

City of Rochester

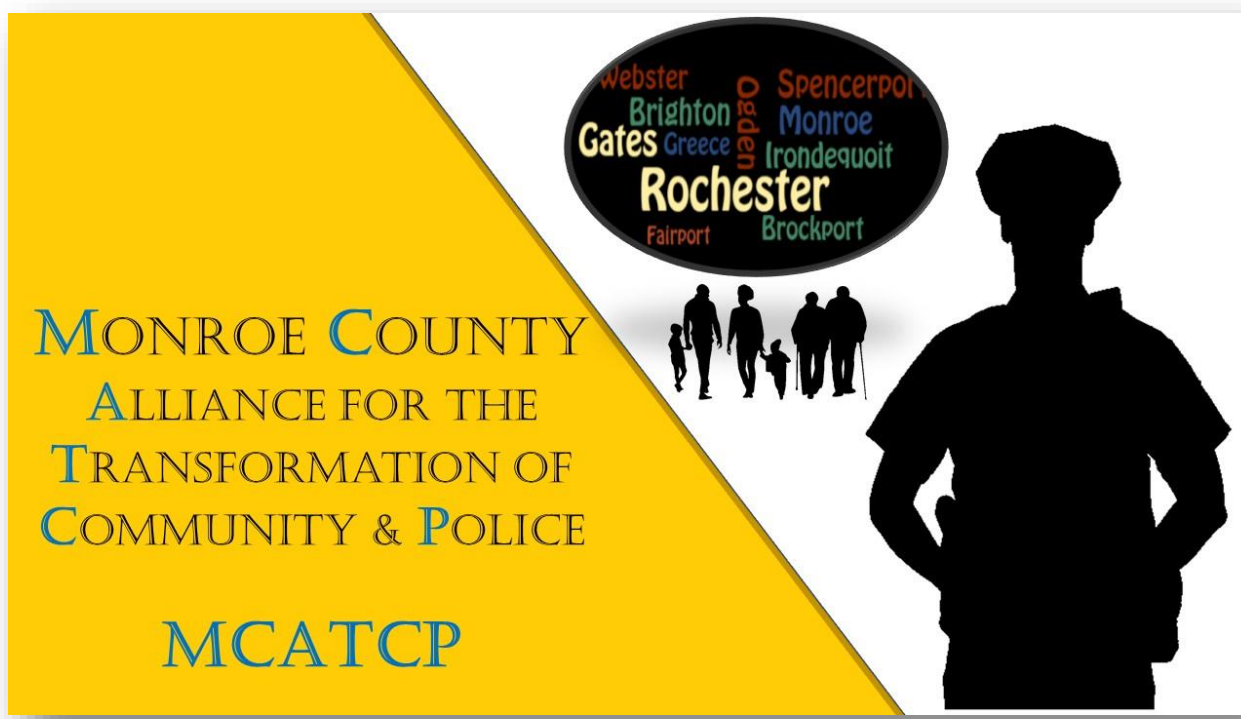
**APPENDIX I
MONROE COUNTY
ALLIANCE FOR THE
TRANSFORMATION OF
COMMUNITY & POLICE,
POLICE REFORM REPORT,
FEBRUARY 2021**



Blieve.



City of Rochester, NY
Lovely A. Warren, Mayor
Rochester City Council



POLICE REFORM REPORT

Submitted by:
Monroe County Alliance for the Transformation of Community & Police
(MCATCP)

February 2021

Report Submission

This report has been submitted to:

Monroe County Municipalities
Brighton Town Police Department
Brockport Village Police Department
East Rochester Village Police Department
Fairport Village Police Department
Gates Town Police Department
Greece Town Police Department
Irondequoit Town Police Department
Monroe County Sheriff's Office
Ogden Town Police Department
Rochester City Police Department
Webster Town Police Department

Town Leadership
All Monroe County Police and Sheriff Office Executives and Executive Boards
The Office of the County Executive
Monroe County Towns, Villages and City of Rochester leadership

NYS Government
Certified adoption of the MCATCP Police Reform Plan to the State Budget Director at the NYS Governor's Office by April 1, 2021

The report is vetted by
MCATCP Executive Team, Chairs and Members
All Monroe County Police Departments and Sheriff Office
All Monroe County community members

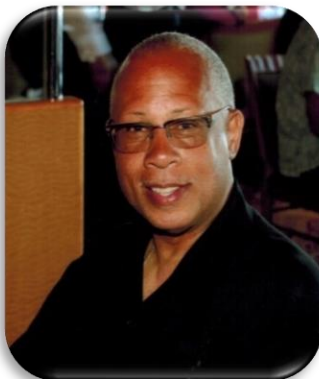
Executive Committee



Rev. Dr. Marlowe V.N. Washington is the Chair of MCATCP. Dedicated to social and political activism, Dr. Washington's ministry and community engagement reflect a diverse range of causes and strategies within the goal of working to create justice and equality for all people. He is driven by social justice and entrepreneurship and successfully completed various housing projects, economic development initiatives for the poor, and oversaw the mergers of two American Baptist congregations. Dr. Washington has been recognized and awarded for his diversity work throughout Monroe County.



