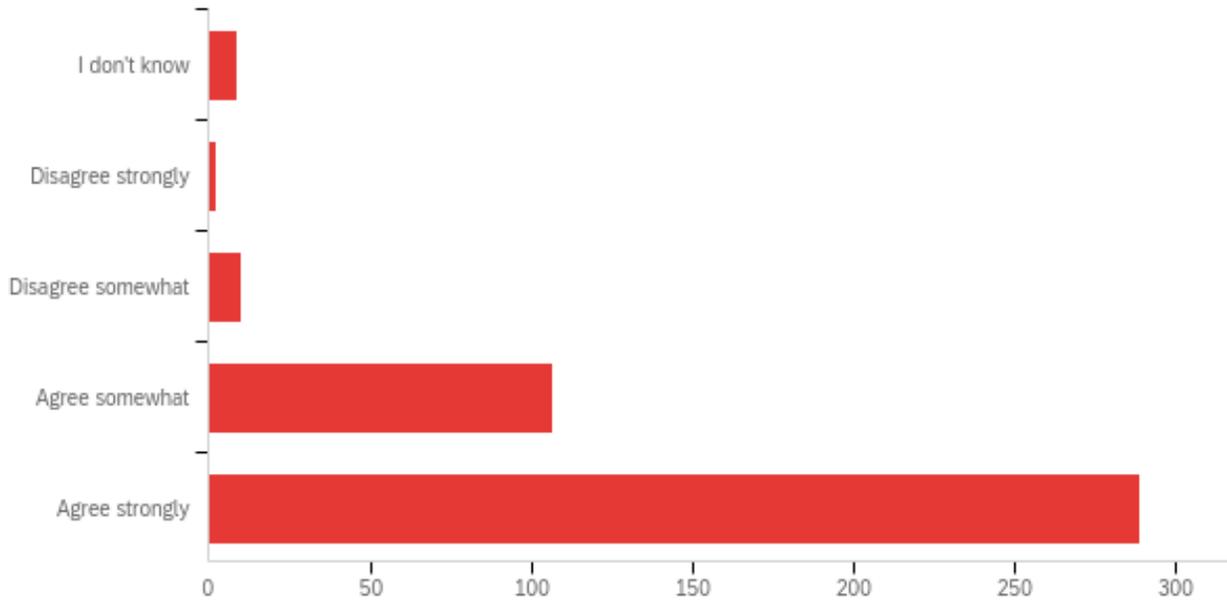
**Q33 - It is worthwhile for the Endicott Police Department to train officers in de-escalation techniques.**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	It is worthwhile for the Endicott Police Department to train officers in de-escalation techniques.	0.00	4.00	3.80	0.56	0.32	417

#	Answer	%	Count
0	I don't know	1.20%	5
1	Disagree strongly	0.00%	0
2	Disagree somewhat	0.72%	3
3	Agree somewhat	13.91%	58
4	Agree strongly	84.17%	351
	Total	100%	417

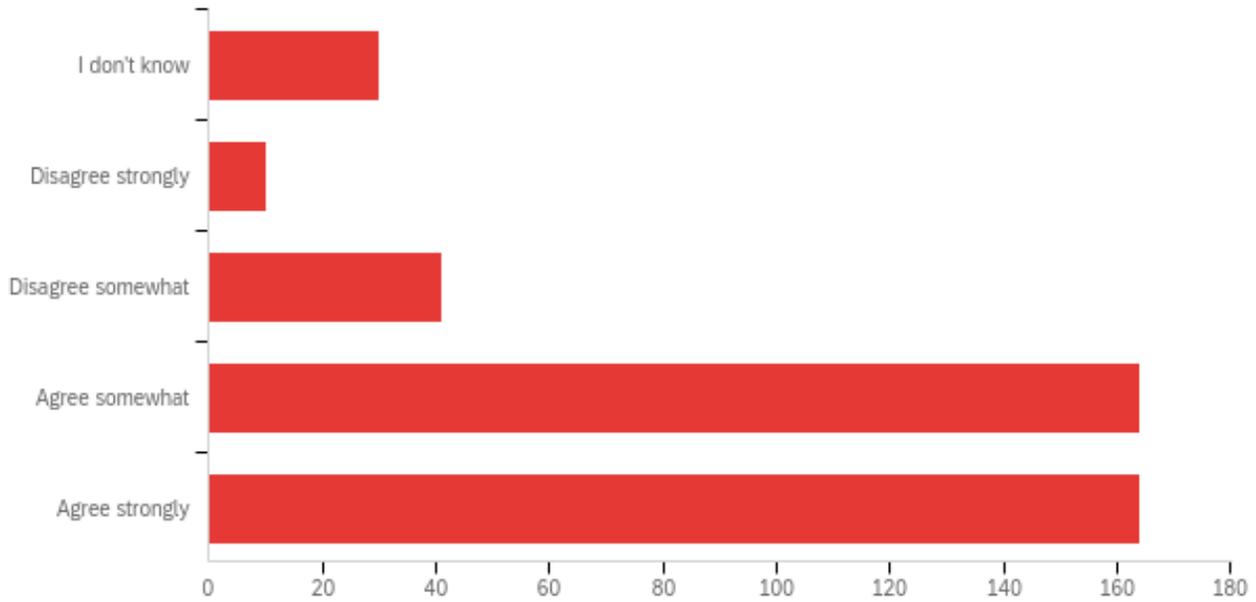
**Q34 - It is worthwhile for the Endicott Police Department to training officers in community policing and problem solving.**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	It is worthwhile for the Endicott Police Department to training officers in community policing and problem solving.	0.00	4.00	3.59	0.76	0.58	417

#	Answer	%	Count
0	I don't know	2.16%	9
1	Disagree strongly	0.48%	2
2	Disagree somewhat	2.40%	10
3	Agree somewhat	25.66%	107
4	Agree strongly	69.30%	289
	Total	100%	417

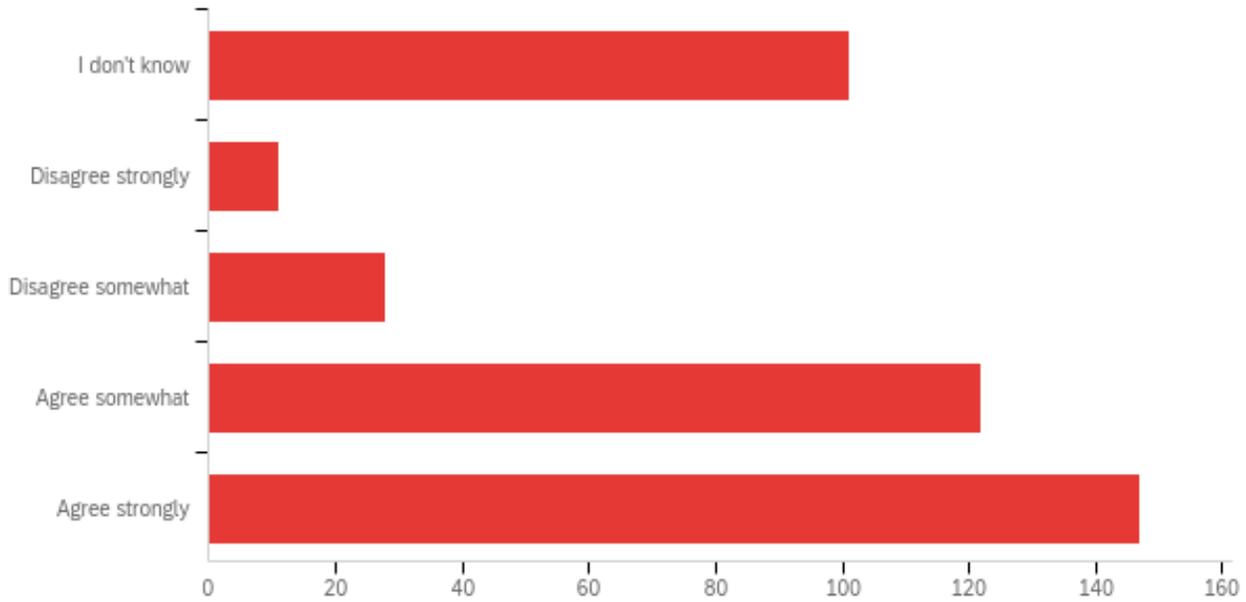
**Q35 - It is worthwhile for the Endicott Police Department to actively recruit within the city of Endicott to fill positions within the department.**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	It is worthwhile for the Endicott Police Department to actively recruit within the city of Endicott to fill positions within the department.	0.00	4.00	3.03	1.12	1.26	409

