

Village of Sodus

Police Reform and Reinvention

New York State Executive Order #203

Anti-Racism Pledge

“I pledge that in every interaction I will treat all people as I wish to be treated. I will take action against racism. I will work to eliminate racist policies and procedures.”

March 24, 2021

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Introduction to Plan

On 12 June 2020, Governor Andrew Cuomo signed **Executive Order 203** entitled “*New York State Police Reform and Reinvention Collaborative.*” This executive order required that I, as the Chief Executive Officer of the Village of Sodus, convene a stakeholder group tasked with the development of a plan by which the Village of Sodus could implement a comprehensive community policing strategy, train all personnel on community policing philosophies and practices (while overcoming community distrust of the same), foster an atmosphere of openness and transparency, adopt procedural justice as a guiding principle, prioritize the safety and well-being of our law enforcement personnel, engage the entire community in a true partnership to address issues of crime and disorder, treat every police interaction as an opportunity to engage positively with community members, measure social cohesion and work to develop relationships within the community, reevaluate metrics that define community policing success, and incorporate community policing measures into the performance evaluation process.

Said plan must incorporate input from the community, be adopted by the Village Board of Trustees, and submitted to the Director of the New York State Division of the Budget no later than April 1, 2021.

A tall order, indeed, particularly for a small community of 1,800 people with a police force of two part-time officers and a municipal government consisting of part-time legislators and managers.

To be honest, when I first heard of Executive Order 203, I greatly resented what I considered to be New York State's intrusion into our Village operations. Even so, I initiated the process as required with an open mind, and as I listened – really listened – to the conversations in our Police Reform Task Force; as I read the responses to our community survey; and as I learned about the prevalence of systemic racism in American institutions such as banking, healthcare, and especially law enforcement, I came to realize the extent of the hurt that a significant portion of our population endure. Executive Order 203 gives us a tool and a roadmap to alleviate some of that hurt. On our own, the Village of Sodus would have possibly modified policies and procedures to improve relations with people of color, but Executive Order 203 gives us an opportunity to modify attitudes and actions. And that is where real change comes from.

Executive Order 203 requires that the stakeholder group responsible for crafting this plan must include the Chief of Police, members of the local police force; members of the community, with an emphasis in areas with high numbers of police and community interactions; interested non-profit and faith-based community groups; the Office of the District Attorney; the Office of the Public Defender; and local elected officials. This stakeholder group was charged with creating a plan meant to rebuild the police-community relationship through a fact-based honest dialogue about public safety needs of our community.

Dr. Jim Wood and I met in early October to brainstorm over community members to invite to join the Sodus Police Reform and Reinvention Task Force. We extended invitations to individuals and representatives of the groups outlined above. Additionally, our Task Force also included Wayne County Sheriff Virts and a representative from the Wayne County Department of Behavioral Health. A full list of Task Force members is included in Appendix A of this report.

The Task Force first convened via Zoom on 26 October 2020 to lay out a strategy for plan completion, including public input sessions, community surveys, and policy review. Two meetings were held in November to discuss policing in our community and to create the questions for the

community survey. The survey was launched in early December. It was available on the Village of Sodus web site and promoted heavily on the Village's Facebook page, as well as on community Facebook groups. Paper versions in English and Spanish were available in the Office of the Village Clerk or from any Task Force member. Two public listening sessions were held via Zoom in early December. A masked, socially distanced, in-person option was offered, as well. Members of the public were given an opportunity to share their stories and opinions.

A sub-committee of the Task Force was created to examine the policies and procedures manual of the Sodus Police Department. This sub-committee was comprised of Task Force members and others from Wayne County with an interest in these matters. This team met twice per week throughout December and January. Their comprehensive report and recommendations are attached as Appendix D of this report. Members of the Policy Review Sub-Committee are listed in Appendix D.

The Task Force reconvened in late December and again in early January to discuss what was learned from the community and how that information could be applied to Police Reform and Reinvention in the Village of Sodus.

On behalf of the citizens of the Village of Sodus, I would like to offer heart-felt gratitude to the members of the Task Force and the Policy Sub-Committee for their diligence, perseverance, and honesty throughout this process. Your dedication to community service has been humbling and uplifting.

It is a great honor to present this draft plan to the people of Sodus for the improvement of the quality of life for all our citizens.

David J Englert
Mayor
Village of Sodus

Purpose of Plan

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.”¹

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.²

The Village of Sodus firmly believes that maintaining public and personal safety is essential if our community is going to thrive. Success depends upon mutual trust between the police as agents of the municipal government and members of the community whom they serve.

This plan outlines how the Village of Sodus intends to build that trust by clearly stating:

- the purpose of our police department,
- the means by which our police carry out their duties,
- how the Sodus PD intends to collect and share data, and
- how the Sodus PD and the Village government intends to improve openness and transparency to guarantee impartiality and fairness for all.

The primary concern behind Executive Order 203 is identifying and eradicating racial bias and the over policing of communities of color.

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

² *New York State Police Reform and Reinvention Collaborative Guide*, August, 2020, page 5.

In order to do this, we must first recognize that racial bias exists, and that systemic racism is very real. We must acknowledge that law enforcement officers nationwide have, and continue to, engage repeatedly in the excessive – and frequently lethal – use of force against people of color. We must admit that – even if we do not believe that law enforcement in our own communities engage in unfair practices – we in Sodus are not immune or exempt from the systemic racism, discrimination, bias, and implicit bias that exists in our nation, our state, and our county.

This document, although the ultimate deliverable of Executive Order 203, is not the end goal. It is merely the roadmap for the process that we, as a tight-knit community, intend to implement over the coming year. This plan for police reform and reinvention will be referenced frequently in the coming months and it will be modified as our needs change and evolve in the future.

Requirements of Executive Order 203

Stakeholder Input

The Governor's Executive Order specifically requires an inclusive, open, and transparent process. The Executive Order identifies key stakeholders who must be involved:

- membership and leadership of the local police force;
- members of the community, with emphasis on community sub-sets with higher frequencies of police interactions;
- interested non-profit and faith-based community groups;
- the Office of the Wayne County District Attorney;
- the Office of the Wayne County Public Defender; and
- local elected officials

Mayor Englert reached out to dozens of representatives of these specific stakeholder groups (mostly by e-mail) in mid-October, 2020. Those who responded positively served on the Village of Sodus Police Reform & Reinvention Task Force throughout this process. Task Force members are listed in Appendix A of this report.

In December 2020, certain members of the Task Force volunteered to serve on the Policy Review Sub-Committee, whose dedicated purpose was to review the Village of Sodus Police Department Manual of Standing Orders to see if and how departmental policies and procedures could be improved and made more racially sensitive in the process. Members of the Sub-Committee are listed in Appendix D of this report.

Goals of the Plan

This plan *should* address the following subject areas, as required by Executive Order 203:

- functions that the police should perform
 - the role of the police
 - staffing, budgeting, and equipping the police department
- smart and effective policing standards and strategies
 - procedural justice and community policing
 - law enforcement strategies to reduce racial disparities and build trust
 - community engagement
- fostering community-oriented leadership, culture, and accountability
 - leadership and culture
 - tracking and reviewing use of force and identifying misconduct
 - internal accountability for misconduct
 - citizen oversight and other external accountability
 - data, technology, and transparency
- recruiting and supporting excellent personnel
 - recruiting a diverse workforce
 - training and continuing education
 - support officer wellness and well-being

Not all of these subject areas reasonably apply to a police department of our size, but this plan will address them to the extent possible. We will focus primarily on areas where small changes can have the greatest impact. These changes will include:

- an increased focus on Community Policing and Procedural Justice practices
- efforts aimed at crime and violence prevention, rather than punishment
- updated policies and procedures surrounding the use of force

- community education surrounding alternatives to involving law enforcement
- intentional training of officers to eliminate racial bias
- implementation of a transparent complaint procedure

The Role of the Village of Sodus Police Department

Very early in this process, the question was asked, “Since the Village Police Department is so small, do we need a police department at all?” After serious conversation and much soul searching, the answer was, “Yes. The Village of Sodus Police Department is a vital part of maintaining order in our community, provides our residents with a feeling of security, and has a key role to play in the furtherance of procedural justice and community policing within the Village.

If we are to maintain a police department within our Village, we must clearly communicate its mission and purpose.

Village of Sodus Police Department Mission Statement

To ensure public safety within the Village of Sodus by promoting positive, pro-social behaviors from residents and visitors.

Village of Sodus Police Department Purpose

The purpose of the Village of Sodus Police Department is three-fold:

1. To ensure public safety by providing traffic control, by enforcing New York State Vehicle Law, and by providing crowd control. These functions are performed in a calm, reassuring, fair, and impartial manner.
2. To provide a feeling of security among residents and visitors through a clear and visible presence.
3. To serve as representatives of the Village government. To project a positive and welcoming attitude on behalf of the people of Sodus and the Village Board of Trustees.

Functions Performed by the Village of Sodus Police Department

The Police Reform and Reinvention Task Force identified seven essential functions that the Village of Sodus Police Department currently performs. They are:

- **Foot Patrol** - walking through various locations within the Village. Focus is primarily within our downtown business district.
- **Property Checks** - while on Foot Patrol, officers check to see if doors are secured that should be secured. Officers will also watch properties while the owners are away, if requested.
- **Traffic Enforcement** - officers look for vehicle and traffic violations, stop motorists, issue warnings or tickets as appropriate, and arrest individuals who appear to be a threat to themselves or others (i.e.: driving under the influence).
- **911-Dispatched Complaints** - when Sodus PD officers are on duty, they are the first officers called by 911 dispatchers when complaints or requests for service come in. When Sodus PD is not available, the call goes to the nearest car available. That might be Wayne County Sheriff's Deputies or New York State Troopers.
- **Criminal Investigations** - Sodus PD officers investigate minor crimes that occur within village borders, sometimes with assistance from other agencies.
- **Neighborhood Patrol** - driving or walking through residential neighborhoods to ensure that order is being maintained. This includes residential property checks for citizens who have requested them during absences from the Village.
- **Citizen Assists** - Sodus PD officers are always willing to assist citizens or other public safety agencies in need.

These functions were listed in the community survey. We asked if any of these should no longer be performed, or if there were additional functions that the community would like to see. The overwhelming survey response was that all of the current functions are important and should continue. A few respondents suggested that the Sodus Police Department undertake drug investigations. While this would be impossible given our limited resources, we have taken note of this request. The Sodus Police Department works closely with larger agencies that do undertake drug investigations. We will inquire if those agencies could increase their anti-drug efforts in our community.

As we work toward a Community Policing and Procedural Justice model, focused more on our community as a whole, we will reprioritize the current functions performed by the Police Department, concentrating our efforts on crime prevention, rather than retribution.

Methods Employed by the Village of Sodus Police Department

Members of the Village of Sodus Police Department will engage all members of the public at all times fairly and impartially, abiding by the following statement:

Statement of Fairness and Impartiality

No member of the Village of Sodus Police Department will take any action, enforce any ordinance, escalate any situation, undertake any investigation on any person, or decline to take any action based on a person's skin color, spoken language, appearance, or mannerisms.

Community Building through Community Policing

In addition to being charged with maintaining a safe environment for our residents and visitors, every Village of Sodus police officer serves as an ambassador between the Village government and the public. Therefore, 10 – 15% of payroll (approximately 4 hours per week) will be allocated to perform community-building activities or training that will assist officers with community building, fairness, and impartiality.

During these times, the officer(s) will be on duty, but not clocked in with the 911 call center.

Community-building activities may include, but are not limited to:

- Fairness and impartiality training
- Attending community meetings
- Holding good-will events
- Walking through neighborhoods and talking with people
- Engaging in Restorative Justice activities
- Engaging with youth

As one facet of community policing, officers should engage in community-building activities.

These may include but are not limited to:

- attending community meetings where diverse communities are present;
- holding good-will events for underprivileged communities in the municipality;
- engaging positively with both youth and adults; and

- walking through and sharing information in diverse areas and neighborhoods to better understand the community in which they work.

This community policing model will include a commitment to the philosophy and practice of restorative justice. Above all, law enforcement must be intentional about building trust with minorities.

Restorative Justice³

Restorative justice views crime as more than breaking the law – it also causes harm to people, relationships, and the community. So a just response must address those harms as well as the wrongdoing. If the parties are willing, the best way to do this is to help them meet to discuss those harms and how to about bring resolution. Other approaches are available if they are unable or unwilling to meet. Sometimes those meetings lead to transformational changes in their lives.