Mrs. Kerry Gant is the Vice Chair of MCATCP and the Chair of the Community Engagement Committee. Mrs. Gant is a teacher, leader and advocate who specializes in Restorative Justice, equity, and inclusion. The Co-founder of The Breaking Down Barriers Project, Mrs. Gant's passion lies with humanizing the struggles of those marginalized in our communities to bring about lasting reforms to current policies. Mrs. Gant is recognized for her work on diversity and inclusion by the Best Foundation of Brockport Central Schools. She brings her knowledge of trauma informed pedagogy, restorative practices, and equity to the work of MCATCP.



Rev. Michael D. Bell is the pastor of the Historic Dyer Phelps Memorial AME Zion Church at Saratoga Springs, NY and a NYS Poor People's Campaign Leader, is a graduate of Northeastern Seminary with a Master of Divinity Degree and a 2007 Oxford University Rhodes Scholar Nominee. Having pastored in Jamestown, Buffalo, Auburn, Ithaca, Elmira, and presently Saratoga Springs, his contributions as an activist have reached from WNY, CNY, the Southern Tier and North country regions. Married with five grown children, life has become a series of richly lived narratives that testifies that he has served well.

MCATCP Contributors

COMMUNITY ENGAGEMENT COMMITTEE

- Mrs. Kerry Gant (Chair)
- Rev. Nicole Iaquinto
- Commander Jansen McNair
- Chief Chris Mears
- Mr. Spero Michailidis
- Dr. Mark Primus
- Officer Moses Robinson
- Mr. Hasan Massey
- Mr. Carlos Garcia
- Ms. Destiny Gerena
- Mr. Fred Tanksley

FOUNDATIONS: POLICE REDESIGN COMMITTEE

- Rev. Michael Bell (Chair)
- Chief Samuel Farina
- Deputy Chief Michael Fowler
- Mr. Sanjay Hiranandani
- Chief, Public Safety Richard Tantalo
- Mr. Dan Walpole
- Chief Joseph Rieger
- Chief James Vandrederode

FOUNDATIONS: PRACTICE AND PROCEDURE COMMITTEE

- Rev. Michael Bell (Chair)
- Rev. Katie Jo Suddaby
- Ms. Mary Lupien
- Karen Farina
- Mr. Hasan Massey
- Mr. Carlos Garcia
- Mrs. Kelly Lincoln
- Mr. Marlowe Washington Jr.
- Minister Clifford Florence
- Mr. Howard Eagle

FOUNDATIONS: POLICY COMMITTEE

- Rev. Michael Bell (Chair)
- Sheriff Todd Baxter
- Undersheriff Korey Brown
- Chief Alan Laird
- Mrs. Karen Schindler
- Rev. Sherita Traywick



Dr. Cord Stone is the Project Manager and Executive Committee Member for MCATCP as well as the principal author of the Police Reform Report submitted by MCATCP. Dr. Stone is devoted to increasing the collective impact and organizational effectiveness and performance toward serving marginalized communities, by ensuring equity, inclusion, accessibility, and voice for those in this population. Dr. Stone is a diversity and public health visionary and strategist who is considered a champion in leadership and management, quality, performance, coaching, and development.

Acknowledgements

The Monroe County Alliance for the Transformation of Community and Police wants to give a special thanks to police departments, guest speakers, Monroe County residents and other nonmembers who have influenced the work of this committee. The work of this committee would not be possible without you.

Police Departments and Law Enforcement Agencies in Monroe County who participated in the development of this report

Brighton Police Department-	Chief David Catholdi
Brockport Police Department-	Chief Mark Cuzzupoli
East Rochester Police Department-	Chief S. Clancy/Chief Michael Brandenburg
Fairport Police Department-	Chief Samuel Farina
Greece Police Department-	Chief Patrick Phelan
Irondequoit Police Department-	Chief Alan Laird
Monroe County Department of Public Safety-	Chief Richard V. Tantalo
Monroe County Sheriff Office-	Sheriff Todd K. Baxter
New York State Police-	Capt. Kevin Reilley
Ogden Police Department-	Chief Chris Mears
Rochester Police Department-	Chief LaRon Singletary
Webster Police Department-	Chief Joseph Reiger

**Gates Police Department and Chief James Vanbrederode withdrew from the collaboration on November 30, 2020*

MCATCP guest speakers who have provided education, awareness, or information to help inform and guide the community engagement, police redesign, policy and practice and procedure committees

Mental Health/CAHOOTS presentation-	Mrs. Kelly Lincoln
Ride-A-Long experience-	Officer Moses Robinson, Rochester PD
Public Defender's Office Informational-	Jill Paperno, Public Defender's Office
Guest speakers-	Wayne Harris, Retired Deputy Sheriff
Mental Health of Officers in Rochester-	Command Staff Captain Gabriel Pierson, Rochester PD

An additional thanks to State delegation representatives for their engagement with MCATCP to inquire about our work and to forge partnerships

Assemblywoman Jen Lenford	NYS Senator Jeremy Cooney
Assemblywoman Sarah Clark	NYS Senator Samra Brouk
Assemblyman Harry Bronson	Assemblyman Demond Meeks

Executive Summary

The Monroe County Alliance for the Transformation of Community and Police (MCATCP) is pleased to submit the Police Reform Report to the 11 Police Municipalities in Monroe County, County Executive Office, and the New York State's Governor's Office.