#	Answer	%	Count
0	I don't know	7.33%	30
1	Disagree strongly	2.44%	10
2	Disagree somewhat	10.02%	41
3	Agree somewhat	40.10%	164
4	Agree strongly	40.10%	164
	Total	100%	409

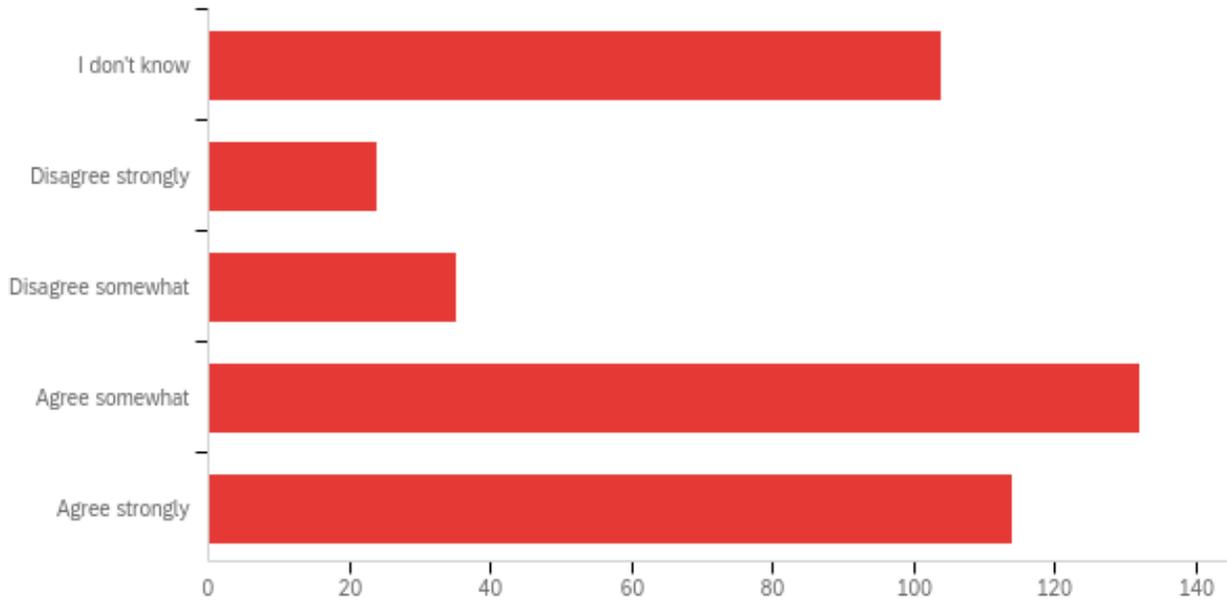
**Q36 - I believe that the Endicott Police Department leadership is receptive to change/innovation.**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I believe that the Endicott Police Department leadership is receptive to change/innovation.	0.00	4.00	2.50	1.58	2.50	409

#	Answer	%	Count
0	I don't know	24.69%	101
1	Disagree strongly	2.69%	11
2	Disagree somewhat	6.85%	28
3	Agree somewhat	29.83%	122
4	Agree strongly	35.94%	147
	Total	100%	409

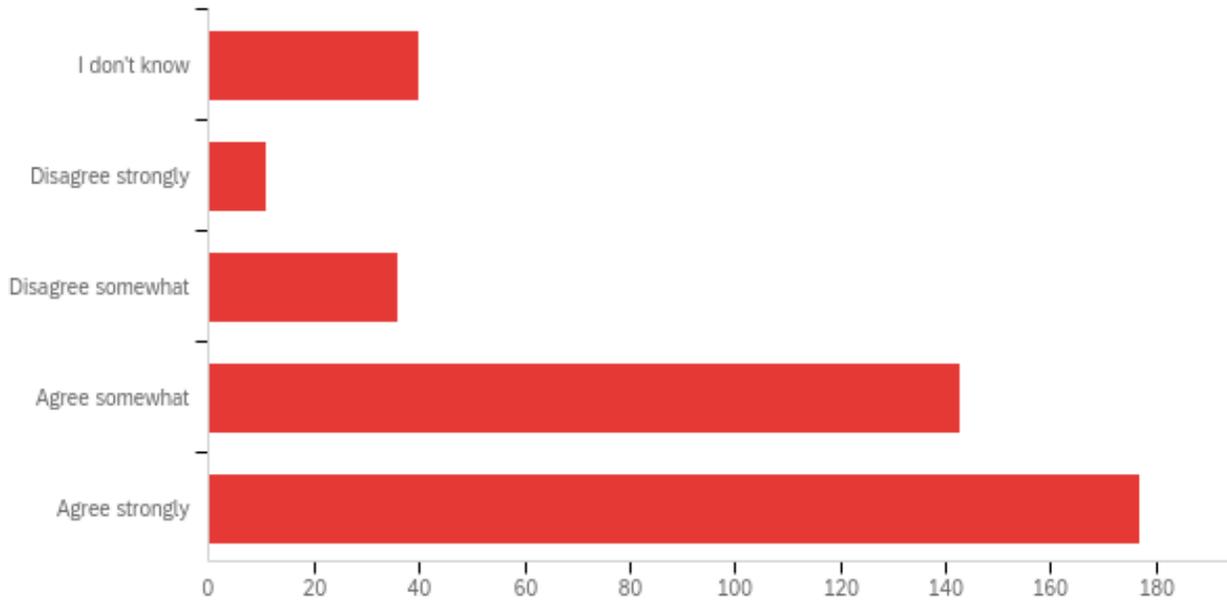
**Q37 - I believe that the Endicott Police Department makes it easy for community members to provide input, concern, comments, and questions.**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I believe that the Endicott Police Department makes it easy for community members to provide input, concern, comments, and questions.	0.00	4.00	2.31	1.55	2.42	409

#	Answer	%	Count
0	I don't know	25.43%	104
1	Disagree strongly	5.87%	24
2	Disagree somewhat	8.56%	35
3	Agree somewhat	32.27%	132
4	Agree strongly	27.87%	114
	Total	100%	409

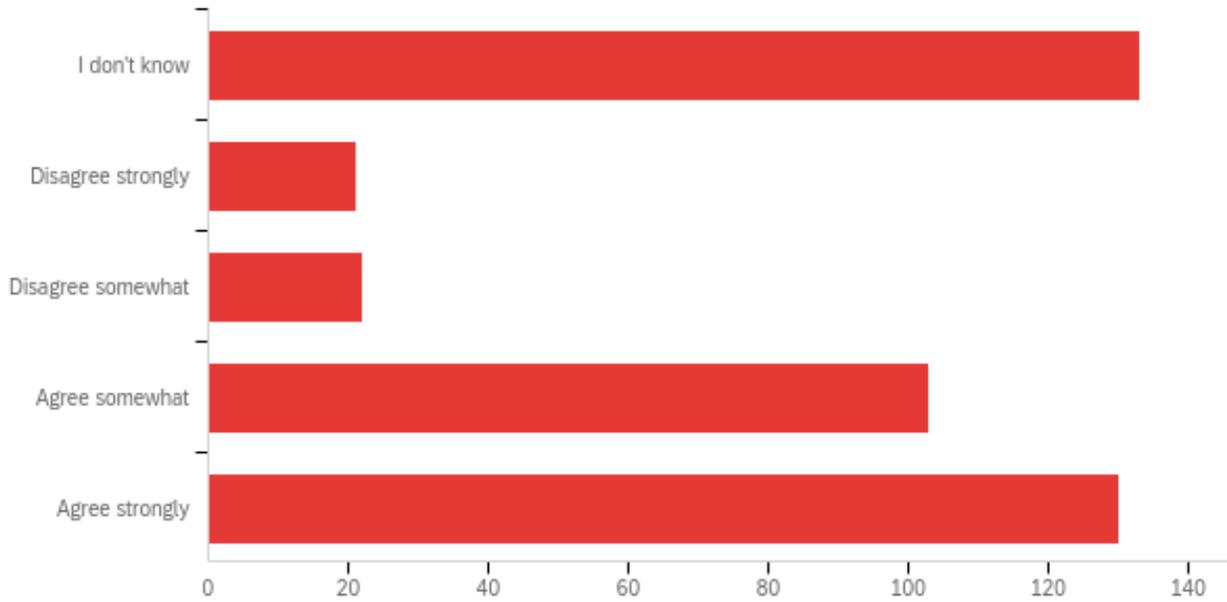
**Q38 - I believe that the Endicott Police Department can be trusted to make the right decisions in my neighborhood.**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I believe that the Endicott Police Department can be trusted to make the right decisions in my neighborhood.	0.00	4.00	3.00	1.23	1.52	407

#	Answer	%	Count
0	I don't know	9.83%	40
1	Disagree strongly	2.70%	11
2	Disagree somewhat	8.85%	36
3	Agree somewhat	35.14%	143
4	Agree strongly	43.49%	177
	Total	100%	407

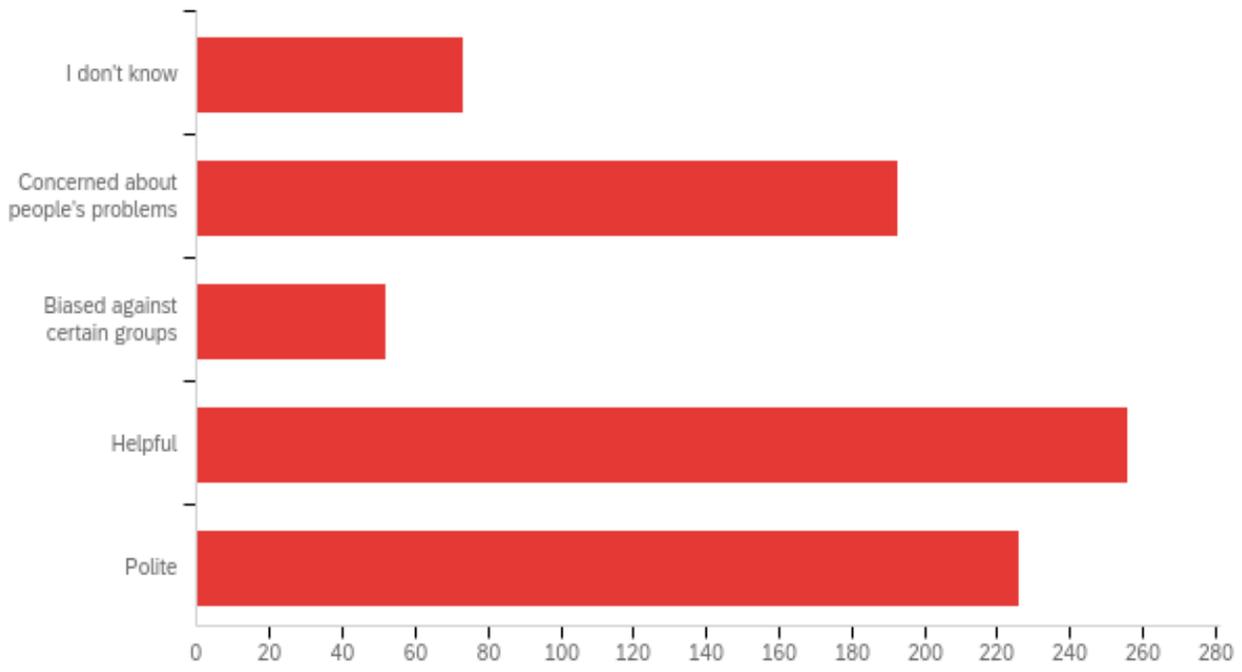
**Q39 - I believe that the Endicott Police Department is working toward improving trust with communities of color.**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I believe that the Endicott Police Department is working toward improving trust with communities of color.	0.00	4.00	2.19	1.69	2.84	409

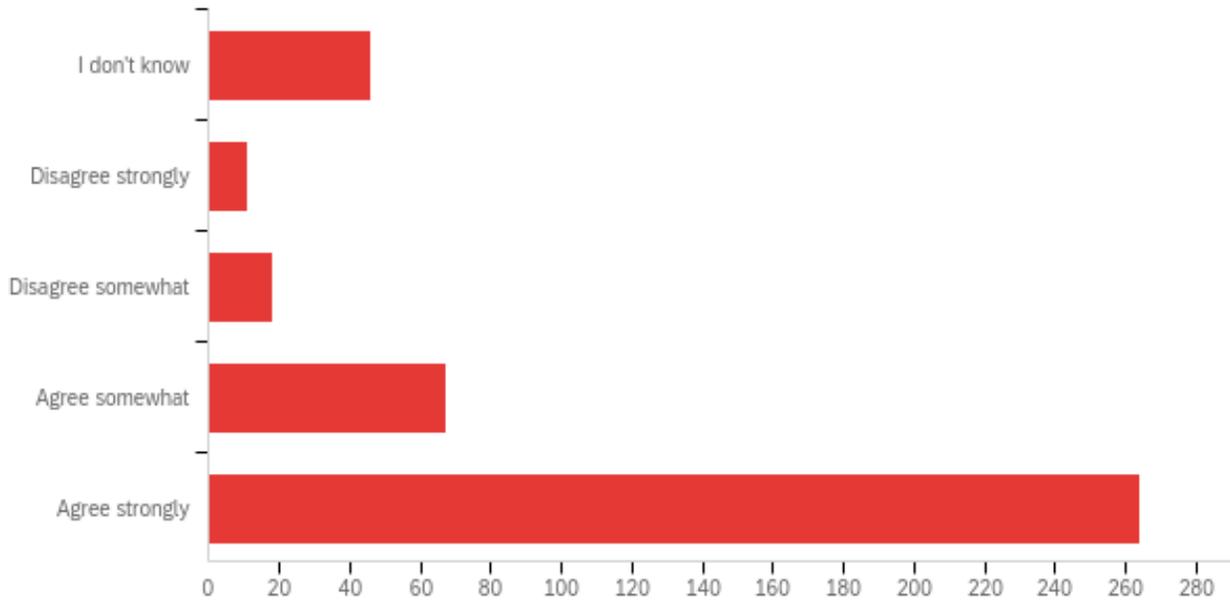
#	Answer	%	Count
0	I don't know	32.52%	133
1	Disagree strongly	5.13%	21
2	Disagree somewhat	5.38%	22
3	Agree somewhat	25.18%	103
4	Agree strongly	31.78%	130
	Total	100%	409

**Q40 - I believe that when dealing with people in my neighborhood the Endicott Police Department is (choose any that apply):**



#	Answer	%	Count
0	I don't know	9.13%	73
1	Concerned about people's problems	24.13%	193
2	Biased against certain groups	6.50%	52
3	Helpful	32.00%	256
4	Polite	28.25%	226
	Total	100%	800

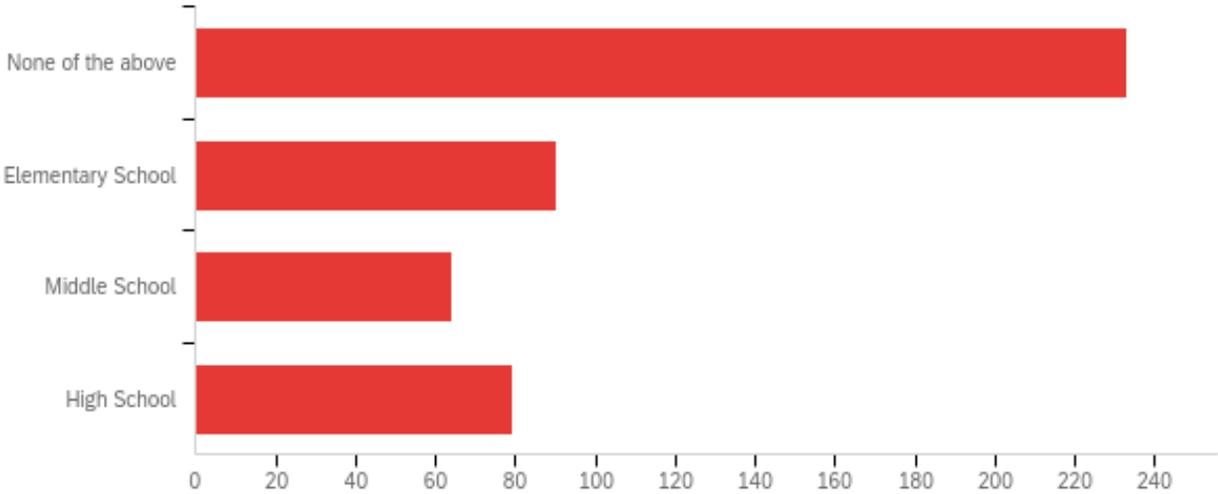
**Q41 - I would feel comfortable knowing that there is a resource officer in my child's school.**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I would feel comfortable knowing that there is a resource officer in my child's school.	0.00	4.00	3.21	1.33	1.78	406

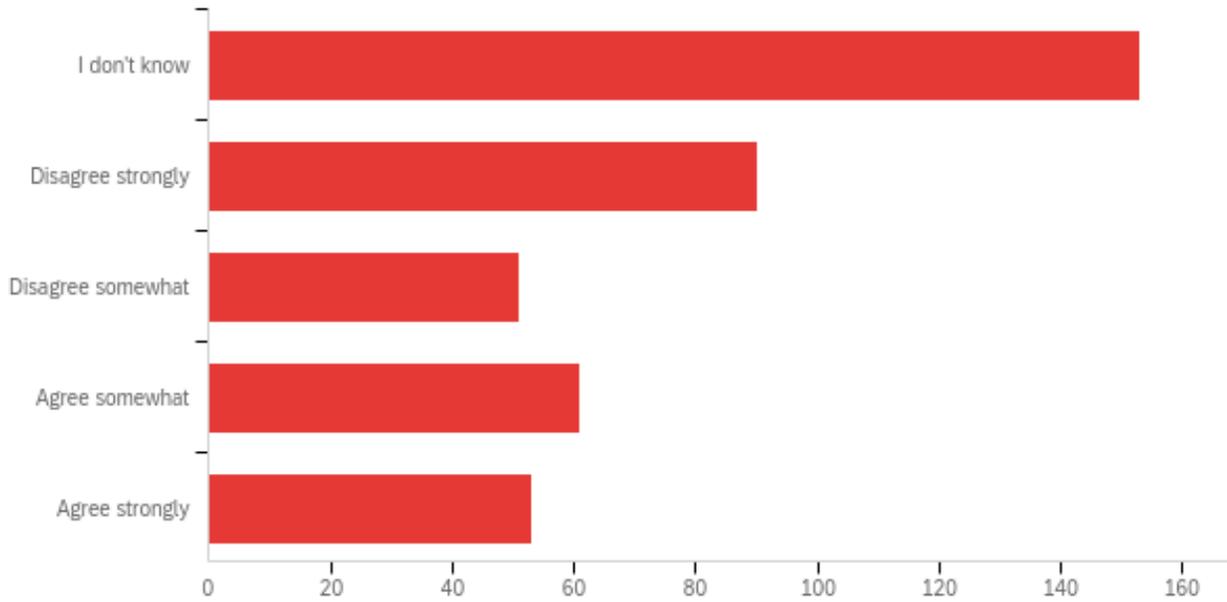
#	Answer	%	Count
0	I don't know	11.33%	46
1	Disagree strongly	2.71%	11
2	Disagree somewhat	4.43%	18
3	Agree somewhat	16.50%	67
4	Agree strongly	65.02%	264
	Total	100%	406

**Q50 - I have school-aged children in (select all that apply)**



#	Answer	%	Count
0	None of the above	50.00%	233
1	Elementary School	19.31%	90
2	Middle School	13.73%	64
3	High School	16.95%	79
	Total	100%	466

**Q42 - Endicott Police treat people in higher income neighborhoods better than people in lower income neighborhoods.**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Endicott Police treat people in higher income neighborhoods better than people in lower income neighborhoods.	0.00	4.00	1.44	1.44	2.07	408

#	Answer	%	Count
0	I don't know	37.50%	153
1	Disagree strongly	22.06%	90
2	Disagree somewhat	12.50%	51
3	Agree somewhat	14.95%	61
4	Agree strongly	12.99%	53
	Total	100%	408

**Q43 - How would you improve the Endicott Police Department? (Write NA if you have no opinion.)**

How would you improve the Endicott Police Department? (Write NA if you have no opinion.)

They are on the right path. They are getting the communities involved and implementing new ideas. Try to expedite any added training and hire more officers of color in contrast to the population they police. Hire from within the area when possible as they understand the community better when they live in it.

More training on substance use and mental health

Until we get the racism and corruption out of the police department there will be no way to combat the ills that it's bringing forth today

The enforcement perspective to be more of a compassionate perspective. For example how intimidating they can appear to be when arriving on the scene of a situation. I have 3 specific examples in mind from the last year.

na

N/A

I think it's great the Endicott Police Dept. has already made improvements working with ACBC and doing many referrals. I would say to continue doing more trainings that are ever available could always be helpful.

I would have them focus more on traditional policing duties and allocate some of their budget towards community programs could provide a better crime deterrent for communities by addressing larger social issues. If this is not possible, I strongly support increased training and accountability for the EPD.

Educate Police to treat me fairly. No matter what past situation or who family members are.

NA

I believe that's a question for the officers, they know their needs for better safety. Get them the tools they need to make their jobs easier. Education too

Commenting... I live in Endwell just outside the Endicott line but shop there regularly... When I heard about this questionnaire I wanted to respond with what I think are general policing responsibilities -- in this case, more about affirmative action in the department than anything else. Your group photo is a great example of what needs to be done to integrate the force and prepare for the future population mix.

Na

With the gangs now in our town I would like more Officers hired so they feel the pressure of their presents more.

More diversity in staff

Address drug crimes more diligently

Na

Hiring more people of color and or different race or ethnicity.

Maybe in the warmer months see them on the beat to meet people especially on Washington ave, they could get the trust of the people and maybe get info on what's going on in town( better communication with the people and department

I want officers to report to landlords any safety problems they happen to encounter while on a call (like a broken front door of building that doesn't lock, or the absence of lights in logical places. I want officers to have laws in place so that they can be helpful with quality of life disputes. I want all officers to wear body cameras and keep them engaged.

Endicott Police is one of the better ones in the County. If I could be a police officer I would get more personal with the residents in the community that I'm patrolling and more social I just believe from experience when people are more familiar with you the threat goes down if there's any or anxiety going on with a person. If I see an officer on a regular basis and I get pulled over or have any interaction with that officer I would not be nervous because I'm familiar with them. We need to change the perception of what Police officers do I have no problem with you guys but people around me do.

---

DOING FINE; ADDRESSING PROBLEMS; INCREASING VISIBILITY

---

Don't know enough about the department as a whole to answer this.

---

While I agree that police officers should have better psychological and de-escalation training, they should not be expected to substitute for medically and psychologically trained professionals. If these individuals were incorporated into the workings of our local police forces, emergency situations could be dealt with in a more relevant and humane fashion.

---

Just have professionally trained med or psychological personnel to help with: children/ adults with autism, Terets syndrome. As a grandfather of autistic children I'm terrified of what could happen. They're not in Endicott. Roch. And Syr. Scare me. Not Endicott.

---

Implicit bias training, climate studies, more training. Can't to develop community partnerships

---

NA

---

Increase community engagement opportunities for the police officers and community members. Especially in terms of younger children in the community. It's important for the police officers and community members to establish relationships of trust early on. I would also like to see the police get support with domestic situations from social workers when appropriate.

---

na

---

Visit local churches and community groups to teach us how security can be implemented or improved.

---

NA

---

na

---

I don't know. I don't walk in that man/woman's shoes every single day.... I couldn't say.

---

Disband and defund them entirely. Replace them with individuals who actually respect and help the community.

---

I don't have enough intelligent input. I feel it is difficult to treat everyone equally when they see so much crap, disrespect and callous disregard for the law in lower income areas. Not from everyone but many, many.

---

I haven't seen or heard anything that needs to be improved

---

Na

---

I would actually like to hire more police and have more patrols in the community. As well as bike cops and cops on the avenue more often need more police officers doing better with neighborhood speeds and more interaction with community

---

N/A

---

Keep it the same.

---

Too much to write

---

Give Chief Pat Gareya long term contract

---

N/A

Have someone at station to help with questions and not have to wait for an officer.

---

The use of more security cameras, not only in downtown but also in out lying areas.

---

NA

---

na

---

NA

---

Any encounters I have had have been very positive. Reports I have from friends are the same. Not being a resident of Endicott I do not feel qualified to make suggestions in this area.

---

1. No racial profiling, which has happened to my daughter twice. 2. Responding when there is a call, especially when there is a threat of violence.

---

perhaps have a neighborhood police representative (officer). someone who is known by name, not by endicott police phone number. another idea is an financial incentive for officers to live in the village. become a one of us.

---

NA

---

More community outreach. I've only lived here for a couple of years but I haven't seen or heard much from officers, which gives me little to no opinion on them. I'd like officers to build more rapport with citizens.

---

They know what there job is LET THEM DO IT !

---

NA

---

Education/diversity in officers.

---

Education. Education. Education.

---

More bias training and communication with residents

---

NA

---

Just keep up the good work trying to protect our community. Thank you!

---

It was better and easier when we could just walk into the station with an issue. not all issues are emergencies but it takes longer having to call first if it is an emergency. Although I understand perfectly why it is this way now. I just liked being able to see an officer face to face when explaining my situation.

---

Train police how to deal with and not be afraid of people of color. I know that officer Quinn is fair, always is. Other officers need a lot of work. They have opinions made before they get to the scene, especially if they see a white person against a black or person of color. Even if the white person look like they are the person who escalates the situation they are treated better than any black person. Also the searches on black people vehicles is way more than any other race and twice as long. I've personally seen endicott police violate a person's rights because that person didn't know their rights. I watched them strip a person vehicle pull their pants down and have a dog sniffing their person and vehicles. Ripped his speakers out his stuff out his trunk and

---

I would make ALL the officer's treat people the same, NO matter what. They say they do but there's been plenty of times where I've felt they don't! Other than that, I have NO problem with The Endicott Police Department other than they literally make EVERYTHING a CIVIL Matter. GOD forbid you call for help and make a complaint they maybe someone that you seen or witnessed steal something, gets in no trouble if they live with you. I don't think thats fair at all. They make everything a CIVIL matter. Yes, things might be the law, but they don't help whwn it comes to protecting your belongings

---

Na

---

More police are needed as we cope with the changing population.

---

they could act like they actually care about this community. every interaction i have had with them they were borderline hostile or completely dismissive. and im not a POC so i can only imagine how bad they get treated

I would only think if they had more officers. We love our police department. We live in a troublesome area. We stay here because the police do a great job protecting us.

Add diversity to your force. Add copious amounts of education to police training regimen particularly as it relates to treating people of color and different races and cultures. This isn't the 1930's anymore. Adapt and grow with the times and evolve.

I liked the DARE program in schools. Is there funding to bring it back?

More cops on taskforce

I feel that the Endicott Police Dept. should be able to respond to situations in the Town of Union, as many of us have an Endicott address.

I think the EPD is doing a great job!

Bring additional manpower, as visibility on the streets will reduce incidents.

I think the Endicott Police have a very difficult time handling all of the situations they get on a Daily basis, but they do a great job solving every issue that arises. I don't think they need any help or need to change anything they do now. They have a very very hard job that they don't get recognized enough for how much they do.

NA

I believe we can have more communication about problems that our community is facing between law enforcement and members of the public. To help come up with solutions that help everyone in the community.

I am not sure. I would hope that the department could get help from mental health workers and social workers. Policing is a difficult job.

More officers

I strongly feel that the Endicott Police Department is doing an excellent job. That being said, change can sometimes make things better. Training in some areas certainly can't hurt. Police Chief Garey has done an amazing job with the force.

I don't believe we defund the police, I believe we fund the police with on- going training in Constitutional law and de-escalation. I would take every officer complaint seriously and rely on the feedback from our community to course correct behaviors that are not consistent with their oath along with consequences for poor performing officers.

The Chief is on top of everything.

Continued education and training

Continue to seek out open-minded, non-biased individuals who come from diverse environments for hire, while furthering the education of current officers on same. Provide training on conflict resolution, de-escalation techniques and remain committed to collaborating with outside organizations and agencies to address the underlying issues that frequently result in negative or criminal behaviors. Education and Advocacy..... for social justice and equality for all peoples..... are fundamental principles that if realized will help to reverse the negative trends that are so pervasive in the world today.

I believe profiling is true, but not based on color. It's based on economic class and past behavior of the people they interact with.

n/a

The EPD is already taking steps to improve by having community meetings and building community relationships.

I could not answer some questions because I do not interact w the police dept very often! When I have, my experience has been fine. Only one time I had an issue w an officer being rude to me and telling me what to do on my own property. I was not anywhere near her and not making a peep. I was watching the situation because the guy was drunk and I was worried about her safety until another officer arrived to assist her. She yelled to me to go in my house and mind my own business! I believe most officers are good and want to do good! I appreciate

the work they do! It is a shame a few bad apples ruin it for so many and that happens in every situation, not just police.

NA

I live in Endwell so I can't comment specifically about the relationship of the Endicott Police and the public. I do feel though that it is worthwhile to pursue avenues which open up dialog between the police and the public. Bring in representatives of various community groups to share opinions and views on the different topics of concern....

na

I think the ideas of community policing, bias training, and mental health emergency training are a great start. Connection to the community is very important in this situation.

Mental health and DEI training

Be more aggressive on drugs . Maybe more undercover stings, to deter lowlifes moving into our community. How can you entice new businesses with the state of the village: drugs ,crime, blight and undesirables from NYC  
Ensure that relationships are built throughout each community in order for police to be successful in policing, through mutual respect and increased trust overall.

More neighborhood watch logistics with community involvement.

Hire more minorities.

Unsure at this time

Stop running "skeleton crews" and relying on back-up. I believe a "police presence" deter's crime

Add mental health and social work professionals to help and assist during calls.

Have the police department increase their presence.

The department needs to be better trained on responding to mental health crisis. They should also be more receptive to work with mental health providers.

Always work toward respect for community, and look for ways for the community to respect them

I would just like to know that if there are issues regarding unfair treatment of certain groups, that the Endicott Police Dept. is actively working to address those issues, and also working towards training or having additional resources to address mental health/substance abuse/domestic issues.

Educate officers, bring in new leadership, diversify the department.

Most officers are aware of what their job is and do it well but a few I think are there for the show of a badge and gun some make me feel like I can't trust them to do the right thing

Please continue what you are doing. You have my utmost respect for the job you do in these times.

Hire officers with a higher level of credentialed education. Hire more officers from diverse racial backgrounds and sexual orientations.

I have no idea what the department is doing now but I think improving police-community relationships would be beneficial for every police department.

I don't know enough to say NA

Better management in the dept the chief is horrible... the officers are great but the chief no

Be one of the leading agencies in training for racial injustices, mental health deescalations, ect

More utilization of the Auxiliary Division. This can be fashioned like other departments that use Auxiliary Officers in community patrols to be eyes and ears on the street. In the event of seeing something, a radio call would be made so that a regular patrol could investigate. In station, support rolls such as data entry and records work.

---

Stop and frisk every black you see on the street. Profile,profile,profile.

---

I would appreciate more patrol around neighborhoods

---

Get rid of current mayor and her trusted assistant. Small town police dept. with small town minds and lack of leadership.

---

More education

---

I often see officers at community events. I see less interaction between officers and community members at events, but also know they are there to perform their job of safety etc & they cannot always have lengthy conversations with others

---

When pulling over a car. Go to the car with an open mind. Once cleared of any wrong doing during that stop dont follow citizens to their destination to "prove there story". Also listen to the residents who live in the area where a crime or disturbances occur. Mitigate and stop troublesome behavior when found by police. Instead of watching and waiting for something worse to happen

---

Need more patrols at night there's a lot of shady characters walking around

---

Race relations, training, and reform for the whole department.

---

More visibility along Washington Ave, Main Street. Start a Police Academy like the one Vestal does.

---

Like Police departments all over our country, I believe that de-escalation needs much improvement. I think people in general have preconceived notions about lower income/dark skinned people, therefore since the Police are dealing with them in crisis situations, more training is necessary to help officers understand the world from their perspective to better be able to de-escalate and diffuse a situation to a manageable level.

---

I wouldn't do anything. I think the Endicott Police do an excellent job keeping our community safe.

---

I wouldn't, police officers are doing fine. There is nothing that needs to be changed. Other than the public's understanding of what the officers job is. That the sidewalk is not a court room.

---

More personal contact with Avenue residents and businesses, walking K9 amongst People during the day there-making people and workers feel safer there. More visual presence!

---

Demilitarize. More de-escalation training than firearms training. Teach them how to talk to people without having the cop attitude. Reward discretion and de-escalation. Teach officers about the collateral damage done to individuals as a result of arrests and convictions. I want police in my community who can admit when they make a mistake. Avoid contempt of cop arrests.

---

Some of my answers will tell you that. I would like to say I think you all are on the right track with your questioning and your opening communication with your public. I am not in your jurisdiction and yet...you have helped me and my family with your posts and reminders of locking up at night and turning on the lights. Our officers seem so off putting. If the police were more friendly in knowing their people. We also would look out for them. We are Pro-police in this household. I have family that serve as Sgt. and friends that were Sgt. also. We care about your safety.

---

Have someone at the police station all hours of the day. It makes people feel safer knowing someone is there to help you instead of pushing a button and waiting for an officer. It might not be financially feasible, but it was comforting knowing an officer was there to help.

---

Higher a more diverse array of officers.

---

Work more collaboratively, provide increased opportunities to discuss these questions outside of the state mandate, increased training on mental health, understanding disabilities and implement trauma informed practices. Increase opportunities for individuals, families to help break the cycle of crime.

Ensure they have training to deal with bias, hold each accountable for actions, take public's concerns seriously and use independent people to investigate complaints, regular training and counseling for officers to ensure they can work with all types of people in our community. Get rid of officers who violate civil rights of residents

---

NA

---

I think you need to hire people of color for the department. We have had Latino and women on the department for years, but no one of color.

---

Improve the front entrance, make it more appealing. Officers being more involved in the community in general  
More community interaction outside of patrol vehicles. Return to foot patrols or expand the use of bicycle patrols in neighborhoods throughout the Village during good weather. A quick stop and "hello" while encouraging the community to get outdoors would go a long way. Partner with other emergency services to do the same, targeting community parks and events, athletics, etc., while delivering outreach initiatives. Increase number of patrol officers to ensure communities can have a "direct" representative of the department they can speak to on a routine basis (more foot patrols out of vehicles).

---

More officers

---

First of all I would increase the number of officers in the department. I feel that Endicott Police Dept is undermanned. We need to see them more patrolling both on foot in the business districts and by car in the neighborhoods. This increase in visibility is impossible with the number of police we currently have.

---

Na

---

Continued community involvement and presence at functions may help people "trust" the department more. Personally I think the department shouldn't have to deal with as much bias and pressure as they have been dealing with. EPD and all other departments have mine and my families full support and we thank you for the job you do day in and day out! I personally know many officers throughout the area on a personal basis and as clients of mine at Executive Image Barbershop and I think you all do a Great Job and are some of the best people in the area. Thank you for all that you do!

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Definitely training in appropriately responding to mental health incidents and those involving people with disabilities who may not respond typically to crises involving them (autism, for one), higher positive visibility, more community involvement in ALL neighborhoods, not just the white, affluent ones. If there are officers in schools, they should be promoting problem solving and setting a positive example, not a punitive one. My [REDACTED] was a [REDACTED] who actively disparaged people of ANY color and anyone with mental health issues, disabilities, or substance abuse issues (he was also a functional drunk). He hated his job and never mentioned anything positive that happened there except when he won a court case or "caught the bad guy." Somehow, I idolized him and followed a similar career path. However, I happen to have a child with autism and have since learned that racism is wrong. I now work in [REDACTED] and see that continuing to do things the old way, where police are mainly there to react to crises and enforce laws, and with neighborhoods becoming more dangerous than ever with gangs and drugs and all of it fueled by poverty, is just not sustainable. My caseload is higher than ever, my department is overworked and underpaid (like police officers and teachers also are), and we lack the resources to actually help people change their behaviors for the better. Day in, day out, it's the same-- meet with people, monitor compliance, tattle to the court, endanger ourselves whenever we are in the community (we aren't armed), meet our numbers or else, and nothing ever gets better. We are still seen as the punishers, rarely helping anyone long term. Something needs to change, and I believe it starts with building community trust and relationships. I would love for young people of EVERY color and social group to see the police as helpers and not someone to be feared based on past family experience. I would love to see more minorities on the police force so everyone feels represented. Prevention feels like a more worthwhile pursuit than just enforcement, but it needs to start with the attitudes of the officers and the culture of the agencies. To be honest, all the police officers I have known, including those I served with in the Army as an MP, are most interested in being bad ass and power tripping, bragging about guns and God, and many are racist and believe what they are doing is right. We can all do better. Let's work to attract recruits who believe all community members matter and care about helping others as much as themselves. Otherwise, we can expect the same problems to only get worse and the result is public misery which will eventually impact even white, affluent

folks who can no longer insulate themselves. We are all responsible for the conditions of our community, so it should be a partnership.

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Na

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Get Officers routinely in neighborhoods to get to know everyone, not as enforcers but friends, wouldn't take long to know whose who and what to expect or who to go to find someone, be the town bartender, listen, learn.

---

I don't live in the village but have use the village and seen the police for decades. I wouldn't have you change much. But our local news doesn't tell us much as to the actual problems in our community to suggest improvements. And you probably can't issue a list of daily crimes. But Please do not do what Ithaca is going to do.

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High visibility in downtown area and Union District. Doing so with riding bikes and walking and connecting with people...not just riding around in their vehicle.

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Endicott police appear to be putting in great efforts to train in areas worth while

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Have more police

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Work on crime instead of harassing businesses about mask wearing. If they are going to harass businesses, they should be able to cite a law they're enforcing

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More street patrolling and better response to complaints about illegal unlicensed 4 wheelers and dirt bikes being driven on the streets. Better enforcement of illegal drug dealings.

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I would like to see the newer officers paired with more experienced officers for a longer period of time. I have witnessed incidents where younger, newer officers arrived first and I was not impressed with how they handled the situation or spoke to my neighbors. An older officer arrived on the scene and their entire demeanor changed and they were better behaved. But by then they had already tased a teenager who posed no threat.

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New leadership

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NA

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More police liasons in schools

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Re open the police department, having no one at the desk is a safety issue. If someone is seeking help they have no safe place to go, sitting out in the open on a speaker does not make anyone feel safe, only exposed to the existing danger.

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Increased staffing

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Mandate regular interactive trainings with minority groups

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Have a better minority representation

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hire minority candidates

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Replace the senior administration and replace with younger, better educated officers. Return to beat-walking in high crime areas (or high-crime perception areas), increase bike patrols, have police officers engage more often with the public. EPD patrol officers are much more professional and polite compared with other local departments (Vestal, Bing, & Sheriff). As a matter of policy police officers should be encouraged to talk with citizens whenever possible, it should be an unwritten POLICY that police officers are required to waive to citizens when driving by and under NO circumstance should in be acceptable for an officer to use offensive language when in uniform.

---

I would like to see EPD cars sitting out in the community more. I see the cars sitting outside the police station or in the same old places that everyone knows where they sit. I would like to see less cars at the station at all times of the day and spending time in spots other than the same old usual spots

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Be more visible.

---

Hire the best candidate regardless of race or gender.

They will always benefit from training aligned with their mission.

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More education and training for officers, please.

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with much of what was addressed earlier : visibility, diversity, education

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Well for starters I would like to see all the heroin addicts and meth heads that are robbing everyone taken off the streets

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More police on the streets if possible, more diverse roster of officers.

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more officers, not allow any Marxist/communist training to go on in regards to race issues.

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More officers, more resources, more funding. They can not do more with less, plain and simple. Creating an atmosphere of law and order takes time but pays dividends in the future of our community.

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More bike patrols in the summer at night.

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There needs to be training on how to handle situations that involve persons that are nonverbal and autistic.

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Have police more visible and come in a more timely manner.

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More bike officers and ones that walk around in the neighborhood that really needs it.

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More visibility. Street crime and burglaries of vehicles is on the rise.

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Bring back the DARE program or something similar.

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Allocate money to mental health, de-escalation techniques, and community enrichment programs.

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Bring more officers on so when there is a call they can come promptly. I understand that takes more money but worth it to make residents feel safe in their own homes.

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Additional training all around, additional resources to fit the need of a situation (ie mental health crisis better suited to be aided by mental health field in conjunction to PD).

---

Better community involvement... getting to know the police officers as "people" rather than "cops" would help increase the reputation of the department and the respect for the officers which in time would cut down on crime and other related cases.

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Hire a few minority officers, but not just as tokens.

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Always room for improvement in any career but they're great as is

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I feel safer when I see a patrol car in the neighborhood and try to give a friendly wave to show my appreciation. I think routine patrol, police presence is very helpful for all neighborhoods.

---

Introduce themselves in the neighborhoods throughout the village. All neighborhoods. Or ask the neighborhood watch leaders to host a meet and greet.

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I don't believe the EPD needs to be changed. I believe they need to keep up with the times, and continue to educate themselves; ie: diversity training.

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Diversion programs and anti-bias training

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Open up the Police station again. I think closing the office was a huge mistake and I don't understand why this happened. If I were to be chased down the street I would want to know that I could run into the police station if I had to. I think this was the worst decision anyone could make.

---

Stop judging based on location and skin color

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More Drug enforcement

Put officers on foot on Washington Avenue & vicinity. It would be helpful to have old school beat officers out and about interacting with the community. Speaking with someone and seeing three in the neighborhood on a regular basis builds stronger community relationships than seeing faces whizzing by in a car.

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Hire more officers

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More police, as society declines we have more criminals makes sense to have more police as well.

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Increase funding and staffing and training

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With any training available that applies to the people of the Village.

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Hire more officers for the street.

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Hire more officers

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Offer more tools and equipment to keep officers safe and allow them to do a better job. Increase pay of officers to hopefully attract more qualified candidates.

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More problem solving and mental health training.

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Unfortunately every police department is under scrutiny because of one or two bad seeds and the lack of government backing. I believe Endicott could improve from a few more minority officers and maybe some sort of interaction with children to show that they can trust and look up to officers; something they may not be taught at home. I also believe everyone is doing a great job and doing all that can be done. I dislike our governor extremely and feel his reform law and countless other laws are a complete disgrace to law enforcement. I feel that if you commit a crime, you should not be walking around hours later. This is just welcoming crime and not punishing those that need to be.

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Stop cutting their budget. Give them incentives to stay. Promote from within.

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I think that more funding ought to be allocated toward the department so that it can better care for officers' well-being. Officers need less involuntary overtime; more activities within the department that build stronger intradepartmental bonds that are not necessarily work related, i.e. sports, extracurricular events, etc.; and more opportunities to engage with the community in prosocial manners. For instance, a kids vs. officers basket-, base-, football game yearly; opportunities for mentoring troubled youths; a junior police program; officers' night out at a local business; or other potential programs that enable community members to see officers as professional people, but people nonetheless. It has largely been the personability, relatability, and genuine and sincere care and concern that I have experienced from specific officers on the Endicott Police Department that has shaped my experience in the community for the positive. I have found that there are officers who are truly willing to get to know me as a person, who have expressed interest in my interests, who have disclosed their own struggles to me, and shared from their own private lives, on the force, and their humanness and accessibility has forged incredibly positive relationships. I can say that in all of the encounters I have had with officers, the vast majority were pleasant, the remainder were professional. It has been my experience that when officers have been unhelpful it was not because they did not want to help, but rather, their hands were bound by the laws under which they labor. I do hope that other community members feel comfortable being themselves around members of the department, and that in turn, they get to see the vulnerable, sensitive, caring, comical, concerned, and kind sides of the officers serving the community. Upon moving to Endicott, and adjusting to a new environment with my own stressors to manage, it was largely the interactions with the police here that helped keep me sane at moments I wanted to break. Whether it be a friendly visit to say hello, a response to a call to help me deal with my unruly adolescent son, or a brief chat as I walked my dog, I can say that the friendliness and kindness of the officers I have gotten to know was amongst the greatest factors that helped me integrate into the Endicott community and feel less anonymous and alone. I realize that is only possible because I was always willing to trust and engage respectfully with the officers I encountered. Thank you for your service.

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## Q44 - Is there something we did not ask you that you would like the Endicott Police Department to be aware of? (Write NA if you have no opinion.)

Is there something we did not ask you that you would like the Endicott Police Department to be aware of? (Write NA if you have no opinion.)

Individuals with substance use disorder respond better when being treated with compassion rather than force.

I would just like to be respected by the police, As I am respectful to them.

When a call is made in a domestic violence situation and there are children involved I believe the Endicott Police need to address the situation better. I have called on 2 of my neighbors in this type of situation and it took awhile for them to show up and were not at the home for more than 10 minutes. The situation then escalated after the Endicott Police left.

Have the police give the guys that do work on the roads warnings, because they are not following PESH and OSHA rules for working on the roads. No proper signs. Not following safety rules.

There seems to be some disrespect when it comes to the younger generation, I know the respect goes both ways, in this day and age you can't even touch your child, when I was growing up if you disrespected somebody you got cuffed now nothing happens and that's the problem there is no repercussions for their actions

Consider use of mid-sized electric cars rather than SUVs. During acceptable weather conditions, I would like to see teams of officers riding through my neighborhood.

Appreciate the leadership and public face of Chief Garey.

In general, I'm proud of Endicott police. I'm white though. I don't have same fears as some black families do. They don't fear me. Lincoln Ave near library is good.

Yes, EPD does a good job. But there are people out there with stories that need to be heard and so much to repair. Let's not break our arms patting ourselves on the back saying we already do a good job. Recommend police staff, mayor, officers read "White Fragility."

I just saw this on wbng and thought I'd join the conversation.

Your blue lives flags are racist propaganda. Take them down. Blue lives aren't real, it's just a job.

Being more aware of the people walking the streets of Endicott during evening and early morning hours fighting and arguing loudly causing disturbances. Better patrolling of the streets during the night.

No. I think they make an honest attempt to discharge their duties as would be expected.

Maybe ask if people think that they make interactions with police worse by not complying and being aggressive with cops

More police being visible and hitting the streets. Too many cars sitting empty at police station rather than being out in the neighborhoods. Especially north side

Blacks make up 9% of Endicott's population but are 45% ~ of this community board! Is this a fair representation of other groups? Where are the Scots-Irish? Where are the Italians? In my opinion, this is more Cuomo-Liberal race division politics.

Do not discourage teenage girls from filing rape case!

I believe that not only the Endicott Police Department, but most police departments across the country should not be defunded, but have more funds to do their jobs better and safer. Is it possible to have police vehicles outfitted with bullet proof glass?

Each officer's daily attitude and routine demonstrates the community-police relationships (actions speak louder than words idiom). If the officers receive proper in-service training on the priorities and conduct of their assignments, and members of the community better understand the challenges faced by those officers, it is quite

likely that results may be better overall. I feel the continuing emphasis on black vs hispanic vs oriental vs white, ad infinitum only exacerbates the issue of race. Let's stop putting colors on people and treat all the same.

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Racism is rampant in west Endicott.

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I wonder where all the crossing guards disappeared to? Also, when we do have crossing guards, why aren't there any located at All Saints? There is a lot of traffic there during dismissal and I worry for The children's safety.

---

Many people are aware that an officer community relation can only help to an limit. when most crimes are committed in our community by non-community people. who don't care

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I think that sometimes the visible weapons on an officer can be kind of intimidating to people. It might be worth asking the community what their thoughts are?

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Every situation for these guys is different train them to be safe and be careful This world is a bad place !

---

There will probably more calls to Endicott Police from the new apartments being built for Endicott Square at 23 Jackson Ave in Endicott , that are really from Endwell from Endwell location response needed from Endwell authorities ( i.e. Stat Police, volunteer Fire Department, ambulance)

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Think you pretty much covered it!

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Landlord Tennant issues. The police don't take the time to listen to the tenants they always assume it's the Tennant fault. I was assured by my landlord and the police wouldn't let me press charges against him. Needs much improvements. Better building codes for people renting properties.

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Yes [REDACTED] is STILL driving around Endicott selling crack cocaine. Her mother [REDACTED] finally went to jail to hopefully serve some time. That's ALL that WHOLE family does, is sell drugs and take advantage of ANY drug addict in the community. There a nusense to Endicott. They get out and do the EXACT same thing. And it seems like the cops don't care too much. Cuz [REDACTED] is still driving around selling to ANY and EVERYONE. The cops need to be aware of there bullshit there doing to literally ruin this community out here. And mind you, im a black person saying this. There NOT good people and need to be investigated and CPS should be called....Thanks so much for your time

---

My husband and I are in our mid 60's and have lived in our village of Endicott home for 37 years. (Rented before that.) We no longer feel safe in our neighborhood. The police have been excellent when needed.

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Keep doing what you're doing guys, I appreciate all of the hard work you guys do to keep our streets, homes, and families safe day and night. It Is a great sacrifice and responsibility.

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I taught kindergarten for many years at Charles F. Johnson School. The DARE officers who worked with kids at the school at that time were Jim Sheerin and Scott Alston. I noticed when at community events that our students would come up to talk with these two men. Being in the school helped the kids feel comfortable with police. That was definitely a positive. Also Chief Garey has spoken at our church. Those meetings were very informative. He was open to questions and gave direct answers.

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Please make sure that any and all information is offered to the public through a variety of methods. Not everyone is on social media or even owns a computer/smartphone. Even getting the newspaper doesn't guarantee local news.

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I'm really grateful that you asked at all.

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You made this too long.

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Yes. There are so many people, of ALL races and backgrounds, who trust you and just want their police department to keep them and their communities safe. Please continue to both educate yourselves and stand up against those who are seeking to undermine your authority using identity politics.

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I work for UE schools and I would love to see more officers come into the schools on a regular basis to form relationships w the younger kids before they get to middle and high school.

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Thank you!!

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Na

I think whoever is most qualified for a job should get it, regardless of gender, ethnicity, etc. I also think police are being made to look like monsters by the media and the media needs to get its act together. Police do lots of wonderful things that go unnoticed.

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Traffic and speeding seems to be getting worse...

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Longer than three years ago we did need the assistance of the police dept. and they were wonderful. Any interactions we have had have been extremely positive, and we are grateful for each person's service.

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I think the role of police as an agency to protect and serve the community is sometimes overshadowed by the focus on the enforcing laws, which is really only a portion of how police as individual officers and as a whole engage in protecting us. I find this unfortunate as most of these other roles are what really help to build a collaborate community and protects us all on a day to day basis. I want the police to be there to keep me safe from everyday concerns such as my vehicle from becoming disabled in traffic, my own emotional instability should I need, as well as from others should the need arise. Unfortunately, the punitive nature of the criminal justice system and by extension the view of the police by many creates more conflict and adversity which impedes the accomplishment of this role.

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I support your efforts to change and value law enforcement, but I don't have faith in the average police officer to do the right thing because the culture of law enforcement is toxic (this is written by someone with family and friends in law enforcement).

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My only recent interaction with the police department is that Chief Garey came to my church to address the issue of mass shootings. Other than that I have had no interaction with the department, hence my numerous I Don't Know answers.

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Not police related, but could the mayor be a little more professional? ☹

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Like I said before just more patrols at night to make it safer there is a lot of strange people walking around high on drugs drunk I don't even know what but more patrols at night for sure

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Do your jobs right. Stop letting kids drink and smoke every weekend and then stare down the Black kids at football games. Bozos

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That all people just want to be treated the same and as fairly as anyone else. Look at it as, "how would you like you Mother, Father, Son, Daughter etc. to be interacted with in any given situation"?

---

I think the village needs to have a Noise Ordinance & the EPD could enforce this policy.

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I think you need to continue to show a strong presence at UEHS. The bringing in of new recruits to meet our student population especially of color I think is extremely important to fight against biases on both sides.

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Some of these questions could not be answered with the options given. For example, when it comes to school resource officers- it depends on how I would feel enjoy it based upon the officer and the way they interact with the community. Not all officers are equipped and as understanding as needed for that role.

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I wish there was a specific person or department whos job it was to receive and document special concerns or situations within the community that the police ought to be aware of but might not be. For instance, an elderly person who has become in some way disabled. I know that they might find out in one way or another but having an 8 to 4 person who's responsibility it is to let officers on that route know that there is something different of unusual happening could be very helpful in an emergency.

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I want to see HEROIN an OPIATE DEALERS (even users) HELD RESPONSIBLE FOR OD DEATHS&It; we lose 40 -57 people a year here for last 13+ yrs,Enough panty smacking them and releasing them back to sreet,,HAMMER THEM! Thank you

---

Should local police departments merge? ( And train some officers for special areas of policing or community needs?) Since our communities are so closely connected, should there be more co-operation/coordination with other police agencies?

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I would like to see more visibility but this would require more police I don't like seeing the police department closed

The EPD does a great job. Very involved in the community. In high school when there were parties and they came they were always very nice and helpful, never mean. Officer Leonard is a great officer to have a UEHS. All EPD keep up the great work

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I have had multiple, excellent interactions with the a Endicott police. They have recovered stolen goods for me, responded to a grifter on my porch in the night, and a burglary at my home. I do feel they give extra credence to the complaints of those in fancier homes at times. And after witnessing the above referenced incident with the taser, I am hopeful for a continued commitment to improvement.

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I would like to see more Lighting in our neighborhood

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I have lived in Endicott my entire life, there has been a such a shift in attitudes among police from helpful to defensive. I don't place all blame on police society has created the problem, but when presented with a defensive attitude people respond in defense. I fear for our police as well as my neighbors in this time of entitlement.

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I would like to see mental health professionals responding with police to appropriate calls, rather than expecting police to be able to deal with these situations by themselves.

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I think the police should have mental health providers available to assist on mental health calls

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Making arrests is not the goal. The goal should be to be so engaged and trusted in the community that the community becomes horrible real estate for crime. That way you will have 20,000 undercover officers who engage everyday with real police officers and crime in deterred. You also can't have a double standard. On one hand, gambling and prostitution can't be legal (protected) for one person - [REDACTED] - and illegal for everyone else. We have protected criminals in Endicott (and always have - part of its nostalgic history, in fact ). So, what you forgot to ask was anything concerning wide-spread, systemic corruption and I doubt that any initiative coming from Andy Cuomo will address those issues.

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trash pirates

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In patrols, a higher attention to blatant code violations among properties.

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I have always been very pleased with the Endicott Police Department. I feel they have a difficult job, but approach it professionally. Unfortunately the cases in other areas, shine a bad light on every Police officer.

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There is much improvement that has come about because of Chief Garvey that the community should be aware of.

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They the majority of residents in the village appreciate your hard work and dedication. While it's good to review police practices and eliminate bias, society would also benefit by teaching its children not to be scumbags.

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Ask questions of staffing and funding....completely left out.

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Today's problems are not all local problems. There were no questions about the effects the ridiculous bail reform has had on policing. There were also no questions about the public's role in police interaction. Politicians and the media always make the police out to be the bad guy, but never report on or bring up the disrespectful, aggressive and rude behavior of the public. Start teaching people basic respect again and some (not all) of the problems will go away.

---

The dept has been doing a great job. It's a shame that your dept and others are under scrutiny by the same person and office that itself is now under investigation. I believe police are becoming way to restricted in their actions and ability to act. The state should be looking to increase money and equipment to the depts not restrict it or try and find problems from biased sources and replies.

---

I grew up in the village and my parents still live there, I think there needs to be a larger police presence as well as a bit more communication with arrests/ break-in's, etc. Perhaps making a Facebook announcement or allowing residence to be more aware of what is going on around them they may watch out and perhaps hinder crime.

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The reasons I would say that the trainings, in which I reported seeing value, are of value, is because the world is undergoing constant and rapid change, and people are seeking increasingly more recognition and "respect" of various identities and identity-shaping matters. However, ones social groups infrequently reflect the diversity that one will encounter in the world when one works in a position that requires heavy interaction with the public.

Thus, when one is not specifically updated, one may make unintentionally offensive statements or do things, unwittingly, that others may consider harmful. That these potentially problematic situations are preventable means that proper education should be given so that agents' words or actions do not reflect poorly on the organization they represent. This can save the department undue stress and it can be one simple step that can improve relationships between officers and the communities they serve.