Notice three big ideas: (1) repair: crime causes harm and justice requires repairing that harm; (2) encounter: the best way to determine how to do that is to have the parties decide together; and (3) transformation: this can cause fundamental changes in people, relationships, and communities.

A more formal definition is this: Restorative Justice is a theory of justice that emphasizes repairing the harm caused by criminal behavior. It is best accomplished through cooperative processes that allow all willing stakeholders to meet, although other approaches are available when that is impossible. This can lead to transformation of people, relationships, and communities.

The foundational principles of restorative justice have been summarized as follows:

1. Crime causes harm and justice should focus on repairing that harm.
2. The people most affected by the crime should be able to participate in its resolution.

³ From The Center for Justice & Reconciliation, <http://restorativejustice.org/restorative-justice/about-restorative-justice/tutorial-intro-to-restorative-justice/lesson-1-what-is-restorative-justice/#sthash.VbRZipO2.dpbs>

3. The responsibility of the government is to maintain order and of the community to build peace.

If restorative justice were a building, it would have four cornerposts:

1. Inclusion of all parties
2. Encountering the other side
3. Making amends for the harm
4. Reintegration of the parties into their communities

To review: restorative justice...

- is a different way of thinking about crime and our response to crime;
- focuses on repairing the harm caused by crime and reducing future harm through crime prevention;
- requires offenders to take responsibility for their actions and for the harm they have caused;
- seeks redress for victims, recompense by offenders and reintegration of both within the community; and
- requires a cooperative effort by communities and the government

Engaging with Youth

To enhance Community Building through Community Policing, the Village of Sodus supports the recommendations of the Wayne County Police Reform and Reinvention Youth Subcommittee chaired by Amy Haskins, Director of the Wayne County Department of Aging and Youth.

1. Work with other community agencies that routinely conduct surveys/community needs assessments to incorporate police related and race related questions that could inform decisions on policy and practice.
2. Survey the current workforce to determine training needs and interests. Consider providing regular trainings related to impact of trauma on children, "ACEs", crisis response, child development, etc. that would build officers' knowledge and skills when dealing with children and youth. Consider also training for both officer and 911 staff regarding impact of trauma on emergency responders.

3. Establish a formal information-sharing process with the schools regarding children who have experienced a traumatic event outside of school hours (i.e. accident, domestic violence, arrest of a parent, etc.) so the school can follow up with the student.
4. Partner with community organizations around services for youth and staff training that could work to decrease police workload. There may be agencies that can provide programming in schools and community centers with youth who may be at risk of involvement with the criminal justice system (i.e. probation, Victim's Resource Center, Mental health, etc.). Work with community agencies to share in training efforts and to support staff development training for agencies that may enable the agency to better assist youth without police involvement (i.e. training on "safety in the field" for school social workers may increase comfort level to complete home visits with families without a police escort). Likewise, some of the recommended trainings for police officers are trainings that are routinely provided to staff of community agencies ("ACES", trauma, child development, domestic violence, etc.).
5. Work with Sodus CSD regarding the purpose of the SRO's to prioritize safety and security of the campus. Work with school to clarify for the school community (staff, parents, students) what the roll of the SRO actually is.

As Village of Sodus employees, police department officers are tasked with improving public safety and well-being. To enhance that role, the Village of Sodus will work with Wayne County government and service agencies to:

- identify a sole source for current and updated information about community services. Sodus PD will work with the Wayne County Sheriff's Office and those entities to share the information about where to find community resources through their interactions with the public.
- insure that 911 operators and Sodus PD are equipped with information and contact numbers for services that might be available to assist youth and families after hours (i.e. Victim's Resource Center, Youth Advocacy Program, etc.).
- work with DSS to establish interagency information sharing around schedules of officers who have made a CPS report (so that the CPS worker will be better able to contact the

officer with any follow up) and official SO incident reports needed by CPS during the course of their official investigation.

Procedural Justice⁴

Procedural justice speaks to the idea of fair processes, and how people's perception of fairness is strongly impacted by the quality of their experiences and not only the end result of these experiences. Procedural justice theory has been applied to various settings, including supervisor-employee relations within organizations, educational settings, and the criminal justice system. In the criminal justice context, most procedural justice research has focused on citizen-police interactions.

Think about this setting for a moment: a driver is stopped by a police officer. What determines the driver's perception of the experience? Extensive research has shown that the driver's perception of the quality of this encounter depends less on its outcome, that is on whether they have received or not a ticket, and more on whether they felt treated in a "procedurally just" way.

Individuals' perceptions of procedurally just encounters are based on four central features of their interactions with legal authorities:

- i. Whether they were treated with **dignity and respect**
- ii. Whether they were given **voice**
- iii. Whether the decision maker was **neutral and transparent**; and
- iv. Whether the decision maker conveyed **trustworthy** motives

For decades, our research has demonstrated that procedural justice is critical for building trust and increasing the legitimacy of law enforcement authorities within communities. As such, it has paramount implications for both public safety and officer efficacy. While highly publicized abuses of authority by police officers fuel distrust and erode legitimacy, less publicized, day-to-day interactions between community members and law enforcement are also influential in shaping people's long-term attitudes toward the police.

In recent years, as the body of research on procedural justice grew, it became evident that with training, the concept can take hold at both the individual and organizational level. Procedural

⁴ From The Justice Collaboratory of the Yale Law School, <https://law.yale.edu/justice-collaboratory/procedural-justice>

justice furthers agencies' efforts to restore strained community relationships by laying the groundwork for legitimacy. Certainly, police officers are granted legal legitimacy in the sense that they are legally authorized to perform their duties. However, in the context of procedural justice, legitimacy refers to the extent to which an organization and its agents are perceived as morally just, honest, and worthy of trust and confidence. Perceptions of legitimacy, therefore, improve compliance and cooperation through improved attitudes toward police. As a result, procedural justice is a powerful tool in improving public safety.



Four Pillars of Procedural Justice



Voice: Individuals are given a chance to express their concerns and participate in decision-making processes by telling their side of the story

Respect: All individuals are treated with dignity and respect

Neutrality: Decisions are unbiased and guided by consistent and transparent reasoning

Trustworthiness: Decision-makers convey trustworthy motives and concerns about the well-being of those impacted by their decisions

Strategies to Reduce Racial Disparities and Build Trust

Key to building trust with minorities is developing a process to collect and report the demographics of Village of Sodus Police interactions with the public. The village will work with the Wayne County Sheriff's Office to collect and analyze information about stops, searches, summonses, arrests, reported crime, and other law enforcement data aggregated by demographics. The data will be analyzed for any disproportionate number of stops, searches, outcomes of stops performed on black and brown people, any disproportionate treatment, and other trends that may be identified. Data on stops will include the initial reason for the stop, the outcome of the search, justification for search (if any), and any physical methods employed to achieve compliance. If a search requires a person's authorization, the person needs to be made aware that they have the right to refuse. The data shall include confirmation of all the above information.

In order to facilitate "a process to collect and report the demographics of Village of Sodus Police interactions with the public" as stated above, the Village of Sodus will budget for and either purchase or create a Records Management System to track demographic data and collect relevant information. Consideration will be given to coordinating with the Wayne County Sheriff's Office for the establishment of a Records Management System. The data will be analyzed for any disproportionate amount of stops, searches, outcomes of stops performed on Black and Brown people and other historically mass incarcerated populations for any disproportionate treatment and other trends that may be identified. This action will provide transparency particularly as it relates to race related data points.

This data, and resulting analysis, will be made publicly available on the Police Department section of the Village of Sodus web site.

Policies and General Orders

A sub-committee of the Police Reform and Reinvention Task Force has reviewed and commented on all existing policies/general orders in regard to fairness, impartiality, and racial bias. The Village Board of Trustees will take up these recommendations throughout 2021 and adopt the recommended changes, modify the recommended changes, or reject the

recommended changes. In the event that a recommended change is rejected or modified, the Board of Trustees will provide the Police Review Board with a written explanation.

The sub-committee's report, in its entirety, is attached to this Plan as Appendix D.

Because Wayne County is a "closest car [to respond] county," care must be taken that the Village of Sodus policies and general orders do not run contrary to those of the County Sheriff's Office or the New York State Police. Specifically, the Sodus Village Police will align all of its policies regarding appropriate use of force/ force continuum/ explicit limits of force that ensure the safety of community members who interact with police and the police themselves with the Wayne County Sheriff's Office. The Village of Sodus Police Department commits to work closely with the Wayne County Sheriff's Office to develop the Use of Force Policy, at the absolute minimum, to the extent where they would explicitly limit the use of force in scenarios such as in the killings of George Floyd, Daniel Prude and many others. Definitions need to be clear in this policy for the meaning of such words as "uncooperative subject" and "combative."

In the meantime, the Mayor of the Village of Sodus, by Executive Order (2021-1, attached to this report as Appendix B), immediately amends Village of Sodus Policies, Procedures, and General Orders to prohibit certain restraint techniques. This prohibition conforms with New York State legislation recently passed into law and will be incorporated into the policies/general orders being updated by the Village of Sodus Board of Trustees later in 2021.

Ban on Certain Restraint Techniques

1. The Village of Sodus Police Department and its law enforcement officers shall not employ a so-called "chokehold," nor restrain any individual by placing a knee upon the individual's neck, nor otherwise restrain any individual in a manner that restricts the flow of air or blood by compressing the windpipe, diaphragm, or the carotid arteries on each side of the neck.
2. The Village of Sodus Police Department and its law enforcement officers shall not restrain any individual by connecting or tying rear-cuffed hands to cuffed or shackled ankles or legs, or as such practice is more commonly known, "hog-tie," any individual.

Additionally, the Mayor of the Village of Sodus, by Executive Order (2021-1, attached to this report as Appendix B), immediately amends Village of Sodus Policies, Procedures, and

General Orders to clarify the use of deadly force, or force sufficient to reasonably be expected to cause serious physical harm to an individual. This clarification will be incorporated into the policies/general orders being updated by the Village of Sodus Board of Trustees later in 2021.

Clarification on the Use of Force

Deadly force, or force sufficient to reasonably be expected to cause serious physical harm to an individual, **may only be used in circumstances where a human life, or human lives are in jeopardy**. Force should be applied only in proportion to the circumstances. Needlessly excessive force will not be tolerated. Deadly force is not an option to:

- restrain a subject,
- prevent a subject from fleeing,
- protect property, or
- secure compliance with a lawful order.

Additionally, the Mayor of the Village of Sodus, by Executive Order (2021-1, attached to this report as Appendix B), immediately amends Village of Sodus Policies, Procedures, and General Orders to stress a Village of Sodus Police Officer's duty to intervene in instances where another law enforcement officer is applying a prohibited restraint technique, or applying force in excess of what the situation reasonably demands. This amendment will be incorporated into the policies/general orders being updated by the Village of Sodus Board of Trustees later in 2021.

Use of Force Reporting Procedure

Officer's Responsibility

Any reportable use of force shall be documented in detail in an incident report, supplemental incident report, or statement form. Officers shall complete use of force reports fully and truthfully. Descriptions shall be in clear, precise and plain language and shall be as specific as possible. When the officer using force is preparing the incident report, the officer shall include the following information:

- Date and time of the incident;

- The subject's action allegedly necessitating the use of force, including any threat presented by the subject;
- Efforts to de-escalate prior to the use of force; and if not, why not;
- Any warning given and if not, why not;
- The type of force used;
- Injury sustained by the subject;
- Injury sustained by the officer or another person;
- Information regarding medical assessment or evaluation, including whether the subject refused;
- Whom in the Village was notified and date and time of notification

Each law enforcement officer must submit a report without coaching or assistance from other law enforcement officers present during the incident.

Notification

Whenever a reportable level of force is used, a Village official must be notified as soon as it is safe and reasonable to do so. If an official on this list is unavailable, the officer must notify the next official on the list until an official has been notified of the incident. In order, one of the following officials must be notified of the use of force incident:

1. The Mayor of the Village;
2. The Trustee responsible for Public Safety;
3. The Deputy Mayor of the Village,
4. Any remaining Trustee of the Village

Duty to Intervene

Any member of the Village of Sodus Police Department who is present and observes another member of law enforcement using force that is clearly beyond that which is objectively reasonable under the circumstances or in any way physically or verbally escalating a law enforcement interaction shall safely intercede to prevent the use of such excessive force or escalation.

Any member of the Village of Sodus Police Department who observes such use of excessive force or physical and/or verbal escalation shall promptly report such observations to a supervisor.

Remaining Current with Wayne County Updates

The Sodus Village Police Department recognizes the work of the Wayne County Police Reform and Reinvention Policy Review Sub-Committee and Compliance Sub-Committees' Recommendations for Wayne County Sheriff's Office as part of the Executive Order 203 process. As a result, the Village Board of Trustees will communicate with the Wayne County Sheriff to stay current with any Wayne County Police Reform and Reinvention policy changes. The Village of Sodus Police Department will follow recommendations from the WC Police Reform and Reinvention Compliance Sub-Committee that apply to the public safety and well-being of Village of Sodus residents as adopted by the Village of Sodus Board of Trustees.

Considerations Affecting the Latinx and Immigrant Population

It is a goal of the Village of Sodus and the Village Police department to build strong relationships based on trust with Latinx and immigrant members of our community. This is central to overall public safety. It has been stated that immigrants often fear approaching police officers when they are victims of and witnesses to crimes when local police are entangled with federal immigration enforcement. It is important to note that SPD and Local law enforcement agencies lack the authority, under national and state law, to enforce civil immigration law. It is the intent of the Village of Sodus to operate within its authority and to comply with federal and state law. This facilitates the SPD in operating independently of federal immigration enforcement agencies. It is important that this separation be highlighted, as becoming involved in federal immigration operations could hinder the ability of local law enforcement to build the strong relationships necessary to effectively maintain public safety and community well-being.

In keeping with Federal and state law, the Limited English Proficiency (LEP) policy will be updated to provide appropriate protocol in interactions with individuals with limited English proficiency, DHS officers and other federal employees. The updates will be in compliance with the New York State Police regulations changed in 2017, New York State Executive Order EO

170, and New York State Attorney General's proposals. To these ends, the policy will include these elements:

- Local law enforcement lacks authority to effectuate civil immigration arrests
- Police officers and peace officers shall not transfer or facilitate transfer of individuals in their custody to the custody of immigration authorities absent a valid court order or judicial warrant signed by an independent article III judge or magistrate.
- Officers shall not notify or otherwise communicate with immigration authorities regarding any information which would effectively facilitate a transfer into the custody of federal immigration officials.
- Officers shall not ask or inquire about, or otherwise collect information about, an individual's citizenship or immigration status
- Officers shall not stop, investigate, interrogate, or arrest an individual for a suspected violation of immigration law.
- Officers shall not use any village office or resources, including their time while on duty, for immigration enforcement.

These items enhance our department's ability to focus on our goal of enhancing public safety and building the relationships necessary to fulfill this purpose for all members of our community.

Protecting Children from Harm in Police Interactions

Village of Sodus Police Officers will not perform arrests in front of children. Absent any risk to life or threat of harm, children must be moved safely from the scene prior to any escalation, use of force initiated by police, or attempt to cuff the suspect. If a scene is already escalated when officers arrive, they are not to proceed with an arrest. Instead, officers will engage in de-escalation tactics until the children are secure with friends or family separate from the arrest.

Likewise, Village of Sodus Police Officers are not to deploy tasers upon, use pepper spray on, strike, or slam children, pregnant woman, the elderly, mentally challenged, physically handicapped, or those in mental crisis. In these cases, and to the extent possible (i.e., absent danger to life or threat of serious harm) officers will utilize child advocacy services, behavioral

health services, or clinician services to respond. If police are first on the scene, they will de-escalate, stabilize, and maintain distance until child advocacy, clinician services, or other specifically suited service responds. Betraying the trust of these most vulnerable groups incredibly breaks the trust and faith that people have in the police.

Training

The Village of Sodus will confer with local, state, and national organizations with expertise in diversity, racial equity, and training to develop a Racial Justice in Policing Training Plan. All members of the Village of Sodus Police Department will receive training that will assist them in the fair and impartial discharge of their duties. Such training will occur at least twice per year and will consist of a minimum of four hours per year. Every effort will be made to develop a training curriculum that identifies training needs based on Police Review Board recommendations, officers' self-identified needs, and coordination with the Wayne County Sheriff's Office training procedures. This will include annual refresher training for Sodus Police Department officers in de-escalation, implicit bias, racial bias, systemic racism, and other areas.

Officers will receive training for possible changes in protocol for the 911 Emergency Call Center to include the ability to receive calls related to behavioral health needs around the clock. Sodus Police Department officers will be trained in Crisis Intervention Team concepts by 2023. The Village of Sodus will also continue and enhance racial bias training and emergency response procedures of all pertinent Village employees specific to their workplace.

Other important training to include is child/youth specific instruction regarding use of force and including youth-based scenarios in use of force training.

Topics may include, but are not limited to:

- Understanding of the New York State Say Their Name Reform Agenda
- Understanding implicit bias
- Mitigating implicit bias
- Understanding and implementing procedural justice

- Understanding and implementing restorative justice
- Peaceful conflict resolution
- Understanding the history of policing in America
- Anti-racism
- Cultural Awareness
- Diversity
- Recognizing systemic, structural, institutional, and individual racism
- Services and supports available in Wayne County

Alternative Services

Not every situation requires a law enforcement response, but our current system encourages the public to call 911 in every circumstance. It is clear that the arrival of an armed police officer may escalate certain situations to the point of violence. This best serves no one. The Village of Sodus recognizes the need for alternatives that have been discussed locally and at the national level. The Village fully supports all efforts to collaborate with the Wayne County Sheriff's Office and the Behavioral Health Department to improve law enforcement responses to individuals in a mental health crisis in an effort to deflect such individuals away from the criminal justice system and provide intervention to address the current needs of individuals in crisis.

The Village of Sodus proposes to pilot a new program with Wayne County in which alternatives to calling 911 are made available to the public. The Village will coordinate with county agencies and other service providers to compile a list of available resources and the situations in which contacting them instead of calling 911 might be advisable.

The Village will make this list readily available and will promote it heavily within the community. During the pilot phase, these alternatives will only be available during regular hours of agency operation.

The Village of Sodus will work with all pertinent New York State branches of government and services, Wayne County Mental Health, Wayne County Department of Social Services, Wayne

County Public Health, Wayne County Sheriff's office, all other appropriate Wayne County departments and organizations skilled in public safety services to develop programs that can facilitate this Sodus Police Reform and Reinvention Plan, including the development of alternative services to be developed in response to the two prior paragraphs in this Alternative Services section.

The Village of Sodus supports the recommendations of the Wayne County Police Reform and Reinvention Adult Sub-Committee chaired by Jim Haitz, Director of the Wayne County Department of Mental Health. See Appendix C for those recommendations.

Transparency

Philosophy on Policing

The Police Department page on the Village web site will be updated to describe the Village of Sodus's philosophy and approach to policing. The page will include photos and brief bios of our officers.

Complaints

A simple, accessible, and user-friendly process (in paper and on-line form) for making a complaint about policing and/or public safety in the Village of Sodus will be made available to the public. Information about how to use the process will be posted in the Village of Sodus Office in the Sodus Municipal Building, on the Village's web site, and communicated to area residents as part of an official Village of Sodus public safety campaign that will take place (at a minimum) annually.

Disciplinary Actions

Disciplinary actions taken against our active officers will be made public. Past disciplinary actions taken against our active officers from other agencies that are disclosable will be made available.

Body Worn Cameras

On-duty police officers will be required to operate body cameras. Failure to do so will result in disciplinary action. Footage from those cameras will be stored on a third-party server for an appropriate period. The Village of Sodus Board of Trustees will adopt a policy regarding Body Worn Cameras similar to that found in General Order 200 from the Wayne County Sheriff's Office. Cameras and necessary technology will be acquired and deployed no later than June 2022.

Data on Official Interactions with the Public

For each arrest or traffic stop, the officer will record data relevant to the interaction. Information collected will include:

- initial reason for the interaction
- final outcome of the interaction
- methods employed to arrive at final outcome
- individual's demographic information

This data will be compiled in a spreadsheet and made available on the Village web site.

Accountability

Data on policing will be shared with the community.

Police Review Board

The Village of Sodus will create a civilian Police Review Board (PRB) to discuss policing and issues pertaining to policing within the Village of Sodus and to advise the Village Board of Trustees on policing and public safety. Members of this five-person board will serve one-year terms, with no more than three consecutive years of service. The PRB will be comprised of the following:

Full Members

- one WARE member in good standing
- one minister or deacon

- one person of color
- two others

Initially, the PRB members will be selected as follows:

- one village resident appointed by the Mayor of the Village of Sodus
- one village resident appointed by the Village Trustee responsible for Public Safety
- one Wayne County resident recommended by the Sodus Council of Churches
- one Village resident recommended by WARE
- one volunteer Village resident

Once the Police Review Board is seated, they will draft their own by-laws which will govern how future members are selected.

Ex-officio Members

- Village Mayor
- Village Trustee charged with Public Safety
- Village Chief of Police

The PRB will meet semi-annually (January and July) to discuss policing in the Village and to recommend training topics and community policing activities.

The PRB will also convene in the event of a substantive complaint against a police officer, cases involving a discharge of a firearm, cases resulting in serious injury, or in cases involving more than a minimum use of force.

In addition to the above listed reasons, PRB members may conduct a special meeting of the full PRB when a Village of Sodus policing issue arises that they deem needs timely discussion regardless of whether the policing issue arises from actions of the Sodus Village Police, the Wayne County Sheriff's Office or the NYS Police. The PRB would then offer their opinion and offer their recommendations to the Mayor.

This PRB will need to have information readily available by the Village Police Department and any other departments involved without having to utilize the FOIL process to obtain information. Additionally, reporting on the demographics of the interactions between the public and the police would also be provided to this board. The Village of Sodus Police Department will collect and analyze information about stops, searches, summonses, arrests, reported crime, and other law enforcement data aggregated by demographics. The data will be analyzed for any disproportionate number of stops, searches, outcomes of stops performed on black and brown people, any disproportionate treatment, and other trends that may be identified. This information will be made public as well.

The PRB will also participate in the process of hiring new officers. This involvement will consist of:

- Removing all identifying information from applications before they are reviewed by the Village Board of Trustees;
- Searching publicly available sources for information regarding applicants brought in for interviews and making the Village Board of Trustees aware of any concerning discoveries; and
- Making recommendations to the Village Board of Trustees regarding final candidates

The PRB is an advisory body charged with making recommendations to the Village Board of Trustees. The Board of Trustees is obligated to consider those recommendations, but retains the final say in all matters. Recommendations and outcomes will be matters of public record and will be posted prominently on the Village web site.

The PRB will review existing and future technology utilized by officers.

Employment

All applicants to the Village of Sodus Police Department will sign a waiver releasing past and present employers from liability for revealing employment history. All past and present employers will be contacted and questioned, particularly about prior disciplinary actions, legal

actions, or allegations made against the applicant. No applicant with a record of a serious offense (domestic violence, sexual misconduct, abuse of power, excessive use of force, etc.) will be considered for employment.

To aid in the hiring of the highest quality police officers, the Village of Sodus will support and Lobby for decertification of Loopholes on Applicant's Law Enforcement History. The Village of Sodus will join with the Wayne County Sheriff in networking with the New York State Conference of Mayors, NYS Sheriff's Association, and State Government Representatives to lobby for legislation to close loopholes regarding when a pending internal investigation is commenced and an officer resigns prior to completion of that investigation. If internal charges are filed, law enforcement agencies should be required to report the action to the NYS Division of Criminal Justice Services so separation from employment may be discovered during any decertification process.

The Village of Sodus will also support and lobby for updates in New York Civil Service regulations to make them more inclusive of racial minorities.

The job application will be redesigned to place all identifying information on the first page. The first page will be removed when the applications are first being considered.

The Village of Sodus will not tolerate discrimination for any reason from any of its employees.

Plan Timeline

Immediate Adoption

The following parts of this plan are considered to be implemented immediately upon adoption by the Village Board of Trustees:

- All members of the Sodus Police Department and Board of Trustees will familiarize themselves with:
 - The Anti-Racism Pledge (page 1)
 - The Village of Sodus Police Department Mission Statement (page 10)
 - The Purpose of the Village of Sodus Police Department (page 10)
 - The Statement of Fairness and Impartiality (page 12)

- All members of the Sodus Police Department will employ the Four Pillars of Procedural Justice in all interactions with the public (page 16)
- Choke holds and hog-tying are hereby banned (page 20)
- Force employed on a subject will be proportional to the situation (page 21)
- The Duty to Intervene is hereby implemented (page 21)
- Officers are responsible for Protecting Children from Harm (page 22)

Near-Term Adoption

The following parts of this plan will be implemented by June 1st, 2021:

- All officers will receive Implicit bias training
- The Sodus Police Department will develop a system to record necessary information to provide the community with meaningful statistics on police-community interactions
- The Village will provide the public with an easy to find and easy to use system for registering complaints against law enforcement officers in the Sodus Police Department
- The Sodus Police Department will develop and implement a plan to intentionally begin a shift from law enforcement to community policing
- The Village will update the Village web site to:
 - explain this plan to the public in detail
 - introduce the Village of Sodus philosophy on policing
 - provide information about disciplinary actions taken against officers
 - inform the public about complaint procedures
- The Police Review Board will be seated and begin drafting their bylaws

Middle-Term Adoption

The following parts of this plan will be implemented by November 1st, 2021:

- All members of the Sodus Police Department will have received training on restorative justice
- A system for selecting candidates for employment that removes all identifying information from the early stages of the application process will be implemented
- An easy to use interface will be made available to the public explaining available services other than 911 for many circumstances. This information will be available:

- On the Village website
- Via TextMyGov
- In print at the Village Clerk's office and at the Community Library

Long-Term Adoption

The following parts of this plan will be implemented by June 1st, 2022:

- restorative justice techniques will be employed:
 - when it is safe for all participants to do so
 - to prevent minor problems from becoming major problems
 - to foster understanding between parties
 - to build community
- body cameras will be worn by officers while on duty, and activated whenever officers interact with the public
- policies and general orders will be reviewed by the Board of Trustees; recommendations from the Policy Sub-Committee will be discussed and considered; existing policies will be updated; missing policies will be added.

Appendix A

Village of Sodus Police Reform and Reinvention Task Force Members

The following community members contributed to the work of this plan:

Arkee Allen

Beth Ares

Mike Calarco, Wayne County District Attorney

Casey Carpenter

Tatyana Conner

Andy Correia, Wayne County Public Defender

Denise DeValk

David Englert, Village of Sodus Mayor

Jeff Fosdick, Wayne County Under-Sheriff

James Haitz, Director, Wayne County Behavioral Health

Patricia Hall

Shaondel Hall

Earl Patton

Mary Zecher-Patton

Ed Rose

Tom Ryan, Village of Sodus Chief of Police

James Schuler, Assistant Director, Wayne County Youth Advocate Program

Barry Virts, Wayne County Sheriff

Jim Wood

Joe Young

Appendix B

Executive Order 2021-1



March 15, 2021

Village of Sodus Policies Regarding the Sodus Police Department's Use of Force and Duty to Intervene

WHEREAS, this nation has a long and indefensible history of systemic, institutional, and individual racism, which is particularly reflected in the relationship between police forces and black communities across the country; and

WHEREAS, law enforcement officers nationwide have repeatedly engaged in excessive force against persons of color; and

WHEREAS, the Village of Sodus is not immune or exempt from the systemic racism, discrimination, bias, and implicit bias that exists throughout our nation, state, and community; and

WHEREAS, Village of Sodus residents are diverse, and all possess universal human rights under the Constitution of the United States and are entitled to dignity and respect; and

WHEREAS, the Village of Sodus is committed to equity and social justice; and

WHEREAS, Village of Sodus law enforcement are responsible for protecting all life and property; and

WHEREAS, the Village of Sodus seeks to eliminate – and then prevent the reemergence of – any unlawful or disparate treatment in law enforcement; and

WHEREAS, the Village of Sodus is committed to community policing and 21st Century policing strategies that encompass mutual respect between residents and law enforcement; and

WHEREAS, Village of Sodus law enforcement officers must participate in effectuating these policies throughout the Village and its law enforcement operations; and

WHEREAS, the Village of Sodus Police Department needs to revise its policies to better protect the lives and rights of all individuals, particularly members of the black community;

NOW, THEREFORE, I, David J Englert, Mayor of the Village of Sodus do hereby order:

Section 1 – Banning Certain Restraint Techniques

- A. The Village of Sodus Police Department and its law enforcement officers shall not employ a so-called “chokehold,” nor restrain any individual by placing a knee upon the individual’s neck, nor otherwise restrain any individual in a manner that restricts the flow of air or blood by compressing the windpipe, diaphragm, or the carotid arteries on each side of the neck.
- B. The Village of Sodus Police Department and its law enforcement officers shall not restrain any individual by connecting or tying rear-cuffed hands to cuffed or shackled ankles or legs, or as such practice is more commonly known, “hog-tie,” any individual.

Section 2 – Clarifying the Use of Force

Deadly force, or force sufficient to reasonably be expected to cause serious physical harm to an individual, **may only be used in circumstances where a human life, or human lives are in jeopardy**. Force should be applied only in proportion to the circumstances. Needlessly excessive force will not be tolerated. Deadly force is not an option to:

- restrain a subject,
- prevent a subject from fleeing,
- protect property, or
- secure compliance with a lawful order.
-

Section 3 – Duty to Intervene

Any member of the Village of Sodus Police Department who is present and observes another member of law enforcement using force that is clearly beyond that which is objectively reasonable under the circumstances or in any way physically or verbally escalating a law enforcement interaction shall safely intercede to prevent the use of such excessive force or escalation.

Any member of the Village of Sodus Police Department who observes such use of excessive force or physical and/or verbal escalation shall promptly report such observations to a supervisor.

Section 4 – Effective Date

This Order shall take effect immediately.

David J Englert

Mayor, Village of Sodus

Appendix C

Recommendations of the Wayne County Police Reform and Reinvention Adult Sub-Committee chaired by Jim Hartz, Director of the Wayne County Department of Mental Health.

- Expand Existing Wayne County Open Access Center Mobile Crisis Intervention Team Response Service to include staffing 24/7. This service should be added as a County emergency responder to compliment the traditional emergency services and calls for help and should be able to be triaged and dispatched from the 911 Emergency Center. The Crisis Intervention Response Team would subsequently respond to any behavioral health related call for help within the County. As the details of this priority are further defined it should be noted that crisis response resources will include services that can best attend to the needs of both adults and children. Collaborations, referrals, and involvement among appropriately qualified community agencies and individuals who can best address the needs of the public will be included.
- Expand 911 Emergency Center Services. The Subcommittee would like to see the 911 Center for Wayne County develop policies, procedures, and protocols to expand their services to include the ability to receive calls for help 24/7 from the public related to behavioral health needs. This would include the ability to triage and assess calls to determine when a call is a behavioral health related call, and once determined when it is, dispatch the Mental Health Crisis Intervention Response Team to the call.
- Develop Non-Arrest/Incarceration Diversion Strategies and Services. In situations where an arrest, incarceration, or the establishment of a criminal record may not necessarily be the most appropriate mechanism to address certain conduct, and when education, drug or mental health treatment may provide a better alternative for the individual in the community, these strategies should be employed as a first line primary practice. Police should utilize diversion programs whenever appropriate and linking those in need with treatment and other resources as the focus, not arrest and/or incarceration. Police should be familiar with community resources and ensure that referrals are made to the appropriate agencies. Subcommittee members felt unnecessary incarcerations, burdening an individual with a criminal record in these circumstances, can have lasting broad-ranging impacts and unwarranted consequences.

- **Collection of Data.** Systems for increased ability to collect relevant data should be developed and minimally include race associated with law enforcement encounters. This would include all types of incidents, traffic related stops and infractions, criminal arrests and investigations, complaints, etc. All law enforcement encounters should include transparency particularly as it relates to race related data points.
- **Community Focused Policing.** The Subcommittee suggested a priority be established that includes a focus on adopting an increased culture within the Sheriff's Office that fosters a greater community policing strategy. Embracing a greater emphasis on a Restorative Justice approach aimed at helping rather than punishment and increasing community outreach and violence prevention programs by working with high risk individuals and connecting them with services and programs and other community engagement initiatives so that the individuals cycle of crime can be interrupted and stopped. In this approach, community-oriented policing seeks to address the causes of crime, and to reduce fear and social disorder through problem solving strategies and police-community partnerships.
- **Develop a Media and Public Awareness Campaign** in an effort to get the word out and address important issues, inform and improve public awareness and their perceptions. The Subcommittee wants to make certain the public knows we are working on all the goals included in the Police Reform Plan.

Appendix D

Policy and Procedure Review

The following pages contain the complete comments and recommendations from the Village of Sodus Police Reform and Reinvention Task Force Sub-Committee on Policies and Procedures.



Sodus P.D. Policy and Procedure Review

Written by: The Sodus P.D. Policy Review Subcommittee - A subcommittee of the Sodus Police Reform and Reinvention Taskforce

““When any part of the American family does not feel like it is being treated fairly, that’s a problem for all of us. It means that we are not as strong as a country as we can be. And when applied to the criminal justice system, it means we’re not as effective in fighting crime as we could be.”

—President Barack Obama

These remarks underpin the mission of the President’s Task Force on 21st Century Policing: to identify ways to build trust between citizens and their law enforcement officers so that all components of a community treat one another fairly and justly and are invested in maintaining public safety in an atmosphere of mutual respect.¹”

¹ President’s Task Force on 21st Century Policing. 2015. Final Report of the President’s Task Force on 21st Century Policing. Washington, DC: Office of Community Oriented Policing Services. Published 2015

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To the Subcommittee

I would like to give my heartfelt thanks to all of the Sodus Police Department Policy and Procedure Review Subcommittee members for their hard work, time and heart that they put into this review. I appreciate your time during the busy holiday season and greatly enjoyed having conversations with such a beautiful group of intelligent individuals with such a strong desire for equality, justice, and compassion towards our fellow brothers and sisters of any race.

Sincerely Yours,
Joseph Young
Subcommittee Lead

About the Subcommittee

The Sodus Police Department Policy and Procedure Review Subcommittee is a group of individuals who are:

- Past and present Sodus residents (many lifelong)
- Predominantly Sodus Central alumni
- Most members come from racially diverse backgrounds and are African American, Biracial, Indian, Caucasian, Caucasian parents or members of biracial families, longtime advocates for Latinx community
- From a diverse set of professions. Our members are educators, police, military, engineers, machinists, students, activists, a wide variety of professions and viewpoints are represented.

Sodus Police Department Policy and Procedure Review Subcommittee members (listed alphabetically):

Sgt. Denzel Bissell-Young
Joseph Bissell-Young
Tatyana Conner
Shaondel Hall
Mary Zecher Patton
Subrata Paul
Amanda VanGee
Dr. Jim Wood

and many others...

Objective of this Report

During a meeting of the Village of Sodus Police Reform and Reinvention Taskforce (hereafter known as the “SPR+R Taskforce” or the “Taskforce”) close to Thanksgiving, it was identified that for the Taskforce to implement the changes to the Village of Sodus Police Department that the Taskforce and the community see as necessary, a review of the current Sodus Police Department Rules and Regulations (“SPD Policies”) needed to be performed. In other words, the plans that the Taskforce would like to move forward with need to be initiated from where we are, currently, and the subcommittee will assess that procedurally with emphasis on racial bias, use of force, and racial equity in policing. For that purpose, to review the SPD Rules and Regulations and to assess where this document currently stands, the “Sodus Police Department Policy and Procedure Review Subcommittee” was formed (“Policy Review Subcommittee”, “Subcommittee”).

Scope

The scope of this report initially was to perform a review on the SPD Rules and Regulations and assess the general state of the document and to review for any negative implications in regard to racial bias, use of force, and racial equity in policing as the policies currently stand. We have expanded our scope to provide some recommendations for improvement and expansion of these policies so as to help reduce racial bias, ensure proper use of force when necessary, and to update our policing culture to a “guardian” mindset. This process is being conducted to help comply with Executive Order 203 (“EO 203”) and to help provide the “voice of the community” to the Taskforce.

This document is not meant to be a comprehensive set of recommendations for meeting the EO203 requirements or to take place of the overall Taskforce plan. This document is meant to be a starting place for discussion on the recommendations that will make up the final plan and to give the Taskforce a toolbox of ideas to work with, that originates from voices of the community.

Sources for Recommendations

The members of the Policy Review Subcommittee and local sources that we have obtained input from, come from diverse backgrounds, professions including military, law enforcement, medical doctor, social service, non-profit backgrounds, and have done research using the sources below. Many, if not all of the Policy Review Subcommittee are very long-term or lifelong, Sodus residents.

Sources for these recommendations:

- Sodus Police Department Policy and Procedure Review Subcommittee - A diverse group of Sodus Residents, many different professions represented, including law enforcement. Many members from multicultural Sodus families.

- WCSO policies and procedures – The main bodies of many of the Sodus PD policies and procedures strove to mimic and pull heavily from the WCSO policies and procedures.

Other sources who confirmed and reiterated many of these same recommendations:

- 2015 President’s Task Force on 21st Century Policing
- New York State Executive Order 203
- Macedon PD EO203 review/plan
- City of Albany Executive order 1-20
- Non-profit groups
- Groups of citizens around the area who have been researching these issues and strategies
- Wayne County community members who spoke during the public listening sessions
- Sodus community members who spoke during the public listening sessions
- Sodus Public Safety surveys

Overview

When beginning the review of the SPD policies, it became quickly evident that most discussion was better suited broken into two categories that related to Executive order 203 and that related to procedural items. Executive Order 203 items are those related to racial bias, use of force, racial equity in policing, items included in Executive Order 203, and items of this nature.

Procedural Review:

In performing a procedural review of the SPD policies, we found various procedural inaccuracies, incorrect references to the chain of command, general writing, and grammatical errors. In terms of general correctness and writing, the table of contents is somewhat representative of the condition as a whole of the SPD policies. There is a policy that appears to be a sub section, but it is not, the policies are numbered incorrectly according to the actual policies, there are policies missing from the table of contents. Regarding overall functionality of the SPD policies in governing the activities of the SPD, the general activities of the department are covered but there are some areas where the policies need to be expanded or additional policies added. As far as forming a comprehensive set of policies, those areas that are light on procedure are the largest weakness. Generally speaking, the policies have served the SPD well enough to function to date (in part due to the knowledge of the officers that have served the SPD), but the policies overall need some slight revision and to be expanded to be considered a comprehensive set of policies that would sufficiently govern SPD activities.

To fill these procedural gaps, we see a few options. Before any procedural gaps are discussed however, first, it must be decided if the SPD will be disbanded or not. The SPD has provided a great source of community policing for the Village of Sodus, but the village is also covered by the WC Sheriff’s office and also the State police which already responds to many calls. The village would likely get along fine without the duplicate resources of the SPD, but it can be

advantageous to have that personal community policing that is a pillar of good policing that we are striving for in this process.

If it is decided that the SPD will not be dissolved and the existing policies need to be generally revised and expanded to provide a comprehensive set of governing documents, an alternative to an overhaul of the existing SPD policies may be possible. If the policies that are currently in place were revised for procedural and general correctness, SPD may be able to reference the general policies of the WCSO in whole or only where applicable, to help fill the procedural gaps that currently exist. A hierarchy of documents would be created with the WCSO policies as the base and any specific policies that the SPD sees as necessary would remain in effect and would take precedence over any WCSO policies. This would be a good alternative to creating policies from scratch to fill the procedural gaps, which would be the last remaining option to moving forward with the current document structure.

Review of current SPD policies regarding Executive order 203:

There were some changes to be made to existing language to prevent racial bias, improper use of force, racial equity in policing, items included in Executive Order 203, or items of this nature. For the most part however, the majority of the changes that we are recommending are the addition of various measures and/or more specific phrasing to provide for safer, more equal, accountable, and transparent policing. Specific recommendations will be discussed in more detail further below.

Out of the 34 policies within the Sodus Police Department Rules and Regulations, below are some of the policies of higher interest in regard to Executive order 203.

policy
1. General Rules of Conduct
4. Patrol Area
4A Patrol Duties
6. Calls for Service
7. Crime Scene Investigations
9. Chief Notifications
11. Training
15. Processing Arrested Persons
16. Searches – Persons
17. Searches – Vehicles
25. Use of Force Reports
28. Domestic violence
29. Mental Hygiene Transports
31. Taser Policy
32. Hiring Practice
33. limited english proficiency - Interpreters

Proper Use of this Review and Recommendations

As previously stated, this set of recommendations is meant as a toolbox to the Taskforce, not a list of demands. The Subcommittee does not expect every one of our recommendations to be implemented, however, we are confident that our public safety system, community, and race relations would benefit greatly if they were. Many of these recommendations have been confirmed in the sources which we have mentioned and have had much thought and vetting already performed upon them in their original applications. It is also worth mentioning, that there is not a large set of potential negatives with implementing many of these recommendations. These are the initial results of our reflection and research on these items that we would like the Taskforce to add to or subtract from as appropriate, develop further, consider very heavily, and negotiate.

In terms of implementation, what may be a good idea is breaking out the recommendations with the highest priority, scheduling the implementation of those changes immediately, while holding off on lower impact/difficult to implement ideas until a later date and implementing those in an incremental manner. We provide a few ideas further down in this report that may assist in breaking up the implementations of these ideas.

Policy Review and Recommendations

Following here are the details of the review performed upon the SPD policies. Items that are pertinent to racial bias, use of force, racial equity in policing, and other items listed in Executive Order 203 are listed next to the sections labeled “EO203...”. Discussion regarding the item is listed in “EO203 comments:” and the specific recommendation for the Taskforce’s consideration is listed under “EO203 recommendation:”.

Policy #01- General Rules of Conduct

EO 203 Comment: “E. Unfamiliarity or ignorance of the rules and regulations shall not constitute a defense in any disciplinary proceeding.”

EO 203 Recommendation: There should be a monthly, or every 2–4 month training to familiarize officers of their rules & regulations. As well as implicit bias, empathy, poverty, mental health simulation.

- Refer to F, officers have to be held accountable by someone.

EO 203 Comment: “J. Penalties: A member of the SPD found to be in violation of one or more of the provisions of this directive may be subjected to one or more of the following actions by the Village Board as stated in the Village of Sodus Personnel Policy:

- a. Oral or written reprimand.
- b. Suspension with or without pay.
- c. Dismissal from employment.”

EO 203 Recommendation: Based on procedural justice SPD, & Wayne County PD need to show transparency, as well as impartiality. The way to do that is by acknowledging their past wrongs (prejudice, abuse of power, publication of case studies and release it to the public) aimed at addressing transgressions & presenting recommendations for the future. See the City of Albany policy 1-20.

The transparency will allow the individuals who have a lack of trust gain trust that there really is no bias where they are living. Police interactions tend to have a strong impact on personal identity (police/family interaction also).

EO 203 Comment: Policy phrase K - “General Duties: General Duties: Members of the SPD shall, at all times, within the limits of their authority protect life and property, preserve the peace,

prevent crime, detect and arrest violators of the law, and enforce those laws of the United States of America, the State of New York and the laws and ordinances of the Village of Sodus.”

EO 203 Recommendation:

Along with these duties SPD should practice evidence based policing, and restorative/procedural justice.

EO 203 Comment: Policy phrase Q – “Attitude/Impartiality: Members of the SPD, while being vigorous and unrelenting in the enforcement of the law, must maintain a strictly impartial attitude toward complainants and violators and shall perform one’s duties in an efficient, courteous and orderly manner using patience and good judgment at all times.”

Policy phrase S – “Assistance to Citizens: Members and employees of the SPD shall render all possible service to citizens in accordance with established procedure.”

EO 203 Recommendation regarding both phrases:

I have an issue with Q. I have heard from multiple friends when they have got arrested it was one sided from a complaint. Are there investigations or statistics into reports before arresting and booking people?

1. One of the individuals were driving looking for a waterway lookout and pulled into someone's driveway to turn around. The individual called the police on him, followed him for his license plate and called the police. He got to the waterway lookout, and once he did the police harassed him, and searched his car without consent. An hour and 30 minutes they had him in this spot, doing whatever they could to make it difficult. Another officer came, told him he heard on the radio he was all over the road driving as if he were drunk. The officers never gave him a breathalyzer but did arrest him. The officer never buckled him in and was driving so reckless throughout the drive my friend fell onto the floor of the car, and the officer never stopped to pick him up.

2. An individual I know recently got arrested, so I asked him about his experience. He told me police did not buckle him in and had his handcuffs so tight they were cutting into his skin. (My brother has also complained of this being arrested by SPD, and in the Wayne & Ontario Jails) He was arrested from a complaint.

3. After a night drinking in Wolcott with my friends, on our way home the car opposite me were stopped between Sodus & Wolcott. The officer pulled them over simply because of the backseat passenger of their car. She is no stranger to the police and had recently got into trouble. However, the driver and passenger were both African-American, and did nothing to get stopped by law enforcement.

Maybe to create transparency for all complaint calls demographics should be taken, for the victim & complainant.

EO 203 Policy phrase T – “Medical Attention: All members shall ensure that any injured or ill persons are given opportunity for medical attention.”

EO 203 Recommendation regarding this phrase:

Officers need mental and medical attention as well. Especially if it is something traumatizing. (killing another being, seeing a dead body, etc.).

EO 203 Policy phrase “13. Enforcement of Laws”:

EO 203 Recommendation regarding this phrase: To convey transparency within the department all department policies should be made available for public review and regularly posted on the department’s website information about stops, summonses, arrests, reported crime, and other law enforcement data aggregated by demographics.

EO 203 Policy Phrase: “14. Departmental Reports”

EO 203 Recommendation: Regarding this phrase, there should be an individual on staff who compile the data for them until they can create their own database. This individual in each town (or a few per county) can present this information to the Civilian Review Board, or the public itself.

Their job should be to measure the public's level of trust throughout local PD, and promote opportunities for co-learning, relationship building and collaboration between police and historically marginalized people. Based on the data we will know who the focus should be

EO 203 Policy Phrase: “20. Use of Departmental Equipment”

EO 203 Recommendation regarding this phrase: To address abuse of power during cuffing, possibly try using cuff muzzles.

EO 203 Policy Phrase “23. Respect to Fellow Employees”:

EO 203 Recommendation regarding this phrase: Multiple cases of people getting arrested and hearing officers refer to people they arrested as profane, offensive or derogatory statements.

EO 203 Policy Phrase “A. Officers shall avoid regular or continuous associations or dealings with persons whom they know or should know are persons under criminal investigation or indictment, or who have a reputation in the community or the Agency for present involvement in criminal behavior, except as necessary to the performance of official duties or where unavoidable because of other personal relationships of the Officers.”

EO 203 Recommendation regarding this phrase: Personal relationships are the main reason why transparency with the general public is big. If there is true fairness and impartiality, why do families and friends of officers have the stickers?

EO 203 Policy phrase 35 (C) – “Handguns shall be holstered at all times and removal is forbidden unless necessary to achieve a legitimate police objective.”

EO 203 Recommendation: Something to be measured! How many times the officer touches their weapon, as well as the demographics of the individuals.

Placing complaints against an officer

EO 203 Comment: The complaint policy is lacking clear definition, is not geared towards giving the community ample opportunity and protection while lodging a complaint. This policy section requires several adjustments to be considered a functional and data driven system of monitoring community satisfaction and overall health of the community’s relationship with the Sodus PD.

EO 203 Recommendation:

Implement the following elements within the complaint system:

- Allow complaints to be lodged anonymously. Some community members will not lodge complaints against police for fear of retaliation and they may only feel safe reporting incidents unless they are under anonymity.
- Allow complaint to be placed at any time. If there exists evidence that an incident occurred, a time limit on complaints only serves to restrict officer’s being held accountable for their actions.
- Complaints shall be maintained and monitored by the Mayor and Citizen Review Board. All founded complaints shall be made readily available to the public as a public record.
- Any founded incidents shall be aggregated and analyzed for patterns that would indicate problems with the SPD’s relationship with the community. Any recurring problems shall be addressed with effective corrective actions by the police chief {if applicable}, the Mayor and the citizen review board.

- Founded complaints, especially complaints related to improper use of force, racist/excessively bias policing shall be grounds for disciplinary action and or dismissal of an officer, at the discretion of the Mayor and Citizen Review Board (if applicable).

EO 203 Comment: Any complaints against officers are being directed towards a “supervisor”. This is not accurate to the current chain of command.

EO 203 Recommendation: Any complaints against officers can be directed to the Police chief (if applicable), Mayor, or the citizen review board. The complaint shall be shared with all of the above parties.

Policy #02- Personal Appearance

EO 203 Comment: The sections on Beards and Hair might prevent people of color (POC) from being employed, particularly those who wear braided hair.

EO 203 Recommendation: Modify verbiage so as not to exclude POC from gaining employment.

Procedural comments: None

Procedural recommendation: None

Policy #03- Responsibility for Equipment

EO 203 Comment: None

EO 203 Recommendation: None

Procedural Comment: None

Procedural Recommendation: None

Policy #04- Patrol Area

EO 203 Comment: The patrol area is vague in the sense that it does not limit the frequency of patrolling in specific areas. Effectually, the officer may target people of color due to the uneven surveillance of an area.

EO 203 Recommendation: Adjust the officer’s patrol schedule to limit the potential for over policing people of color.

Procedural Comment: None

Procedural Recommendation: None

Policy #04A- Patrol Duties

EO 203 Comment: The policy does not address the potential for over policing people of color.

EO 203 Recommendation: Guidance should be given to officers to broaden their scope of patrol instead of focusing on one specific area where they may be over policing POC.

EO 203 Comment: In regard to general duties - further the “guardian mindset” and help show the public that the police are focusing on public safety and the wellbeing of the community, and they are not there to harass, escalate minor offenses, or have more focus on minor traffic infractions or things of that nature. Rather, they are there to focus on public safety and focus on matters pertaining more directly to ensuring the public’s safety.

EO 203 Recommendation: When measuring an officer’s performance, do not use any quota system for traffic tickets. Also, don’t judge the officer’s performance upon how many tickets they hand out or encourage the officers to hand out tickets any certain number of tickets. Let the handing out of tickets be more limited to issues of public safety to maintain the SPD’s reputation as a guardian minded and helpful department. Handing out high numbers of tickets for minor infractions is detrimental to the SPD’s relationship with the community as it sets the officers as adversaries to the public.

Procedural Comment: The presence of police especially in the business district where there is a high density of people can be a positive part of everyday life in the Village of Sodus. The officer is not given a purpose for this patrol.

Procedural Recommendation: While the officer’s duty is to protect citizens of Sodus reimagining the way they serve while on foot patrol may act as a catalyst for trust in our local police force. I recommend promoting positive police interactions and general rapport building while they are conducting these patrols. The officer is part of the community so embedding them into everyday life and not just potentially negative interactions may prove beneficial to how the department serves the community.

Policy #05- Body Armor

EO 203 Comment: None

EO 203 Recommendation: None

Procedural Comment: The policy references a patrol division which suggests a large police force.

Procedural Recommendation: Updating the policy to reflect the size of the force would add clarity to the mandates it covers.

Policy #06- Calls for Service

EO 203 Comment: None

EO 203 Recommendation: None

Procedural Comment: The stated policy and procedures are consistent with standard procedure for all Wayne County Police agencies. However, as in other stated policies for the Sodus Police Department there is language included which references a “supervisor.” There is no direct supervision of Sodus Police Officers.

Procedural Recommendation: Correct language to accurately reflect chain of command for supervision. Officers need to make every effort to close a complaint received during their shift. Their next shift could be a week or more away. This time frame may not be appropriate for a pending complaint.

Policy #07- Crime Scene Investigations

EO 203 Comment: None

EO 203 Recommendation: None

Procedural Comment: None

Procedural Recommendation: None

Policy #08- Evidence – Tagging

EO 203 Comment: None

EO 203 Recommendation: None

Procedural Comment: The village may want to consider expanding this policy to encompass orders on handling of evidence in general, also.

Procedural Recommendation: Effort should be made to add language regarding confidentiality of evidence that is within police custody. Enhance this procedure with language from WCSO General order 100, “Rules of Conduct”, section 4.8, “Discussing Evidence”.

Other language that should be added from WCSO General order 100:

Policy “Rules of Conduct”, section 4.25, “Found, recovered property” - Simply stated, all property found, confiscated, recovered or which comes into the possession of the officer shall immediately be turned over as property/evidence.

Policy “Infectious Disease Control”, section VIII, “Labels” - Labeling of hazardous substances

Policy “News Media”, section IV., “Pre-Trial Disclosure”

Policy #09- Chief Notifications

EO 203 Comment: The wrongful killing of Daniel Prude at the hands of police has made national news. In this case, the heinous nature of Mr. Prude's killing was further aggravated by the absence of attention from the Mayor. An independent investigation found that the mayor did not receive a detailed briefing and viewing of body cam footage until months later. This helped to further escalate the outcry from Mr. Prude's family, the community, and the nation, calling for action.

Procedural Comment: Given that our police department does not have a chief currently, or sometimes will only have one officer, making notifications to the chief sometimes does not reflect the structure of the department.

EO 203 Recommendation: Regarding any of the incident types listed in this policy (Death, severe injury, etc.), Add language requiring that the police chief and mayor will be immediately notified, verbally, and in writing within 24 hours, in detail. Body cam footage will be made available within 24 hours.

EO 203 Comment: Another allegation that has been made in the handling of the Daniel Prude case, is that the chief and the mayor were trying to cover up the conduct of the officers that were on scene or were trying to paint a different narrative of the circumstances of Mr. Prude's death. The Mayor and Police chief in this case have a vested interest in this case ending with little or no wrongdoing by the police. The public would have more protection from these sometimes-vested interests, if sensitive incidents of this nature were handled by an independent civilian review board made up of diverse race, age, sex, etc. per the taskforce on 21st century policing recommendations.

In a more recent local incident, a Sodus resident was killed by police that were returning the man's gunfire. Even though evidence says the police return fire was justified, there are still some community members with suspicion of some wrongdoing by police.

EO 203 Recommendation: To strengthen the community trust and legitimacy of any police oversight function, establish a civilian review board. A civilian review board has less/no vested interests in the outcome of the review of police misconduct complaints and deaths in comparison to the police chief or those that head the local government. The National Association for Civilian Oversight of Law Enforcement (NACOLE) may be helpful in this.

Policy #10- Emergency Notifications

EO 203 Recommendation: None

Procedural Comment: The policy seems to be an appropriate basic policy for making emergency notifications (death, serious illness, serious injury) and village department notifications.

Policy phrase 1A: “Subject to the availability of personnel emergency messages, of any legitimate type as be defined by the person receiving the message, may be delivered.”

General recommendation regarding this phrase: This phrasing is confusing. Rewrite phrase to be more easily understood. Also, fix other grammatical and formatting errors.

Procedural Recommendation: Consult WCSO policies for further possible developments.

Policy #11- Training

EO 203 Comment: The SOP states that, “Basic school is perhaps the most critical part of a police officer’s career.”. This does not reflect the importance of training and continuing education. EO 203 states, “Training should not end at recruitment; officers should be encouraged to grow and learn throughout their career.”

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.

EO 203 Recommendation: Training should occur regularly and should reinforce those standards and discipline. An emphasis should be placed on transparency, accountability and fairness in all aspects of policing. Some specific programs being de-escalation, cultural sensitivity, mental health crisis management, implicit bias and use of force. While I’ve given specific programs, most of which are found in the executive order, the EO recommends soliciting input from people of various demographics in our community.

Procedural Comment: This policy lacks any system of training and actively discourages continued training within the first paragraph. No specifics are given on how training content is chosen and in what regularity it must occur.

Procedural Recommendation: The policy needs to give the officer the purpose in which they are conducting training, motivation to accomplish training, and direction on how and when to complete their training. There should be no confusion on the importance of honing your skills and understanding that training and professional development does not stop until you no longer wear the badge. Actively developing the skills to effectively serve the community and being a steward of the profession are their purpose in conducting training. Their motivation may be intrinsic but should be mandated by an appointed supervisor. Their direction should be laid out

specifically, what is the content and when does it need to be completed. A training calendar comes in handy here.

Policy #12- Computer Use

EO 203 Comment: None

EO 203 Recommendation: None

Procedural Comment: Update IT security procedures based on current professional standards. Documents stored on SPD computers used for village police business should be ensured.

Procedural Recommendation: Start with updating requirements for strong passwords and that those passwords be changed every 3-6 months. Also reference WCSO IT policies.

Policy #13- Cell Phone Use – Patrol

EO 203 Comment: None

EO 203 Recommendation: None

Procedural Comment: This procedure is basic, but sufficient.

Procedural Recommendation: Consider referencing WCSO policies to create a more thorough policy.

Policy #14- Arresting Officer

EO 203 Comment: None

EO 203 Recommendation: None

Procedural Comment: This procedure was written only for the purpose of designating who is the “arresting officer” when there is more than one officer on the scene.

Procedural Recommendation: None

Policy #15- Processing Arrested Persons

EO 203 Comment: This policy does not address appropriate treatment of arrested persons.

EO 203 Recommendation: It is recommended, this section state, all persons arrested and detained should be treated with respect/dignity.

Procedural Recommendation: Arrest reports must include any injuries which occurred during the arrest.

Procedural Comment: The policy does not address the inclusion of injuries that were the result of the arrest. Additionally, there is no provision for transportation for those released after processing, arraignments, or detentions.

Procedural Recommendation: Arrest reports must include any injuries which occurred during the arrest.

When a person is released after processing, arraignments, or detentions that person MUST be provided with assistance or a ride back to their car or home. They MUST be assisted in finding safe transportation or calling a friend/relative/ride in order to move to a safe destination. This includes transportation within Wayne County by the officer to the safe destination requested by the person arrested.

Policy #16- Searches – Persons

EO 203 Comment: This policy addresses the necessity for searching an individual being placed in a patrol car but does not address the manner in which the person is searched. The policy does not mention any guidance on the grounds in which to search an individual who is not being placed into custody.

EO 203 Recommendation: For instances requiring physical restraint, the policy should address the types of restraints that may cause bodily harm or death.

EO 203 Comment: The policy lacks guidance on racial profiling.

EO 203 Recommendations: The policy should be expanded to address the grounds in which a person is to be searched. One way to accomplish this by stating that no searches may be conducted based on the individual's race, ethnicity, sex etc.

In connection with this recommendation, a system of collecting, compiling, and analyzing demographic information obtained from searches should be created. Collecting this information should be mandatory and deliberate so as to identify trends such as racial profiling or targeting of specific groups of people in the community.

Procedural Comment: None

Procedural Recommendation: None

Policy #17- Searches – Vehicles

EO 203 Comment: This portion of the SOP does not establish any guidance for officers who are searching a vehicle prior to an arrest.

EO 203 Recommendation: Awareness of the potential for searches of vehicles based on the race or ethnicity of the driver is essential. Policy limiting this should be included.

Procedural Comment: None

Procedural Recommendation: None

Policy #18- Accident – Investigation and Information Exchange

EO 203 Comment: The policy does not include collection of demographic information.

EO 203 Recommendation: As with previous policies the inclusion of demographic information collection should be included.

Procedural Comment: None

Procedural Recommendation: None

Policy #19- Towing Procedures

EO 203 Comment: None

EO 203 Recommendation: None

Procedural Comment: Policy does not address towing procedures following an arrest.

Procedural Recommendation: The policy should generally outline the party responsible for towing of vehicles following the arrest of the vehicle operator.

Policy #20- Mobile Status – Communications

EO 203 Comment: “All Road Patrol Officers will maintain the “Officers Daily Activity Sheet”, accounting for suspicious persons or vehicles...”. Situational awareness is important to preventing or appropriately responding to crime. That being said, the SOP does not address limits to surveillance or potential for over policing of different demographics in the community.

EO 203 Recommendation: This policy should include awareness of the potential for over policing based on race and ethnicity and should put in place policy to limit it.

Procedural Comment: None

Procedural Recommendation: None

Policy #21- Bomb Threats

EO 203 Comment: None

EO 203 Recommendation: None

Procedural Comment: For clarification purposes, it is recommended, this section be reformatted.

Procedural Recommendation: The last sentence, “If nothing is found and it appears from the information received that the call is a hoax, it will be the responsibility of the person in charge of the building to either evacuate or remain in the building.”, should be a subcategory.

Policy #22- Vehicle Operation – Patrol

EO 203 Comment: None

EO 203 Recommendation: None

Procedural Comment: The stated policy and procedures is consistent with standard procedure for all Wayne County Police Agencies. The policy cites NYS Vehicle and Traffic Laws and associated definitions. This policy does contain language which references a supervisor. Same issues.

Procedural Recommendation: Correct language to accurately reflect chain of command for supervision.

Policy #23- Pursuit

EO 203 Comment: None

EO 203 Recommendation: None

Procedural Comment: The stated policy and procedures are consistent with standard procedure for all Wayne County Police agencies. However, as in other stated policies for the Sodus Police Department there is language included which references a “supervisor.” There is no direct supervision of Sodus Police Officers.

Procedural Recommendations: I cannot fathom a need for a vehicle pursuit in the Village of Sodus. The Village is not that big. An absconder could/would be outside village limits without much effort. It would seem most appropriate to notify the WCSO and/or NYSP of the situation and allow them to pursue as needed. Correct language to accurately reflect chain of command.

Policy #24- Off-duty Firearms

EO 203 Comment: None

EO 203 Recommendation: None

Procedural Comment: This policy appears to be very standard. There is language referencing “The Chief” of the Sodus Police Department.

Procedural Recommendations: As stated previously, there are concerns regarding the absence of a chain of command.

Policy #25- Use of Force Reports

EO 203 Comment: Police interactions have a strong impact on personal identity. This policy does not consider the potential for excessive force impacting individuals in the community.

Policy Phrase: “To establish policy whereby personnel of the SPD may use physical force in the in the performance of their duties within the limits established by Article 35 of the NYS Penal Law.”

EO 203 Recommendation: Officers need to have a more personalized approach when it comes to children, elderly persons, pregnant women, people with physical and mental disabilities, limited English proficiency, et.

Make 35.27 - To be more defined and certain. This penal law allows the judgment of the officer only to make this call. If an individual is simply voicing their issues, are they really resisting arrest? This penal law has justified the killings of numerous people throughout the country. The ways in which they use physical force need to be clearer. No chokeholds, no knee's on neck, or upper back - better detaining techniques.

EO 203 Comment:

Update the use of force policy to be compliant with the “say their name agenda” laws and also be in line with the 8 Can't Wait organization.

EO 203 Recommendation:

Similar to the “Macedon Police Department NYS Police Reform & Reinvention Collaborative “plan and the City of Albany, Executive Order No. 1-20, specifically meet the recommendations of the 8 Can't Wait organization and the “say their name agenda” laws.

The 8 Can't Wait organization recommends the following standards be included in an agency's Use of Force policy:

- Ban Chokeholds & strangleholds
- Require De-escalation
- Require warning before shooting
- Requires exhaustion of all alternatives before shooting
- Duty to intervene
- Ban shooting at moving vehicles
- Require comprehensive reporting

Below is an example from the City of Albany Executive Order No. 1-20 that provides some verbiage to meet some of these requirements regarding chokeholds, strangleholds and the duty to intervene:

“Section 1. Banning Certain Restraint Techniques

- a. The Albany Police Department and its law enforcement officers shall not employ a so-called "chokehold," nor restrain any individual by placing a knee upon the individual's neck, nor otherwise restrain any individual in a manner that restricts the flow of air or blood by compressing the windpipe, diaphragm, or the carotid arteries on each side of the neck.
- b. The Albany Police Department and its law enforcement officers shall not restrain any individual by connecting or tying rear-cuffed hands to cuffed or shackled ankles or legs, or as such practice is more commonly known, "hog-tie," any individual.

Section 2. Duty to Intervene

- a. Any member of the Albany Police Department who is present and observes another member of the Albany Police Department using force that is clearly beyond that which is objectively reasonable under the circumstances or in any way physically or verbally escalating a law enforcement interaction shall safely intercede to prevent the use of such excessive force or escalation.
- b. Any member of the Albany Police Department who observes such use of excessive force or physical and/or verbal escalation shall promptly report such observations to a supervisor.”.

Procedural Comment: None

Procedural Recommendation: None

[Policy #26- Schedule](#)

EO 203 Comment: Is a police force the best way to provide for the community's safety? Since the NYSP & the WC Sheriff's Office respond to the majority of the Village's calls, would differently trained personnel with more clearly established public safety functions better meet the Village's public safety needs?

EO 203 Recommendation: Appoint a Sodus Village Public Safety Working Group to research and recommend alternative small town "best community public safety practices". Some resources to access are the recommendations of the President's Task Force on 21st Century Policing Implementation Guide (policingequity.org).

Procedural Comment: Regarding the phrase: "In case the Chief is not available, the officer shall then contact the following in order, Sergeant, Police Commissioner and then the Mayor" With only 2 part-time officers, this chain of command does not exist.

Procedural Recommendation: Re-write to conform with the village's actual personnel in mind.

[Policy #27- Incident/UTTs – TraCS](#)

EO203 comment: THESE RECOMMENDATIONS ARE NOT MEANT TO TRACK ROUTINE CONTACT: THAT IS THE HEART & SOUL OF GOOD COMMUNITY POLICING. THEY ARE ONLY MEANT FOR POLICING ENCOUNTERS THAT COULD BE CONSIDERED STOPS.

EO203 Recommendation: A Sodus Village Citizens' Review Board should be created as a key component of Sodus Village Public Safety. The Sodus Village Citizens' Review Board would make recommendations regarding policing as part of a broader community public safety mandate that would include, street and sidewalk design, traffic flow including pedestrian/bike/car/truck/bus/etc. safety and other issues relating to public safety.

EO203 Comment: Regarding Uniform Traffic Tickets: The issuance of a Uniform Traffic Tickets is one of the last dispositional steps in a traffic stop. Since one of the most controversial policing incidents happens during the process after a stop but before a ticket is issued, it is essential to establish a record of each stop involving the potential for ticketing or an arrest. Racial profiling and disproportional surveillance and unwarranted stops of people of color have been a longstanding complaint.

EO203 Recommendation: There must be a clearly stated policy of complaints about officer conduct. Police officers must be required to document all stops (in all forms...pedestrian, bicyclist, ATV or other vehicle) where the individual involved is detained for any period. The incident documentation must include the reason for the stop and full demographic information about the person stopped/detained even if the person is not ticketed/arrested. Data from all these incidents must be easily accessible to the public. *The data must be reviewed for any racial, sex, age, etc.* inequities on a regular basis (a minimum of monthly) by the police department, the mayor (or designee) and/or the Village Board of Trustees. Upon analysis, the mayor is to work with the police department and the Sodus Village Citizens' Review Board to make changes in policing.

EO203 Comment: Regarding incident reports: Incident Report is too general. It is not clear if this refers only to Sections 600-605 of the Vehicle and Traffic Law pertaining to traffic accidents. ATV, Truck and Bus accidents require additional forms.

EO203 Recommendation: In the case where a police officer and/or the vehicle he/she/they is driving (either on-duty or off-duty) is involved in an incident, a policing organization other than the organization that they work for must be called to investigate and to complete the TraCS Incident Report Form to avoid conflict of interest and/or the perception of preferential treatment to the extent that is possible.

Procedural Comment: None

Procedural Recommendation: None

Policy #28- Domestic violence

EO 203 Comment: None

EO 203 Recommendation: None

Procedural Comment: This policy is outdated and not useful. The policy outlines procedures if a DV perpetrator is a parole or probation violator. Information re: parole contact in the event of a parolee arrest for DV is included.

Procedural Recommendation: Domestic violence calls can be the most volatile and dangerous calls an officer responds to. There needs to be an information piece for both the victim and the alleged perpetrator as to resources for assistance. This policy needs to include safeguards for the officer responding and the individuals involved.

Policy #29- Mental Hygiene Transports

EO 203 Comment: A review of these Rules and Regulations, reveals that this Mental Hygiene Transport Policy is the only reference to "calls for service involving persons emotionally disturbed or mentally ill." This presents an opportunity for the Village to develop an alternative process to such "calls of service". Does the Wayne County 911 Call Center currently direct "calls for service involving persons emotionally disturbed or mentally ill." from the Village of Sodus?

EO 203 Recommendation: A review of these Rules and Regulations, reveals that this Mental Hygiene Transport Policy is the only reference to "calls for service involving persons emotionally disturbed or mentally ill." This presents an opportunity for the Village to develop an alternative process to such "calls of service".

Does the Wayne County 911 Call Center currently direct "calls for service involving persons emotionally disturbed or mentally ill." from the Village of Sodus.

If it doesn't already, The Village of Sodus and Wayne County Department of Mental Hygiene must enter into a Memorandum of Understanding regarding a "gradient of need" process to determine the best ways to respond to "calls for service involving persons emotionally disturbed or mentally ill." The Wayne County 911 Call Center should divert all "calls for service involving persons emotionally disturbed of mentally ill" to a designated mental health crisis response team unless the caller indicates an act of violence to self or others is imminent.

Wayne County and the Village of Sodus (as well as other towns and villages in Wayne County) must work with Wayne Behavioral Health and the NYS Office of Mental Health to develop and train Mental Health Crisis Teams for deployment throughout the county in response to "calls for service involving persons emotionally disturbed or mentally ill."

Procedural Comment: None

Procedural Recommendation: None

Policy #30- License Plate Reader

EO 203 Comment: In order to assess the effectiveness of implicit bias training, and the level of success of the elimination of racial profiling in the police department, keeping complete records is essential.

EO 203 Recommendation: Electronic records shall be kept on the use of the LPR system. The LPR officer shall maintain electronic records listing the age, gender, race, and citizen status of the individuals questioned by law enforcement as a result of LPR use.

Procedural Comment: The License Plate Reader (LPR) policy refers to a letter of agreement between the New York Department of Criminal Justice Services and the Sodus Police Department.

Procedural Recommendation: Include content from the "letter of agreement" to add context and clarification to the intended user of the LPR procedure.

Procedural Comment: Further specify training on the LPR system.

Procedural Recommendation: Training to be qualified to use the LPR system shall include technical and ethical use of the LPR system and be refreshed annually. Records kept on LPR training shall be kept electronically. LPR training records shall include initial training dates, follow-up training dates, reason for additional training, any misuse of the LPR system, and disciplinary action as a result of misuse of the LPR system. It is recommended, disciplinary action shall be kept on public record to maintain transparency. Unethical use of the LPR system to be considered misuse. Unethical use shall include but is not limited to racial profiling.

Procedural Comment: The section, Requests to review the LPR states, "All approved requests will be somehow related to a law enforcement investigation".

Procedural Recommendation: It is recommended this statement be more specific, and clearly state valid reasons to review the LPR.

Policy #31- Taser Policy

EO 203 Comment: The Taser Procedure states, “X2 Taser is to be used for controlling combative and uncooperative subjects and to protect a subject”. It is recommended to be more specific. The terminology used, combative and uncooperative is too general and can leave room for possible misuse of the Taser.”

EO 203 Recommendations: It is recommended, the SPD model their Taser Policy after the 30099-30102 Taser policy found on the ACLU website.

https://www.aclu.org/sites/default/files/field_document/30099-30102%20Taser%20policy.pdf

Direction should be added to the SPD policy stating the taser is only to be used as an alternative to deadly force and as a less lethal alternative when use of force is required in violent or physically dangerous situations. The following statements should also be added:

“- The Taser shall never be used punitively or for the purpose of coercion.

- The Taser is a use of force and is to be used only when necessary to overcome a physical combative person in self-defense, or in defense of another person from physical harm, and in accordance with this department’s use of force policy.

The Taser can also be used to overcome a physically combative person who is attempting to assault officers while affecting an arrest if other means of physically controlling them have been exhausted or if it would represent a risk to the officer in using a lesser degree of force.”

Verbiage should be added stating that the Taser is intended to serve as a non-lethal method of control for law enforcement officers when they need to physically restrain a dangerous and combative person, and also to lessen the harm that would be inflicted upon that person in order to gain control of them.

The Taser is not to be used when:

- Not physically necessary to gain control of the person
- Lesser degrees of force have not been exhausted
- The person is not being combative
- The person does not represent a significant harm

There are other cases noted below where a Taser may not be used, such as in the case of a juvenile, pregnant woman, elderly, or mentally challenged person, mentally ill person etc..

EO 203 Comment: In order to assess the effectiveness of implicit bias training, and the level of success of the elimination of racial profiling in the police department, keeping complete records are essential.

EO 203 Recommendation: As stated in other policies, complete records of summaries of interactions shall be maintained including demographic background, initial reasons for the interaction (e.g. reason for stop), if person was tased, etc. This is to generate objective data to aggregate based on demographics and to assess the effectiveness of implicit bias training, and the level of success of the elimination of racial profiling in the police department.

EO 203 Comment: The Taser Procedure states, “Whenever the X2 TASER is drawn or deployed a Subject Resistance Report will be completed.”

EO 203 Recommendation: A Subject Resistance Report shall be completed within 24 hours of the incident. Records on Taser deployment shall be kept electronically, listing the age, gender, race, and citizen status of the individuals involved.

In order to assess the effectiveness of implicit bias training, and the level of success of the elimination of racial profiling in the police department, keeping complete records is essential.

EO 203 Comment: The section named “Deploying the X2 Taser” of The Village of Sodus Taser Policy states, “The use of the X2 Taser should be directed toward major muscle areas of mass such as legs, buttocks, back, hips and thighs. When the use of the device is more time critical, areas of main body mass such as the torso should be targeted. Use to the head, neck, throat and groin should be avoided”.

EO 203 Recommendation: Use of stronger language prohibiting officers from directing the Taser toward areas of the body that will result in critical injury. According to the American Heart Association journal, the Taser being applied to the chest can cause cardiac arrest and death. Because of this, it must also be added that the Taser may not be applied to the chest.

After the Taser has been applied to the suspect and especially in the event a Taser dart strikes the head, neck, throat, groin, or chest, officers should administer prompt and ongoing care to the subject until he/she is released to the care of medical personnel.

Misuse of the Taser will result in disciplinary action. Any disciplinary action will be kept on record electronically, visible to the public for transparency purposes.

EO 203 Comment: The section named “Deploying the X2 Taser” of The Village of Sodus Taser Policy states, “When feasible and/or appropriate the targeted individual shall be warned that they will receive a Taser deployment and just prior to discharge the officer shall state “TASER, TASER, TASER” to alert all other officers”

EO 203 Recommendation: The targeted individual shall always be given a warning that they will receive a Taser deployment. It is recommended to use, as a guide, The VERBAL AND VISUAL WARNINGS section of The Medford Police Department Taser Policy found on the ACLU website (See excerpt below) -

“VERBAL AND VISUAL WARNINGS A verbal warning of the intended use of the TASER should precede its application...The purpose of the warning is for the following: (a) Provide the individual with a reasonable opportunity to voluntarily comply. (b) Provide other officers and individuals with a warning that a TASER may be deployed. If, after a verbal warning, an individual is unwilling to voluntarily comply with an officer's lawful orders and it appears both

reasonable and practical under the circumstances, the officer may, but is not required to, display the electrical arc (provided there is not a cartridge loaded into the TASER) or the laser in a further attempt to gain compliance prior to the TASER™ Guidelines- 65 Adopted: 2011/08/03 © 1995-2011 Lexipol, LLC - 30157 - Medford Police Department Policy Manual TASER™ Guidelines application of the TASER. The aiming laser should never be intentionally directed into the eyes of another as it may permanently impair his/her vision. The fact that a verbal and/or other warning was given or reasons it was not given shall be documented by the officer deploying the TASER.”

EO 203 Comment: The X2 Taser Deployment Procedure states, “Consideration should be given and care taken in situations where the targeted subject is likely to experience a fall from an elevated position when struck by the device”. “The device is not to be deployed at subjects who have come in contact with flammable liquids or in environments where flammable liquids or gases are obviously present”. “The X2 Taser shall not be used on a subject who is in a body of water where there is a risk of drowning.”

EO 203 Recommendation: In addition to the above mentioned considerations, the use of the Taser must not be used except in cases of imminent death or significant harm:

- Pregnant females
- Elderly individuals or obvious juveniles
- Mentally challenged individuals

The use of the Taser shall also be avoided on the following:

- Mentally Ill individuals
- Individuals who are handcuffed or otherwise restrained.
- Individuals who have been recently sprayed with a flammable chemical agent or who are otherwise in close proximity to any flammable material; or
- Individuals whose position or activity may result in collateral injury (e.g. falls from height, operating vehicles).

[Policy #32- Hiring Practice](#)

EO 203 Comment: The Hiring Practice, recruitment policy states, “Personnel Liaison Officer. He (The chief of police) shall undertake the acquisition of knowledge and skills in the following areas”.

EO 203 Recommendation: This section should also state, the Police Chief will work in collaboration with, and under the advisement of agencies and organizations that serve the community. Collaboration is essential to determining the true needs of the community, and in devising a list of characteristics that will disqualify a candidate.

EO203 Comment: The selection process states, “The Sodus Police Department is a duly constituted agency of the State of New York and is committed to the premise that the process for

the selection of prospective employees shall be fair and equitable and shall not exclude any candidate for employment because of race, creed, color, age, sex, religion, or national origin”.

EO203 Recommendation: Include also: gender identification, and sexual orientation.

EO203 Comment: Under the Recruitment section it states, “All candidates for employment with the Sodus Police Department shall be required to possess a high school diploma or its equivalent”, and “All final candidates will undergo a background investigation to determine that the candidate has acceptable moral character for employment in the Sodus Police Department”.

EO203 Recommendation: Education beyond a high school diploma be required. In addition, the final candidates are required to complete a racial / implicit bias assessment and psychological testing.

Procedural Comment: Usage of gender specific pronouns.

Procedural Recommendation: Replace the gender specific word “He” with “The Chief of Police” in the following sentence: “He shall undertake the acquisition of knowledge and skills in the following areas”.

Procedural Comment: The Employment Announcements section states, “All job announcements will be advertised throughout the county in local print media”.

Procedural Recommendation: Job announcements shall be posted in electronic media, in addition to print media. To achieve a broader more diverse range of candidates the job announcement must be visible to a broader, more diverse range of people.

Procedural Comment: The selection process states, “The Chief of Police shall retain certain prerogatives concerning the selection process and will make the final selection to be brought before the village board for approval”.

Procedural Recommendation: In addition to the Village Board, a board of Sodus community members. The board of Sodus community members shall not be limited to members of the Village of Sodus.

[Policy #33- Limited English Proficiency – Interpreters](#)

EO203 Comment: This section is standing in for an obviously missing policy regarding interactions with "resident non-citizens".

EO203 Recommendation: A new policy needs to be developed or a more specific sub-section needs development. In either case, the policy must conform to state and federal law and the

current guidance contained in the NYS Governor's Executive Guidance to the NY State Police regarding the detaining of "resident non-citizens", guidance about communication with federal immigration authorities and the prohibitions against performing federal police duties in regard to interaction with immigrants.

EO203 Comment: Regarding subsection 4. Inquiries about Limited English Proficiency (LEP) individuals Immigration status. "A Sodus Police Department member conducting an investigation may ask for documentation as to where a Limited English Proficiency individual lives and his pedigree information." This is the key to all other portions of this policy.

EO203 Recommendation: 4.C- this policy statement wherein a LEP person "may" be asked for his "pedigree." Is totally against the US Constitutional, NYS, and NY State Police guidelines. Section 4.C. must be removed.

EO203 Comment: 5. B. "Reasonable suspicion must be individualized and cannot be based solely on the Limited English Proficiency race, color, creed, ethnicity.

EO203 Recommendation: strike "solely" as reasonable suspicion cannot legally be related to "(race, color, etc.). "Race" must be struck as well since it depends on self-identification not an officer's observational behavior.

EO203 Comment: Regarding phrase 5.C, "Where reasonable suspicion exists at the location a Sodus Police Department member may be. He shall contact the Federal Law Enforcement agency for the person which there is reasonable suspicion." "where reasonable suspicion exists" is a major problem. Reasonable suspicion of what-criminality? Immigration status? Both of which again are illegal to ask for DHS support. It is also illegal to ask for immigration status under any circumstance as immigration status is not part of reasonable suspicion and it is not appropriate to evaluate immigration status under any circumstance as it is not in the purview of local law enforcement.

EO203 Recommendation: 5.C must be removed from this policy.

EO203 Comment: Regarding policy phrase, "TO ESTABLISH GUIDELINES FOR EFFECTIVE COMMUNICATIONS WITH INDIVIDUALS WITH LIMIMTED ENGLISH PROFICIENCY (LEP) AND PROVIDING TIMELY AND MEANINGFUL ACCESS TO THE SODUS POLICE DEPARTMENT SERVICES." There is no mention of the telephonic services certification or use other than in the definitions section.

EO203 Recommendation: A policy must be added that states that translation services must only be provided by a professional service or a certified individual unrelated to any DHS department. In addition, there also needs to be a provision for securing the safety from physical and emotional harm of any person being used as a translator/interpreter.

EO203 Comment: Regarding phrase 2.A.) "...only very informal, non-confrontational situations to obtain the basic information needed." 5.A states- "A. Federal Law Enforcement Agencies, including but not limited to U.S. Border Patrol/ICE shall not be contacted solely for the purpose or providing interpretation or translation assistance."

EO203 Recommendation: The term "very informal" needs to be defined.

Procedural Comment: Regarding phrase 3.D. “Only a professional interpreter or a member of any other Police or Sheriff’s Office or appointed person by the District Attorney’s Office who speaks the (LEP) language shall assist in an interview or an interrogation of a (LEP) who may be a suspect in a crime.” The statement 3.D risks violation of NYS Guidance on federal policing overlap. Stating that a translator from “any other police department” is inconsistent with 5A.

Procedural Recommendation: The language must be changed to conform, not contradict 5.A. The Department of Homeland Security (US Border Patrol, Immigration and Customs Enforcement, US Marshall’s Service, etc.) must not be requested for language interpretation for any investigations and no contact with a DHS officer should be requested under any circumstance.

EO203 Procedural Comment:

Regarding phrase 5.D. “Transferring that person into the custody of the Federal Law Enforcement Agency should be done at the Sodus Police Department.”

Regarding phrase 5.E. “The Sodus Police Department will give aid to victims, witnesses, or complainant before contacting the Federal Law Enforcement Agency.”

5.D and 5.E concern transferring to and contacting Federal Law Enforcement Agencies which need specific naming/identification. Under NYS guidelines there is no reason for local police to turn over anyone to or call DHS officers. Jails cannot even do that. Other federal law enforcement departments are a different issue.

EO203 Procedural Recommendation: This policy must name each Federal Law enforcement Agency and prohibit contact with and transfer to DHS and any other Federal agency dealing with Immigration.

Overall Notes in Choosing the Recommendations to Implement

Here are some overall notes to consider before weighing what recommendations to implement in general. These notes are for some different general mindsets one could encounter when talking about the need for police reform.

Why do we need police reform?

Since the birth of the United States of America (and in the colonial era that preceded it) officials responsible for public safety and civil rights have rarely listened carefully and consistently to the voices of people of color about the inequitable application of the law. As a result, our criminal justice system has placed unfair burdens on Black, Brown and Indigenous individuals and families, in short, people of color. In 2020, reactions to these burdens and several high-profile examples of police misconduct and brutality caused social unrest to sweep across this country. This summer (2020), the voice of hundreds of people could be heard at rallies throughout Wayne County demanding the end of the overuse of force, or brutality. Those voices demanded that systemic racism be addressed in our country and in our county. Black voices have been telling us for some time of the disproportionate number of police stops and the unequal treatment of themselves and their fellow Black people by police in most municipalities. The disproportionate amount of mistreatment at the hands of police and the inequitable sentencing practices of the courts oppresses black families and erodes their trust in a system that should protect them equally with their White neighbors. Both those who may disagree that with the severity of these problems and those who experience them firsthand, it is essential to implement data collection to gather objective data and prove our policing is fair and equal or unfair and unequal. This would greatly improve transparency.

If you want change, but think we cannot get it implemented because of the political climate locally:

Racial inequalities in the criminal justice system will continue to plague our country and racial tensions will boil over again and again. That is not an acceptable reason for lives to continue being lost, lives railroaded and families to continue being gutted and put-on hard times because of incarcerations. This affects our national and local economies and communities on numerous levels, and we are not as strong as we could be until this is addressed.

If you think we need to implement police reform and reinvention but think this is a lot of resources to expend for a small department of two part time officers:

I agree. The question of dissolving the village police department needs to be answered. If the SPD is not dissolved, then I think fixing the procedural documentation and implementing some of these recommendations with the resources allotted to the SPD, is doable, if we are smart about it. We do need to have proper documentation governing our police department who are armed and dealing with the community. For this reason, I would recommend relying upon established policies and procedures as much as possible to build proper documentation. This would also keep the cost and resources necessary to achieve this, minimized as much as possible.

Possible Implementation Strategies Moving Forward

Here are a couple strategies to minimize the resources needed to procedurally fill out the SPD policies and to implement any selected EO203 recommendations:

Strategy 1

1. Assess and perform the corrections to the procedural matters that were mentioned as needed
2. Choose EO203 items to implement and include in EO203 plan
3. Integrate items into the individual policies and regulations or implement in a new separate policy to house items related to EO203. These items will take precedence over any other policies.
4. Implement policies into practice as possible before EO203 deadline
5. Include other items that are to be implemented in an incremental manner in the EO203 plan

Strategy 2

1. Create a hierarchy of documents where any procedural holes in SPD documentation will be filled by WCSO policies, as applicable, and any remaining, necessary, SPD policies will take precedence over the WCSO policies.
2. Choose EO203 items to implement and include in EO203 plan
3. Integrate items into the individual policies and regulations or implement in a new separate policy to house items related to EO203. These items will take precedence over any other policies.
4. Implement policies into practice as possible before EO203 deadline
5. Include other items that are to be implemented in an incremental manner in the EO203 plan

Conclusion

Thank you for your time in reading our Subcommittee's report and thank you for your open mindedness in considering the community member's experiences, viewpoints, and research that have been put forth here. Many of us have put our time, energy, and heart into these recommendations in order to advance the betterment of our neighbor's, our children's, grandchildren's, and our family's world. We do this so that they may flourish safely in an atmosphere of equality, mutual respect, and celebration of our diverse people.