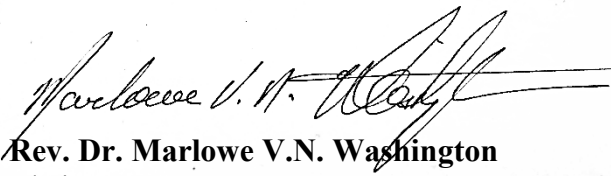
MCATCP is an independent committee with a focus on police reform and design. **Our mission** is to “create an alliance between Monroe County communities and police through its committee work to abolish individual, structural, and institutional racism in measurable ways within policing through a community policing model that develops community partnerships, ensures collective problem solving and implements community police organizational features.” **Our vision** is for Monroe County to be the champion of intentional community policing through its trusting and impactful community/police relationships, understanding and safety, and fair and just practices toward all people and communities.

MCATCP is an interjurisdictional team with representation from the general community, stakeholders, professionals, clergy, and police chiefs all of Monroe County Towns, Villages, and the City of Rochester. MCATCP team members are professional, experts and residents with primary and secondary experience working with underrepresented, marginalized, and disadvantaged individuals and communities. Collectively, our team is highly motivated, experienced, collaborative, and community-centered and we have a strong commitment to shift the paradigm of the inequities and inequalities that has historically, practically, and systematically disadvantaged Black and Indigenous People of Color (BIPOC).

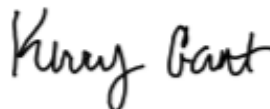
MCATCP Value Proposition:

- An independent committee with an interjurisdictional and inter-collaborative focus
- Implementation of community engagement efforts that are evidence-based, diverse and community centered with emphasis on marginally impacted communities
- Assessment of current policies, practices, and procedures with emphasis on national and international best practices
- Develop recommendations toward police redesign that are driven from local, state, and national efforts

MCATCP takes great pride in combating injustices, inequality and inequity in Monroe County and look forward to continuing the work of helping to transform alliances between community and police.



Rev. Dr. Marlowe V.N. Washington
Chair, MCATCP



Mrs. Kerry Gant
Vice Chair, MCATCP

Table of Contents

MCATCP Contributors..... iii

Acknowledgements iv

Executive Summary v

Table of Contents vi

Historical Context..... 1

Monroe County 2

Alliance for the Transformation of Community & Police 2

Mission Statement: 2

Community Policing: 2

Vision Statement: 3

What makes MCATCP Different? 3

MCAT CP Committees..... 4

MCATCP Representation 4

MCATCP Committee Framework 5

MCATCP Report Process..... 5

Community Engagement Committee 7

Community Forums 8

Police Patrol & Civilian Engagement 13

Community Feedback 16

Community Engagement Survey 18

Foundations for Police Redesign Committee..... 30

Foundations of Police Redesign Structure 31

Police Redesign Outcomes 32

MCATCP Recommendations 36

Metropolitan Police Department Features & Recommendations..... 37

Metropolitan Police Department Organizational Chart Preview..... 43

Police Reform Summary 44

Appendices..... 45

Historical Context

Immediately following the [murder of George Floyd](#) in Minneapolis, Minnesota, Monroe County Undersheriff, Korey Brown, along with the Reverend Donald Stevens, pastor of Helping Hands Missionary Baptist Church and the Rev. Dr. Marlowe V.N. Washington, pastor of Seneca United Methodist Church both in Rochester, N.Y. met over lunch to discuss the unfolding events and responses from the local Black Lives Matter rallies. In early June, the first of many weekly meetings between a coalition of senior pastors, ministers, police chiefs, and law enforcement officials met to address racist policies within law enforcement in Monroe County that produces or sustains racial inequities between racial groups and the various police agencies in local municipalities across the county.

Formal conversations targeting specific police reform and community relations goals were considered and it was decided that a new task force involving all police chiefs, the Sheriff, and Monroe County director of public safety form for the first time an alliance with faith leaders across the county with an antiracist plan involving significant police reform work. The weekly gatherings spurred new efforts of police chiefs from every departments in Monroe County, including the Sheriff's office to take an active role in developing plans for police and community transformation. The import of these conversations led to a major press conference at Helping Hands Missionary Baptist Church on June 29, 2020 at 3pm to announce the formation of the Monroe County Alliance for Transformation of Community and Police (MCATCP) with County Executive, Adam Bello, and representatives from Mayor Lovely Warren's office from the City of Rochester to attend the announcement.

Following the June 29th press conference, MCATCP met every Monday and hosted four community Town Hall forums in the Towns of Irondequoit, Brighton, Hilton/Parma/Clarkson, and Fairport. On September 3rd MCATCP was scheduled to host one of three town hall forums in the City of Rochester when on that day video footage of another gruesome murder of an unarmed Black man on Jefferson Ave in Rochester sparked a national outcry. [Daniel Prude](#) laid the cold pavement apparently suffering from a mental health episode when members of the Rochester Police Department were called on the scene in the late cold hours in March 2020. Sadly, matters altered consequentially when Mr. Prude apparently suffocated to death and died a week later with officers using a "spit bag" to detained Mr. Prude on the cold winter floor in distress, naked, and unarmed. Needless to say, immediately following the September 3rd [video footage released](#), MCATCP's town hall meeting in Rochester was cancelled.

Prior to the video release of Mr. Prude's untimely circumstance, representatives of MCATCP visited local police departments across the county throughout the summer into early fall 2020 to examine the work of law enforcement, commit to diversity and inclusion training, and to personally visit and hear the concerns of police officers and the challenges they face daily. The learning culture and climate between police and community relations were both painful and daunting a task as police officers were facing mounting pressures for change. Much of this report reflects the countless of hours and work dedicated from the community and law enforcement officials against racist policies in Monroe County law enforcement systems.

Monroe County

Alliance for the Transformation of Community & Police

Mission Statement: Create an alliance between Monroe County communities and police through its committee work to impact individual, structural, and institutional racism in measurable ways within policing through a community policing model that develops community partnerships, ensures collective problem solving and implements community police organizational features.

Community Policing: MCATCP has adopted community policing elements from the [International Association of Chiefs of Police](#)

- 1. Developing Community Partnerships-** Encouraging interactive partnerships between law enforcement agencies, their officers, and the people they serve. By developing connections within the community, police are better informed and empowered to solve public safety problems. Community partners include:
 - a. Government agencies**
 - b. Community members and groups**
 - c. Nonprofits and service providers**
 - d. Private businesses**
 - e. Media**

- 2. Collective Problem Solving-** Proactively identifying problems, developing innovative responses, and evaluating the results Crime fighting is more proactive than reactive. Practices include:
 - a. Scanning-** Officers identify and prioritize problems, determine the nature of the problem, and the scope of the problem
 - b. Analysis-** Officers research what is known about the problem to gain a thorough understanding of all possible contributing factors
 - c. Response-** Officers develop solutions to bring about lasting reductions in the number and extent of problems.
 - d. Assessment-** Officers evaluate the success of the response and adjust, as necessary.
 - e. Utilize Crime Triangle-** Officers look for vulnerabilities in the crime triangle. Problems can be solved by disrupting the relationship among the victim, offender, and location.

- 3. Implementing Community Policing Organizational Features-** A variety of organizational features and characteristics help support community policing partnerships and problem-solving efforts

- a. **Agency management-** Community policing helps law enforcement executives to incorporate community policing ideals into all areas of an agency.
- b. **Organizational structure-** A community policing structure provides line-level officers with decision-making authority and accountability. This empowers the officers who interact and build relationships with their community members daily.
- c. **Personnel-** Community policing ideals are incorporated into all personnel practices including recruitment, hiring, selection, training, and evaluations. The goal and emphasis of every practice is the development of a positive relationship between police and the community.
- d. **Information System & Technology-** Technology plays a central role in providing access to accurate community information and enhancing two-way communication.

Vision Statement: For Monroe County to be the champion of intentional community policing through its trusting and impactful community/police relationships, understanding and safety, and fair and just practices toward all people and communities.

What makes MCATCP Different?

- **Independent Body**
- **Jurisdictional Inclusion:** Representation from all Monroe County Towns, Villages & City
- **Four Focal Areas**
 1. Community Engagement
 2. Police Redesign
 3. Policy
 4. Practice and Procedure
- **Clear Goals-** Police reform and redesign
- **Collaboration** with Community, Stakeholders, Professionals, Clergy, Police Chiefs

MCAT CP Committees

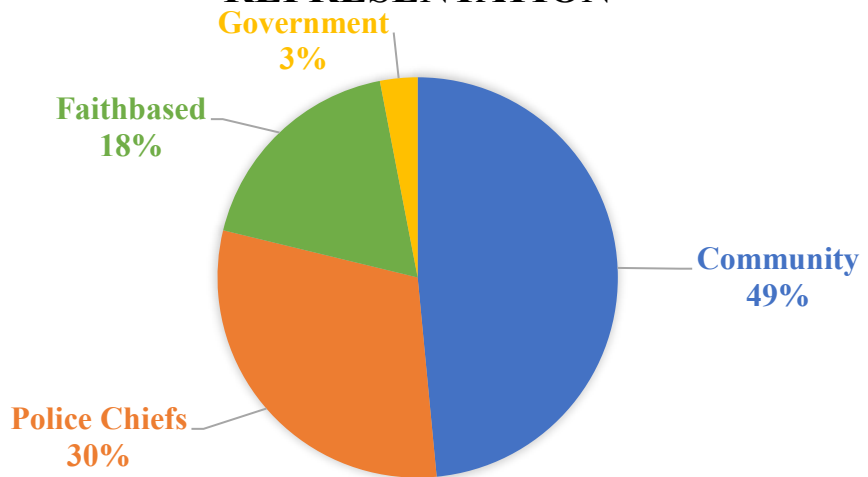
MCATCP Representation

The intent of the MCATCP is to encourage diverse representation who has the passion for the MCATCP mission and the capacity to be committed to at least one of the four MCATCP committees. The goal was to establish a reasonable number of committee members from general communities, faith-based communities, and police departments to where there was diversity in color, background, thought and contribution but a maximum capacity to ensure committee execution. As a result, the MCATCP team consists of the following members:

MEMBERS
 Community =16
 Faith-based =6
 Police Chiefs=10
 Government=1

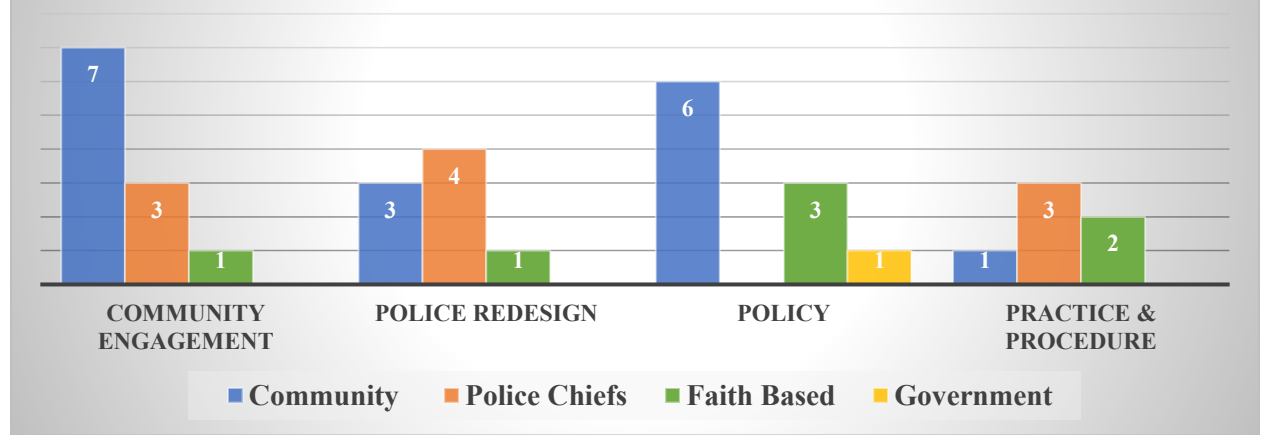
 Total =33
 Members

MCATCP CONTRIBUTORS BY REPRESENTATION



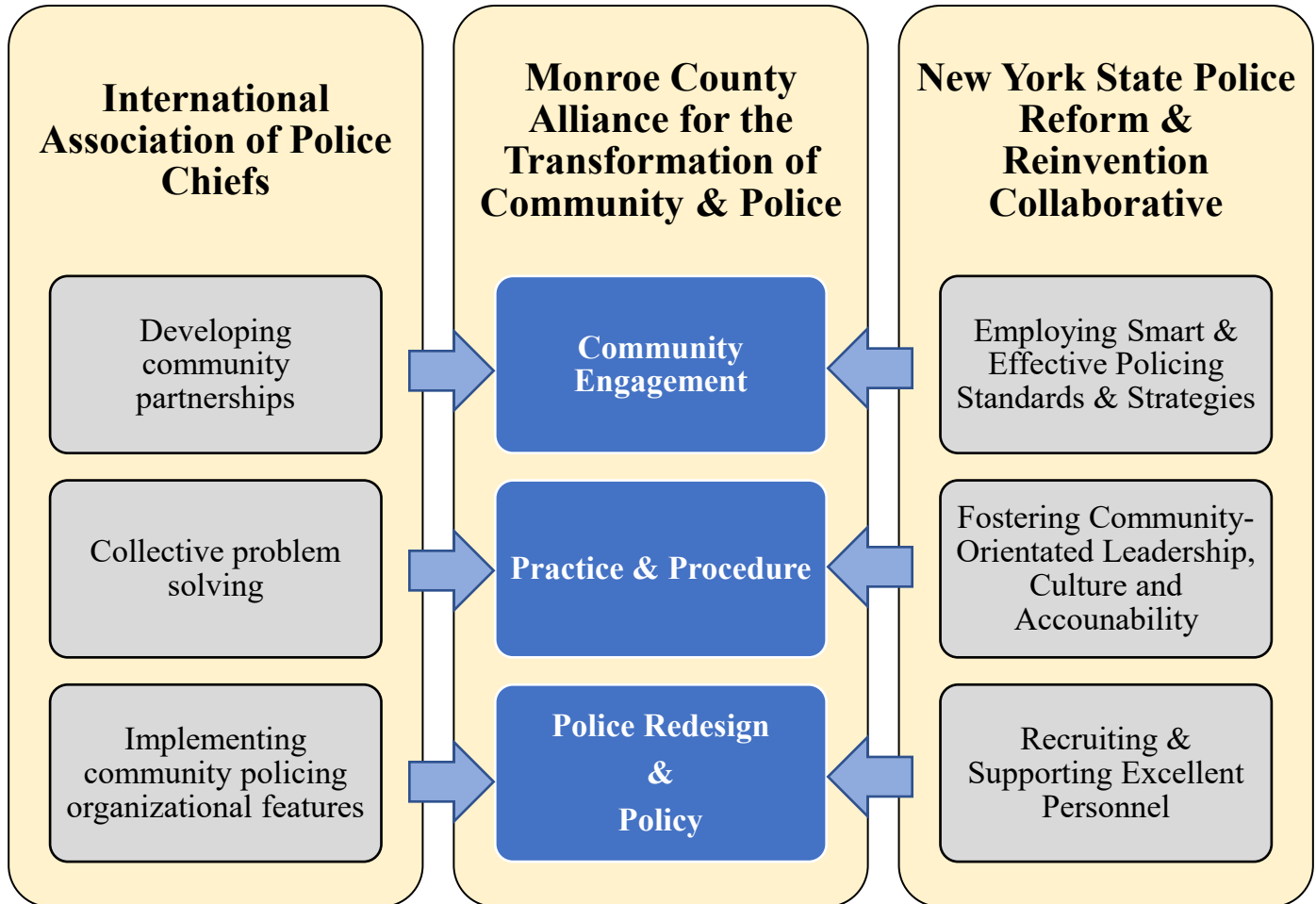
The goal was also to ensure diversity on each of the four MCAT committees

MCATCP Contributors Represented by Committee



MCATCP Committee Framework

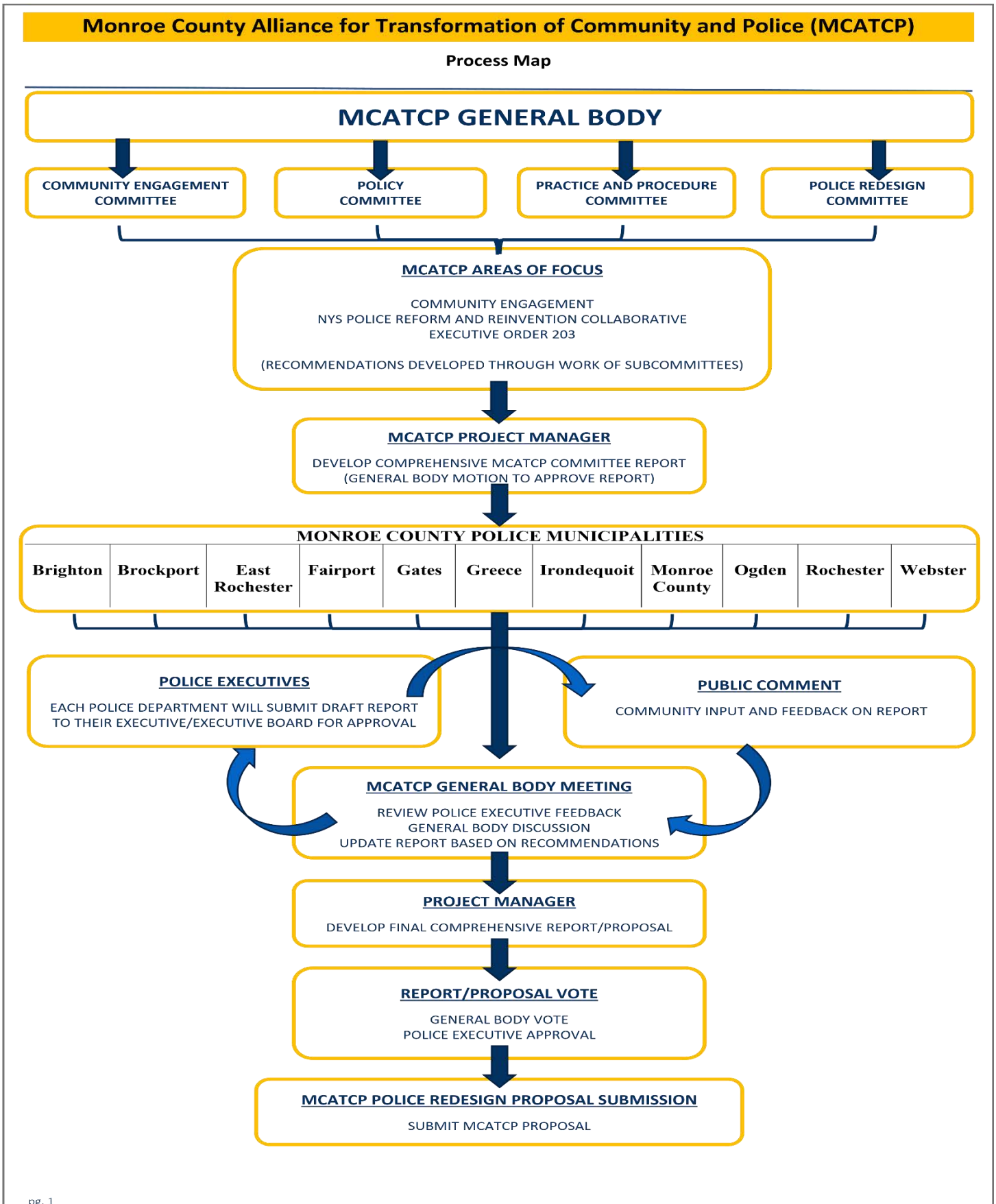
The framework for MCATCP and its committees were established based on the recommended evidence-based practices of the International Association of Police Chiefs (IAPC) and the evidence-based outcomes of the [New York State Police Reform and Reinvention Collaborative](#) to create the MCATCP community engagement, police redesign, practice and procedure, policy committees.



MCATCP Report Process

To ensure that MCATCP was effective in committee work, collaboration, partnership, report development and vetting of the report, a MCATCP process map was created to ensure continuous interworking and practices based on the New York State Police Reform and Reinvention Collaborative’s suggested workplan phases: planning, listening, draft initial proposal, public comment, revise and ratify.

MCATCP Process Map



Community Engagement Committee

Purpose: The purpose of the Community Engagement Committee is to engage the general population and stakeholders in the Monroe County community by partnering with citizen advisory boards and committees, community organizations and faith communities, students, and schools within the guidelines of COVID-19 policies. The guiding framework for the committee was to discuss how policies, culture, engagement, and other mechanisms can change to create a more transparent system built on trust.

Goals:

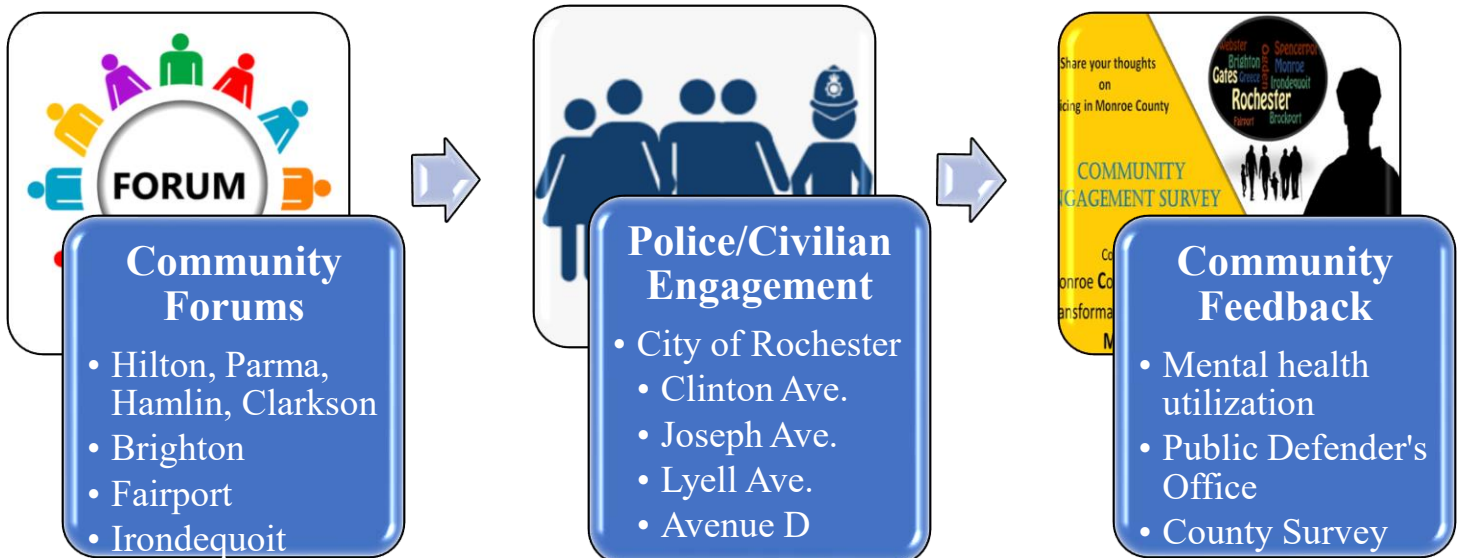
Engage and involve diverse residents of Monroe County to:

- Discuss how policies, police engagement, policies, and practices and procedures can change to create a more transparent system built on trust
- Conduct several community engagement activities including community forums, police and civilian community engagement and receiving and applying education, awareness and feedback from stakeholders pertaining to the work of MCATCP

Activities:

There were several activities implemented throughout the duration of this project that are emphasized by engagement categories:

- **Community Forums:** Structured events with a group of community members and facilitators to receive feedback on specific subject matter
- **Police/Civilian Engagement:** An invitation by a police officer(s) for a civilian to ride-a-long in a specific community or communities to develop a rapport, engage and collect feedback from its residents
- **Community Feedback:** Several platforms in which education, awareness, feedback, and potential action items are obtained to inform MCATCP on specific subject matter



Community Forums

Community Forum “Chat with Chiefs”

There were four community forums that were conducted with the Hilton, Parma, Hamlin, Clarkson, Fairport, Brighton, and Irondequoit communities entitled, “*Chat with Chiefs-Reimagining Policing.*” During this forum, four questions were facilitated:

1. In a perfect world, what would “community policing” look like?
2. What does “defunding the police” mean to you?
3. How do you feel about the police department recruitment process?
4. How do you feel about police policies?

“Chat with Chiefs Reimagining Policing” Outcomes



COMMUNITY ENGAGEMENT TRENDS

Relationship-Based Policing

- Involved younger officials in conversations
- Provide services working with youth
- Collaborate with school districts and faith-based communities
- Develop rapport with Elected Officials
- Develop mentoring & internship opportunities
- Identify point persons/stakeholders in the community

Promote the Improvement of Community/Police Relations

- Invest in community businesses
- Conduct consistent community forums with sufficient advertising
- Working together at community events
- Organize a “Coffee with the Chief/police officers
- Engage officers utilizing a “boots on the ground” approach while involving administration
- Conduct community/neighborhood meetings to develop personal relationship and rapport
- Conduct ongoing community outreach and involve community members
- Conduct ongoing community events to positively interact with police (ex. sports, block parties).
- Increase foot patrols (bikes, horses)

COMMUNITY ENGAGEMENT POLICE REDESIGN TRENDS



Supportive Services

- Implement specialized divisions-crime, mental health, larceny, domestic violence, child services
- Incorporate a county program yearly, increase OMH Forensic Intervention Team (FIT) staff
- Provide an annual mental health evaluation for officers
- Ensure collaboration between supportive agencies and police
- Normalize wellness checks for community and officers

General Suggestions of Services

- Implement an equity & bias evaluation to NYSDOJ accreditation.
- Conduct Ride-A-Longs with community and police
- Implement a Clergy Police Academy
- Support neighborhood watch – training for community members
- Increase police presence/communication on social media
- Increase code enforcement – non-emergency number
- Push to end automatic weapon access

General Statements of “Community Policing”

- Ensure mutual understanding – Police understanding of the reality of residents, residents understanding police requirements
- Address systemic issues: jobs, school resources
- Community solving issue or issues with the police department.
- Reduce the trigger-happy police image
- Community policing will allow agencies to collaborate more – more departments involved with departments.
- Implement more neighborhood watches
- Ensure better legislative action to empower police
- Create a Police Accountability Board

COMMUNITY ENGAGEMENT PRACTICE AND PROCEDURE TRENDS



Marketing

- Utilize social media platform to advertise positive experiences with community
- Highlight cops with “golden image awards” – what cops are doing in the community
- Conduct citizen Ride-A-Longs

Technology

- Enforce body cameras for all Police & Sheriff’s Departments
- More use of technology/track report
- Incorporate the ability to triage calls and requests

Support Services

- Incorporate more engagement OUT of uniform
- Increase monitoring of police traffic stops and cases of handling situations
- Divert actual emergency 911 calls
- Work procedures using unarmed officers
- Jail diversion services
- Police should handle violent acts ONLY
- Incorporate restorative practices as opposed to criminal systems
- Reorganize 911 system to decide who responds- officer vs social worker etc.
- Utilize School Resource Officers
- Assess Suburban vs urban policy practices-preventative practices (suburbs) managing crimes (city)
- Less social service responsibilities for officers
- Patrols-Police presence in neighborhood streets (Foot patrol, police on bicycles, assigned district)
- Recruit more diversity in law enforcement
- Be inclusive of community voices in making decisions involving police

COMMUNITY ENGAGEMENT PRACTICE AND PROCEDURE TRENDS

Hiring and Recruitment

Hiring

- Hiring process needs to change – Only know one officer of Color
- Residency Requirement- Police officers should police in the community they live in because the know/understand it.
- Reform Civil Service testing
- Recruiting can start in high schools

Recruitment

- Police as residents in the community
- Partnerships with schools to recruit diverse candidates to police work
- Neighborhoods
- Veterans groups
- Community agencies
- Spiritual organizations
- Recruiting should have compassion screening/conflict resolution
- More diversification
- More criteria to evaluate the best candidate
- Remove “law enforcement” from under the auspices of “civil service” requirement.
- Bring more qualified people to the table.

Diversity, Equity, and Inclusion Services/Training

- Conduct implicit bias training, understanding the history of policing, historical implications and current practices, institutional racism
- Education/training for law enforcement (poverty, trauma informed, implicit bias, anti-racism, de-escalation, serve & protect mentality not warrior mentality).
- Conduct implicit bias training, anti-racism training, psychological test to combat racism in police force
- Provide a de-escalation and soft skills training that is culturally specific
- Ensure oversight of new officers by veteran officers to reduce the likelihood of escalation of negative confrontations

DEFUND THE POLICE? – NO | REALLOCATE FUNDS-YES!

Re-allocation <i>Outside</i> police departments	Re-allocation <i>Inside</i> police departments
<ul style="list-style-type: none"> ● Reallocation of funds away from policing to redirect into more appropriate areas of public service, while including greater resources from the federal government: <ul style="list-style-type: none"> ○ mental health, social work, substance abuse, education and school services, housing, sports, mentors, youth services, clergy, restorative/social services, food services, Community centers, Relationship building, poverty, health care Need to help with dispute and resolution, volunteers, some paid ● Collaborative funds available to team up with community partners (i.e., churches) and work together to prevent crime ● Modified Approach to Modern Policing that reflect the reapportionment of certain funds into other areas of Public Service (Look at the San Diego model – they build substitutions in conjunction with other services such as groceries, libraries, community buildings). ● Reduce 911 dependence by using community resources (attention to homelessness, FIT team, SA, 9.45 response) ● De-militarization of equipment and tactics currently used in modern policing– (no over response, no tanks, no tear gas, no rubber bullets, particularly with riots, and certain other enforceable actions). ● “Defund the police” is a rally cry protest against police abuse of power without regard to the civil or human rights of those victimized and covered over by power. The net impact on these abuses demands the need to reprioritize modern policing throughout Monroe County, as evidenced by reallocating funding sources. 	<ul style="list-style-type: none"> ● Adding resources to police (Social Workers, expanding mental health services, while reducing police in the school systems and replacing with community advocates. ● