

**New York State Police Reform and Reinvention Collaborative Plan
Certification Form**

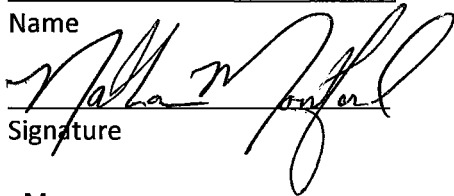
VILLAGE OF ATTICA

I, Mayor Nathan Montford, as the Chief Executive of the Village of Attica, hereby certify the following pursuant to Executive Order No: 203 issued by Governor Andrew M. Cuomo on June 12, 2020:

- The Village of Attica has performed a comprehensive review of current police force deployments, strategies, policies, procedures and practices;
- The Village of Attica has developed a plan, attached hereto, to improve such deployments, strategies, policies, procedures, and practices (the "Plan");
- The Village of Attica has consulted with stakeholders (including but not limited to: membership and leadership of the Attica Police Department; members of the community, with emphasis in areas with high numbers of police and community interactions; interested non-profit and faith-based community groups; the local office of the district attorney; the local public defender; and local elected officials) regarding the Plan;
- The Village of Attica Board of Trustees has offered the Plan in draft form for public comment to all citizens in the Village of Attica and, prior to adoption of the Plan by the Village of Attica Board of Trustees, has considered the comments submitted; and
- The Village of Attica Board of Trustees on Tuesday, March 16, 2021 has ratified and adopted the Plan by resolution.

Nathan Montford

Name



Signature

Mayor

Title

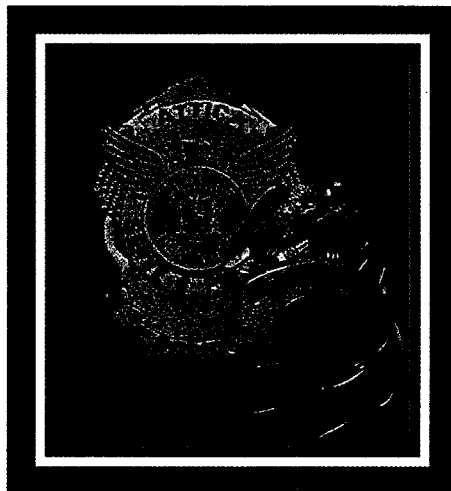
3/22/2021

Date



VILLAGE OF ATTICA POLICE REFORM PLAN

*In response to Governor Andrew M. Cuomo's Executive Order 203 New York State Police Reform and
Reinvention Collaborative*



MARCH 16, 2021

**VILLAGE OF ATTICA POLICE REFORM AND REINVENTION COLLABORATION STAKEHOLDER GROUP
9 WATER STREET, ATTICA, NY 14011**

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Summary

The Village of Attica and the Attica Police Department on behalf of the residents and other stakeholders in the Village, are pleased to submit a response to Governor Andrew M. Cuomo's Executive Order 203 – New York State Police Reform and Reinvention Collaborative.

In Attica, we are very proud of the collaborative effort that was made in developing our response to Executive Order 203. Every effort was made to conduct outreach and engagement in the communities highlighted in the Governor's order. This engagement and outreach is highlighted in significant detail in the contents of the plan.

In fulfilling Executive Order 203, the Village of Attica and the Attica Police Department performed a comprehensive review of current police force deployments, strategies, policies, procedures and practices.

It should be noted that upon review of these policies and procedures they were all found to be compliant with current federal and state laws as well as model policies as promulgated by the New York State Municipal Police Training Council.

It also should be noted that the Attica Police Department adheres to a plethora of policies and procedures. This runs the gamut from rules and regulations pertaining to Body Worn Cameras to Use of Force. The department is currently working with LEXIPOL and is re-writing all policy and procedures. LEXIPOL specializes in public safety policy management. This is a sole source company with public safety professionals, attorneys and subject matter experts working together to provide essential and up-to-date policies and policy management tools specific to New York State. LEXIPOL also has an Accreditation Tool which streamlines the Accreditation process. These policies and procedures were reviewed by community stakeholders as part of the public and community outreach in developing the Village of Attica and Attica Police Department plan submitted to New York State.

In accordance with Executive Order 203, the Village of Attica and the Attica Police Department developed a plan that considered the needs and concerns of the

community served by the Attica Police Department, particularly minority populations.

The Village of Attica and the Attica Police Department consulted and engaged with various stakeholders, including but not limited to, membership and leadership of the local police force; members of the community "with emphasis in areas with high numbers of police and community interactions"; non-profit and faith-based community groups; the local office of the district attorney; the local public defender; and local elected officials.

All of this was accomplished through the creation of the Attica Police Advisory Collaboration Stakeholder Group (Stakeholder Group) which was comprised of a diverse representation reflective of the community, including the entities outlined above.

The Stakeholder Group was created to "foster trust, fairness, and legitimacy devoid of racial bias". It's work was conducted by reaching out to communities of color and other minorities within the Village of Attica. A focus group was attempted that would have been comprised primarily of diverse neighborhoods and minority members. The group had excited acceptance initially, however when it came to participation none of the minorities attended.

In developing this plan, the Village of Attica, the Attica Police Department and the Stakeholder Group had discussions and reviewed various documents and materials related to evidence-based policing strategies highlighted in Executive Order 203.

This engagement resulted in not only the creation of the plan but also a commitment by all parties to continue the discussion regarding community policing and the various action steps outlined in the plan, including but not limited to conducting annual implicit bias training, maintaining a certified de-escalation instructor and defensive tactics instructor; mental health training through a partnership with Wyoming County Department of Mental Health and crisis intervention training when available in the future. Investing in more public posting of the police department activities on the Village of Attica web site and rejuvenating the department's social media platform that is intended to keep the community informed about the various aspects of policing in the Village.

The plan was made available for public comment to all citizens in the Village of Attica during February 2021 through the creation of a feedback form that was made available on the Village of Attica website. This feedback was considered prior to the adoption of the final plan.

The attached plan was adopted by resolution by the Village of Attica Board of Trustees affirming that the processes identified in Executive Order 203 were factored into the plan that was submitted to New York State.

Relevant Information about Village of Attica

Demographics:

Village of Attica is a rural municipality in Wyoming County and serves as a neighbor to Attica Correctional Facility and Wyoming Correctional Facility (*Combined inmate population of 2,610*). The Village also entertains the largest school district in Wyoming County with a corporate boundary of 1.69 square miles. The Village sits between the metropolitan regions of Buffalo, NY and Rochester, NY, and the City of Batavia, NY. A portion of the Village of Attica extends north into the Town of Alexander, Genesee County, NY.

According to the U.S. Census Bureau as of July 2019 the Village of Attica had a population of *2,597 residents*. Also, according to the Census Bureau, the population of the Village is 92.9% white; 0.15% Black or African American; 0.62% are Hispanic or Latino of any race; and 0.42% are two or more races. The median household income is *\$40,234* and the median income for a family was *\$47,049*, the per capita income for the Village was *\$18,732*. About 6.9% of families and 9.9% of the population were below the poverty line.

Being a rural community, the Village of Attica is a regional hub for daily commerce and services. With a major grocery store, lumber yard, hardware, auto parts store, car dealerships, banks, convenience stores, gas stations, central school district and recreational areas the Village meets those needs. With these facts and including the 2019 census population of the Townships of Attica and Alexander the potential population for interaction, between the public and the police, could be 11,808. The demographics of both Townships resemble that of the Village of Attica.

The Attica Central School District, the largest in Wyoming County comprises of students from 10 townships. The student enrollment (2018-19), K-12 was 1,191, 597 male and 594 Female students.

According to the New York State Education Department, the Attica Central School district is comprised of students who are 1,133 white, 2 who are American Indian/Alaska Native, 5 Black or African American, 28 Hispanic or Latino, 23 Asian Pacific Islander and Multi-Racial.

Approximately 58 of the school district's students are from minority communities, 441 household's are economically distressed, 8 homeless, 6 in Foster Care and 188 are students with disabilities. According to the National Center for Educational Statistics (2014-2018) 52% household's are Married-Couple, 32% are female household's, "no husband present" and 16% male household's, "no wife present". The four-year graduation rate was 92%.

Village of Attica Police Department:

The Village of Attica Police Department is comprised of 10 sworn officers, (one) Chief, (one) Sergeant, (three) full-time officers, (five) part-time officers, (one) Administrative Assistant and (three) civilian school crossing guards. The department operates three (8)-hour shifts, 24/7 with an additional patrol during peak crime time, special events and intermittent weekends. The department utilizes a bicycle patrol during special events.

Crime:

According to a crime statistics evaluation by the Department of Criminal Justice Services from July 2020, the general trend for Part I (aggravated assault, larceny, burglary, etc.) and Part II (criminal mischief, loitering, etc.) crimes committed in Attica, NY shows an increase in larceny and in motor vehicle theft. The most significant change was in Under 18, Juvenile Arrests with a decrease.

When looking at the average change in Part I crimes over a 5-year period (2015 – 2019), there was no significant change. When looking at the change in Part II crimes over a 5-year period (2015 – 2019), 3 of the listed 28 crime types saw an increase, with the largest being for Larceny (+11), Domestic Violence (+15) in intimate partner dating and with male victim and Unauthorized Use of Vehicle (+3). A chart highlighting these statistics are attached in Appendix A.

Violent crime is not an issue in the Village of Attica and when it occurs, in most instances, it is among people who know each other. When a violent crime occurs, it unfortunately skews overall crime statistics. Statistically the Village of Attica is very safe. In fact, an Attica Police Department officer has not discharged his/her weapon in the line of duty in over three decades.

Prior to the Raise the Age Legislation (2019) Wyoming County had an exceptional Juvenile Justice Program concerning juvenile arrests. In 2016, the Attica Police Department began with "Investing in our youth program". Juvenile crimes transitioned from a "factual component crime equals arrest" to a more in-depth investigation that includes, gathering additional case by case factual information from cause and effect, behavior, the family dynamic, school behavior, and outside influences including any alcohol or substance abuse issues. The Attica Police Department partnered with the Wyoming County Youth Court and Advisory Board, the Probation Department, the Department of Social Services and the Attica Central School with referral services, peer support and continued oversight. This has significantly reduced juvenile arrests with manageable caseloads and exceptional clearance.

Attica also is unique in that it is a small municipality that is located between two large metro regions – Buffalo and Rochester – and the City of Batavia that have significantly more violent crime than Attica. Because of its geographic location, additional drug-related criminal activities are investigated in the Village of Attica similar to other small municipalities of similar demographics in Wyoming County. The Attica Police Department is a participating member of the Wyoming County Drug Task Force which directly assists the department with shared case management, manpower and equipment.

The Attica Police Department responds to 911 calls/dispatches and general calls for service and also responds to local Fire Department Fire and EMS calls. The Department also spends an inordinate amount of time investigating crimes due to the social dynamics of the 21st century which is a contributing factor to limiting more pro-active engagement with the community.

At the same time, the Attica Police Department is engaged in the local community through community policing efforts and initiatives such as the Shop with a COP, Stuff the Cruiser, Child Passenger Safety Seat Program, STOP DWI Prom Project,

School Sports Security Details, Naloxone Training and Administration Program, Drug and Needle take back program, National Drug Take Back Events, Community wide Ride-a-long Program, College and High School Intern Program, Cub and Scouts groups. The department also provides details and staffing for community events such as the Founder Days Celebration, Attica Rodeo, American Legion Lawn Fete, Parades, Attica Youth Athletics Opening Days, Concerts in the Park, Foot Patrol, Bicycle Patrol and other special events. These are ideal opportunities for Attica police officers to build a rapport with the local community and are the foundation for community policing and engagement. Through anecdotal evidence and conversations with people in the community, there would be more opportunities to do this, however there are significant budget restraints that prevent the Attica Police Department to allocate any additional resources towards community policing and engagement.

Finally, police officers in the Village of Attica are required to wear nameplates on their uniforms, which are worn at all times. Since 2010/2011 our Police Officers have worn body cameras and follow policies as far as the usage of cameras. Officers also are equipped with pepper spray and electronic controlled devices (tasers). These are all tools that are at the disposal of officers when responding to calls. It should be noted that all Attica police officers receive significant annual training on the use of these items.

Training:

Committee members and the public were provided with a breakdown of Departmental Training. It should be noted that our Chief is diligent in sending officers to the training session that closely represent the needs of our community. The department continues to work with our surrounding agencies including County and State to allow our officers the opportunities to attend and prosper from properly timed training.

Annual training includes but not limited to annual OSHA (Sexual Harassment, Hazardous Materials, Right to Know, Workplace violence and Bloodborne Pathogens). In-Service training includes Use of Force (Article 35), Firearms Training, Defensive Tactics, Electronic Control Weapon (TASER), Legal Updates (District Attorney Office), CPR and Basic First Responder Aid, Narcan Administration. In-

Service training is limited to one (8)-hour day, and two to three (4)-hour days. It is recommended that In-service Training of four (8)-hour day courses be established.

Specialized Training includes Active Shooter, Evidence Management and Property Control, Crisis Intervention Training, Mental Health First Aid, Interview and Interrogation, Advanced Roadside Impairment Detection, Breath Test Operator, Drug Recognition Expert, School Resource Officer, Crimes against Children, Sexual Offense Trauma, Domestic Violence, Domestic Terrorism, Field Training Officer and most recently NYS DCJS Instructor course for Principled Policing.

Community Engagement and Outreach: Attica Stakeholder Group

In August 2020, various village leaders met to discuss the creation of a group of concerned citizens and stakeholders in order to engage key segments of the community for input and guidance in developing the plan. The Village of Attica Police Advisory Collaboration Stakeholder Group was officially formed and announced to the community in December 2020.

The Stakeholder Group is comprised of a diverse group of individuals who volunteered their time to discuss police policies and ideas for reform over a several month period.

The Stakeholder Group members include:

- Donald O'Geen: Wyoming County District Attorney
- Norman Effman: Wyoming County Office of the Public Defender
- Mayor Nathan Montford: Village of Attica Board of Trustees
- Douglas Post: Village Administrator
- Julie Cook: Deputy Village Clerk, Village resident
- Dean R. Hendershott: Chief of Police, Attica Police Department
- Sgt. Karl E. Zufall: Sergeant, Attica Police Department
- Brian Fugle: Attica School Board President, Attica business owner
- Christopher VanSon: President Attica Lions Club, Village resident
- Michael Paris: Pastor, First Baptist Church
- Linda Hoffmeister: President Attica Chamber of Commerce, Business Owner
Village of Attica
- Sandra Prusak: (retired) Attica Correctional Facility, President
Attica/Wyoming Federal Credit Union, Village resident

Contributing members to Stakeholder Group:

- Hans Walker: (retired) Superintendent New York State Department of Corrections, Village of Attica Board member, lifelong village resident.
- Matthew Sage: Deputy Sheriff Wyoming County Sheriff Office, former part time police officer Attica Police Department, Village of Attica Board member.

The Stakeholder Group met on several occasions throughout the process in developing our plan. It should be noted that due to the COVID19 pandemic and in adhering to Governor Cuomo's restrictions on gatherings, meetings were attended virtually by some members and were recorded. These meetings were also open to the public, including the media.

The Stakeholder Group conducted meetings on the following dates:

- Thursday December 10, 2020
- Wednesday, January 13, 2021
- Thursday January 21, 2021
- Thursday January 28, 2021 (virtual)
- Thursday February 04, 2021 (virtual)
- Tuesday, February 16, 2021 (virtual)
- Thursday, March 11, 2021

At the last meeting of the Stakeholder Group on March 11, 2021, the members enthusiastically agreed to maintain the group and continue meeting after the submission of the plan to New York State.

On February 16, 2021, the draft of the plan was presented to the Village of Attica Board of Trustees for an initial review by that body. At that meeting the Village Board presented the draft for public review through March 16, 2021. The draft of the plan was made available "online" on the Village of Attica web page, the Attica Village Office and at the Stevens Memorial Library. Due to COVID19 restrictions and protocols, the Village urged residents to review and submit comments to the document online on the Village of Attica web site: www.attica.org.

Evidence-Based Policing Strategies Considered and Discussed

Executive Order 203 outlines various evidence-based policing strategies to review and consider in developing reform plans, including use of force policies; procedural justice; model policies and guidelines; studies addressing systemic racial bias or racial justice in policing; implicit bias awareness training; de-escalation training and practices; law enforcement assisted diversion programs; restorative justice practices; problem-oriented policing; hot spots policing; focused deterrence; violence prevention and reduction interventions; community-based outreach and conflict resolution and crime prevention through environmental design.

In addition to general discussions about policing in the Village of Attica, the Stakeholder Group reviewed various relevant materials, including the following presentations:

- A review of Governor Cuomo Police Reforms to Address Racial Inequity
- Procedural Justice Survey from the City of Poughkeepsie
- Police Reform and Reinvention Collaborative Process: Making it Work for Your Community (New York Conference of Mayors)
- Office of the Governor: New York State Police Reform and Reinvention Collaborative
- Attica Police Department Organizational Chart Policy Chapter 1, Section 5.0
- Basic Course for Police Officers – New York State Division of Criminal Justice Services
- Attica Police Department Policy General Order 003– Body Worn Cameras
- Attica Police Department Policy Chapter 1 – Organization, Section 2.0 Authority, Section 5.0 Organization Structure, Section 6.0 Written Orders
- International Association Chiefs of Police Model Policy – Standards of Conduct
- Attica Police Department Policy – Community Relations
- Attica Police Department Policy Chapter 3 Section 6.0 - Use of Force, Municipal Police Training Council 2020 Use of Force Policy
- Attica Police Department Policy Chapter 3 Arrests/Prisoners, Section 2.0 – Constitutional Guarantees.
- Attica Police Department Policy Chapter 7 Public Assemblages and Emergencies, Section 3.0 civil disobedience, Demonstrations.
- Three-year study of Uniformed Traffic Tickets issued, breakdown by demographics.
- Department of Criminal Justice Services (DCJS) Uniform Crime Report five-year (2015-2019) Attica Police Department Index Crimes, Part 1, Part II, Under 18 Juvenile Arrests, Domestic Violence Victim Report (2015-2019).
- Department of Criminal Justice Services (DCJS) Uniform Crime Report Attica Police Department 2020.

At its meetings, members from the Stakeholder Group conducted various discussions as it pertains to evidence-based policies from department members of the group.

Action Items

Based on discussions with the Stakeholder Group, a number of items were raised and discussed to how to enhance community policing in the Village of Attica. It should be noted that below is an overview of those items and various action items that were identified.

Training:

- A national issue related to police training of late pertains to officers arriving on a scene where a suspect may be experiencing mental or other behavioral issues. The Attica Police Department has had significant training in order to enhance current mental health training through a partnership with Wyoming County Department of Mental Health, SPECTRUM, and enhance crisis intervention training for members of the police force.
- This is a subject matter in which a broader discussion is currently taking place among all law enforcement agencies across Wyoming County as part of an effort to explore developing a plan for shared services. It is the hope that the County will embrace a Crisis Intervention Response Team that would be available on a 24/7 basis.
- The Attica Police Department is committed to conducting implicit bias training for its officers on an annual basis. The Department will identify and utilize professionals skilled in such training to develop the annual program, including discussions regarding potential opportunities for inter-agency and inter-departmental shared services.
- The Department will strive to continue to obtain a certified de-escalation instructor, defensive tactics instructor, and to increase regular in-house in-service training and inter-agency training with other departments. These are important aspects of training, especially in situations that involve use of force measures. The Attica Police Department will continue to maintain its partnership with the Rural Police Training Institute Police Academy located at Genesee Community College in Batavia, NY

It is important to note that limited financial and human resources could impact implementing the breadth and depth of this and other training. The Stakeholder

Group recognizes this dilemma and to the degree practicable will work to advocate for support of these training programs and services.

Community Engagement and Buy-In/Community Policing:

As a critical step in community policing the committee made a point to address the belief that the community must participate and "buy-in" for there to be any meaningful reform. The committee believes this notion can be reinforced by creating more positive interactions, such as the principle of community policing.

One of the findings from the stakeholder group was a desire for more foot patrol, bike patrol and officer attended events. This is an action item that the leadership of the Attica Police Department will review and implement necessary steps with neighborhood/community groups and organizations to increase community policing.

The Attica Police Department is committed to creating a Community Policing Committee. The Policing Committee should consist of a Village Board Member, Church Community liaison and a Non-command staff Police Officer. The committee should meet quarterly or as often as necessary to work with both the police department and neighborhoods to build relationships.

Among the responsibilities of Community Policing Committees across the nation include crime prevention education and conflict resolution such as using nonviolent methods to handle disputes. There are a number of emerging training programs and services to address these topics particularly related to dispute resolution. There is a movement for developing such training through various groups and organizations to conduct them virtually with law enforcement agencies.

Other:

- Establishment of a "Adopt a School" Program in association with the current School Resource Officer Program currently in place in the school system.
- Review legislation and adopt a policy with regards to release of Officer Personal Information concerning repeal of NYS Civil Rights Law 50-a which had prohibited disclosure of police disciplinary records.
- Formal establishment of a Juvenile Officer for the Attica Police Department*

***Denotes programs that require financial resources that due to budget constraints may not be available to the police department and the Village. Alternative funding sources should be explored and considered.**

Transparency in sharing crime data and reporting information:

The Attica Police Department is committed to developing a plan to share timely and relevant information regarding the most "up to date" crime statistics and data in the Village of Attica. This includes utilizing the New York State Department of Criminal Justice Services, Uniform Crime Reporting database to release information on the Village of Attica's website.

Accreditation through the New York State Accreditation Council:

The Attica Police Department will seek initial accreditation from the New York State Accreditation Council which is under the auspices of the Division of Criminal Justice Services. This is a matter that our Department feels is a critical component in police reform and has been focusing on prior to the issuance of Executive Order 203. Our department has been dedicating resources to coordinate information and materials in seeking accreditation.

The Accreditation Council meets quarterly and "adopts standards, sets policy, and has exclusive authority to grant accreditation to law enforcement agencies. The Council also provides guidance for the overall direction of the program".

The Police Department will commit to completing a Project Proposal to the Village Board of Trustees for the purpose of completing and obtaining New York State Law Enforcement Accreditation.

Officer Wellness:

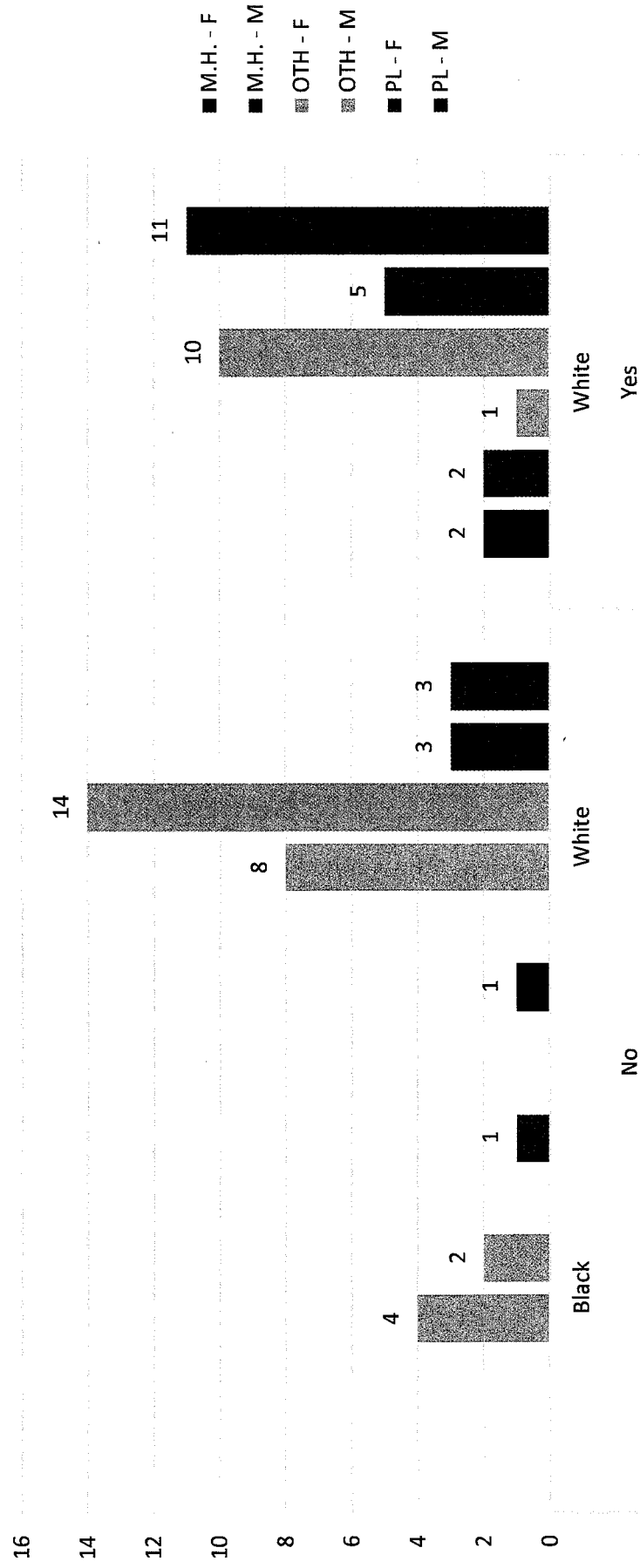
Finally, the Stakeholder Group recognizes that being a law enforcement officer can be extremely stressful and challenging. As such there are aspects of the job that can impact the mental wellness of police officers. It is suggested that the Attica Police Department will implement an Officer Wellness Program that supports the safety, health (both physical and mental), and wellness of every member of the force. Officers and their family members will be provided with additional resources to help them cope with the acute and long-term trauma of police work and the effects it can have on one's personal life. Resources such as the Police Chaplain program, peer support programs, critical incident stress debriefing, and professional counselling resources will be made available to the members on a confidential basis.

VILLAGE OF ATTICA
"A Great Place to Live"

Appendix A:

2020 Attica Police Department Penal and Other Arrest Statistics
Five Year arrest history Resident vs. Non-resident

Attica Police Department 2020 Penal/Other Arrests



Count of Age	Column Labels		M.H. Total	OTH		OTH Total	PL		PL Total	Grand Total
	M.H.			F	M		F	M		
Row Labels	F	M	F	M	F	M				
No		1	1	12	16	28	3	4	7	36
Black				4	2	6		1	1	7
White		1	1	8	14	22	3	3	6	29
Yes	2	2	4	1	10	11	5	11	16	31
White	2	2	4	1	10	11	5	11	16	31
Grand Total	3	2	5	13	26	39	8	15	23	67

ATTICA POLICE DEPARTMENT

FIVE YEAR ARREST – RESIDENT vs. NON-RESIDENT

YEAR	RESIDENT	NON-RESIDENT
2016	52	69
2017	60	50
2018	42	64
2019	47	50
2020	32	36

- **Chart indicates five-year total physical arrest made by the Attica Police Department. Total physical arrest include offenses in Penal Law, Village Ordinance, Mental Health, misdemeanor vehicle and traffic offenses and warrant arrests.**

VILLAGE OF ATTICA
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Appendix B:

Stakeholder Group Work Group Questions and Answer Notes:

Police Reform Committee

QUESTION #1: WHAT FUNCTIONS SHOULD THE POLICE REFORM?

A. DETERMINING THE ROLE OF THE POLICE

i. HOW SHOULD THE POLICE AND THE COMMUNITY ENGAGE WITH ONE ANOTHER?

- The police and the community should engage with one another professionally and with mutual respect. Each has a role to play in order to adequately resolve the issues and concerns that prompted the contact in the first place.

ii. WHAT ROLE DO THE POLICE CURRENTLY PLAY IN THE COMMUNITY?

- Currently, the police often play the role of law enforcement, mediator and crisis intervention. Whether it be responding to calls for service or through impromptu citizen contacts, the police are involved in mediating personality disputes within the community and responding to health crisis calls, as often as they are tasked with investigating violations of law.

iii. SHOULD YOU DEPLOY SOCIAL SERVICE PERSONNEL INSTEAD OF IN ADDITION TO POLICE OFFICERS IN SOME SITUATIONS?

- Yes. Deploying well-trained social service professionals in a proactive manner, in many circumstances, may stave off the need for a reactive law enforcement response. Essentially, early intervention and de-escalation by social service personnel would, in many circumstances, keep the situation from reaching crisis levels. Even in circumstances where law enforcement involvement is required, the social services professional would be a valuable resource to provide information and guidance to responding law enforcement.

iv. CAN YOUR COMMUNITY REDUCE VIOLENCE MORE EFFECTIVELY BY REDEPLOYING RESOURCES FROM POLICING TO OTHER PROGRAMS?

- Absolutely not, law enforcement is underfunded as it is. Attracting and retaining highly qualified police officers is already an issue facing law enforcement in general. Reducing pay, benefits, personnel and resources will undoubtedly exacerbate the problem of attracting and keeping the most skilled officers and department leaders. Simply put, we cannot divert resources away from already underfunded police departments.

v. WHAT FUNCTION SHOULD 911 CALL CENTERS PLAY IN YOUR COMMUNITY?

- 911 call centers are often the first, and sometimes the only contact that community members have with law enforcement. Their role is to provide valuable information while performing a triage function for allocating law enforcement or medical resources. 911 dispatchers must be well trained in order to perform their role under pressure. Call centers must be adequately equipped and funded to attract and retain the most qualified and capable dispatchers possible.

vi. SHOULD LAW ENFORCEMENT HAVE A PRESENCE IN SCHOOLS?

- Absolutely, law enforcement presence in the schools provides both a safety and a public relations function. While the safety and security role of law enforcement in the schools is almost self-explanatory, it is the rapport building between officers and our youth that is sometimes overlooked. Having daily non-enforcement contact, both law enforcement personnel and the students build mutual respect for each other. This mutual respect aids in shaping of positive opinions of the police early in life, but also in gaining trust of the students leading to valuable investigative leads. These students will be our next leaders, treat them as such.

B. STAFFING, BUDGETING, AND EQUIPPING YOUR POLICE DEPARTMENT

i. WHAT ARE THE STAFFING NEEDS OF THE POLICE DEPARTMENT THE COMMUNITY WANTS?

- Highly trained active members of the community. FULL-TIME officers with loyalty to the community because they are a part of it. Must live in the jurisdiction. Civilianize certain functions. Begin an explorer program for the community youth along with a reserve or auxiliary program for adults to engage.

ii. SHOULD COMPONENTS OF THE POLICE DEPARTMENT BE CIVILIANIZED?

- Yes: dispatch, records, parking enforcement, cross-guards, non-workable report writing etc.

iii. HOW SHOULD THE POLICE ENGAGE IN CROWD CONTROL?

- Very carefully.

iv. SHOULD THE POLICE BE "DEMILITARIZED"?

- No and using "demilitarize" in this situation makes this is a loaded question.

FOSTERING COMMUNITY-ORIENTATION LEADERSHIP, CULTURE AND ACCOUNTABILITY

1. Leadership & Culture
 - a. Leadership selection process
 - i. As we learned at the last meeting – Candidates must pass a test to become Chief and they are hired by the board.
 - ii. Officers are chosen from a Civil Service list after taking an exam and are recommended by the Chief
 - iii. It currently has no connection to the community.
 - iv. Would input from the community help with Core Values, Justice and Vested Interest in the Community?
 - b. Officer evaluation structure help advance your policing goals?
 - i. Simple questions – are the number of arrests being misused?
 - ii. Can Public Safety help promote these reform goals (sounds like less arrests)
 - c. What incentives does your dept offer officers to advance policing goals?
 - i. “awards, prizes, or other recognition to officers who advance reform goals.”
 - ii. Every good employee needs to be recognized; however, this does not need to be taken to a level that is expected. Officers should establish a positive relationship with a community – make it easier to police, may be less offenders. But every good deed does not need an award. It is part of the job. Recognition and appreciation can go a long way.
 - d. Does your hiring and promotion process help build an effective and diverse leadership team
 - i. As mentioned previously, Candidates must pass a test and are chosen from Civil Service list. New hires should be judged on their knowledge and ability.
 - e. Strategy to ensure that your dept’s cultural norms and informal processes reflect your formal rules and policies.
 - i. Sometimes values, department guidelines, and what is expected of an officer (like any employee) need to be revisited after hire. One can get hung up in the evolving norm and get lazy. Continued education and meetings on how to handle challenges are important.
2. Tracking and Reviewing Use of Force and Identifying Misconduct
 - a. When should officers report use of force to their supervisors?
 - i. Definitely when a firearm is used whether or not an injury occurred (as mentioned)
 - ii. Being a smaller dept, I would imagine supervisors are aware of most incidents. It may be a good time to tighten the guidelines on this. Stories can change. Officers may need a report filed.
 - b. What internal review is required after a use of force?
 - i. At the last meeting we discussed the procedures in place. Discussed Administrative duties and the Union contract.
 - ii. Be transparent. Is there a board review for a sever incident?
 - c. Does Dept review officers’ use of force &/or misconduct during performance reviews
 - i. Review should include that and any behaviors that may cross the line. With a probation period to correct. Review should also include the positive, community involve the officer is involved in.
 - d. Does Dept use external, independent reviewers to exam uses of force or misconduct?
 - i. Discuss a Public Relations Board at last meeting. However, cross this carefully as public relations could hamper an investigation. Building trust in the community is key.
 - e. Does Dept leverage Early Intervention Systems to prevent problematic behavior?
 - i. If the EIS isn’t in place, continued training and supervision is important to monitor this.
 - f. Does Dept respond to questionable uses of force with non-punitive measures designed to improve officer performance?
 - i. “Regular peer review intended to create opportunity for learning rather than punishment.”

3. Internal Accountability for Misconduct

- a. What does Dept expect of officers who know of misconduct by another officer?
 - i. We would need to know current procedure to comment.
- b. Does your Dept have a clear & transparent process for investigating reports of misconduct?
 - i. Procedures, time frame and keeping the trust of the community.
- c. Does Dept respond to officer misconduct with appropriate disciplinary measures?
 - i. This should be within the Union rules, correct?
- d. Potential misconduct/complaints. Referring to the DA or other prosecutor?
 - i. *
- e. Does Dept expect leaders/officers to uphold the department's values/culture when off-duty?
 - i. Like professionals, officers should be held to a higher standard. This needs to be expressed upon hiring and at annual reviews.

4. Citizen Oversight and Other External Accountability

- a. Civilian oversight over misconduct investigations or policy reform?
 - i. Article states "Many larger law enforcement entities" do – it may not be necessary for our size dept
- b. Is there an easy, accessible, well-publicized process for members of the public to report complaints about police conduct?
 - i. ? If there is such a thing it should "qualify" complaints prior to acting upon them.
- c. Are investigation outcomes reported to the complainant? Reported to the public? Should the Dept or the citizen complain review entity if any accept anonymous complaints?
 - i. Review anonymous complaints carefully – guidelines should be in place with procedures.
- d. Does your local legislature engage in formal oversight of police dept? Should changes be made in the legislature's oversight powers or responsibilities?
 - i. Again, small town maybe not needed. However, one may not want to give one more power over another dept.
- e. Is your Dept accredited by any external entity?
 - i. Not sure. Useful tool if it fits the type of Dept and can address our challenges properly. Not a one size fits all entity.
 - ii. Best Practices standards are good to use
- f. Does Dept Do an Annual Community Survey to Track Level of Trust
 - i. Good if constructive criticism is obtained; however, not good if just full of complaints.

EMPLOYING SMART AND EFFECTIVE POLICING STANDARDS AND STRATEGIES

Procedural Justice and Community Policing:

Broken Windows / Stop and Frisk: APD does not use "broken windows" policing and adheres to policy on Stop/Frisk

Discriminatory or bias-based stops, searches, and arrests: APD statistics show they are not discriminatory in stops, searches, arrests.

Chokeholds and other restrictions on breathing: APD does not use

Use of Force for punitive or retaliatory reasons: APD has policy. Currently looking into definitive training for Officers.

Pretextual stops: Normally APD does not use, however, will use if circumstances arise.

Informal quotas for summonses, tickets, or arrests: APD does not use quotas

Shooting at moving vehicles / high speed pursuits: APD does not shoot at moving vehicles. Policy on high speed pursuits.

Use of SWAT teams and no-knock warrants: APD does not have SWAT. If needed use Batavia City & NYSP. Policy in place for no-knock warrants that includes review by District Attorney.

Less-than-lethal weaponry such as tasers & pepper spray: APD is equipped with tasers & pepper spray. Has policy for use on both.

Facial Recognition technology: APD does not use. Equipment too expensive.

Law Enforcement Strategies to Reduce Racial Disparities and Build Trust

Using summonses rather than warrantless arrests for specified offenses: Officer discretion. Approx. 85% work through summons. Statistics do not promote racial disparities.

Diversion programs: Traffic Court

Restorative justice programs: NA

Community-based outreach & violence interruption programs: OD & Substance Abuse - refer to County programs

Hot-Spot policing and focused deterrence: Foot patrol, Bike patrol - be seen more frequently.

De-Escalation strategies: Currently looking for training from DCJS

Can your Community effectively identify, investigate and prosecute hate: Our community does not have any issues with hate crimes. However, if brought to our attention would identify, investigate and prosecute.

Community Engagement

Community outreach plans: Drug take back/needle take back; Eddie Eagle @ School; Bicycle Safety Program; Bike registration program; Lost dog program; No Shave November; Shop with a COP; Stuff the Cruiser; Funeral escorts; Parade assistance.

Citizen advisory boards and committees: Police Committee

Partnership with community organizations and faith committees: Police Chaplain Program (2018); Cub and Scouts; Rodio Association; Chamber of Commerce; America Legion; Attica Volunteer Fire Department

Partnering with students and schools: Bicycle Safety Program; Eddie Eagle (gun safety); Shop with a COP

Police-community reconciliation: None

Attention to Marginalized communities: NA

Involving youth in discussions on the role of law enforcement agencies: Youth Court

Recruiting and supporting excellent personnel:

Recruiting a Diverse Workforce...

Does your agency reflect the diversity of the community it serves? Yes

What are the ways in which your agency recruits diverse candidates that better represent the demographics of the community we serve? Our staff is a representation of our demographics*.

What are ways in which you can re-evaluate hiring practices and testing to remove barriers in hiring underrepresented communities? We have no barriers for underrepresented demographics, we hire the best possible candidates from the list provided to us by the County Civil Service.

How can we encourage youth in our community to pursue careers in law enforcement? Local high school job fairs, website, Instagram/twitter promotional campaigns.

What actions can your agency take to foster the continued development and retention of diverse officers? By treating all officers the same, it promotes a workplace that is fair, productive, and equal.

Training and Continuing Education...

How can you develop officer training programs that reflect your community values and build trust between police officers and the communities they serve? Our Chief is diligent in sending officers to the training sessions that closely represent the needs of our community. (Social networking, Advanced Roadside Impairment Driving enforcement, Fentanyl, Domestic Terrorism, Active Shooter, Crimes against Children, Sexual offense trauma, Use of Force, Drug Recognition expert recertification) just to name a few activities in our community that our officers currently deal with.

What training policies can you adopt to ensure that police officers continuously receive high-quality, relevant in-service training sessions? Continue to work with our surrounding agencies including County and State to allow our officers the opportunities to attend and prosper from properly timed training.

How can leadership training improve community policing and strengthen relationships between your police department and members of the public? By using specialized training our officers can develop the proper tactics necessary to conduct community policing. This training will also strengthen our relationships with the community through police blogs. Transparent communicating through blogs or website "blotters", will create healthy educational relationships.

How can your police department use its training programs to avoid incidents involving unnecessary use of lethal or nonlethal force? Our officers are trained with all departmental use of force policies.

How can your police department use its training programs to avoid potential bias incidents and build stronger connections with communities of color and vulnerable populations? By encouraging our officers to treat all members of the community with the same respect.

How can your training program help officers effectively and safely respond to individuals experiencing mental health crises or struggling with substance abuse? Our officers are not properly trained in the mental health field, the officers can notify the proper health care agencies to assist. We should be training our officers to handle these sensitive calls safely for the individuals and for their own protection.

What practices and procedures can you put in place to measure the quality and efficiency of your police department's training program? Continuing to reiterate the procedures should make our training program second nature. By networking with other agencies we can measure the effectiveness of our training by comparing procedures.

Support officer wellness and well-being...

What steps can you take to promote wellness and well-being within your department? By listening to the officers and by continuing to invest in our EAP program.

Are there ways to address officer wellness and well-being through smarter scheduling? We believe a potential move to 12 hour shifts may assist our officers in having the proper time away from the job to address their personal wellness and well-being.

How can you effectively and proactively address the mental health challenges experienced by many police officers throughout their careers? Our police administration must look at every incident as one that may affect officers differently. Talking to officers will address challenges they may have. Training is always paramount in helping officers understand how to work through difficult incidents.

How can you address the well-being of an officer after a traumatic event? By conducting "interviews" with officers after traumatic events can tell the police administration the well-being of an officer. But the proper training of the police administration on how to handle and diagnose stressors can be very effective. We also have a contract with an EAP program to assist our police administration when in doubt.

*(The 5 largest ethnic groups in Attica, NY are White (Non-Hispanic) (92.9%), Two+ (Non-Hispanic) (3.42%), Other (Hispanic) (2.32%), American Indian & Alaska Native (Non-Hispanic) (1.13%), and Two+ (Hispanic) (0.157%). NaNk% of the people in Attica, NY speak a non-English language, and 97.3% are U.S. citizens.)

In summary,

Recruiting and supporting excellent personnel can be accomplished by the following.

1. Continue reviewing and enforcing the current training and agency policies.
2. Continue to update the agency policies and register with properly timed trainings.
3. Continue to "network" with other agencies
4. Use social media to encourage recruitment and community transparency.
5. Send Police administration to specialized training to diagnose officer's well-being and wellness.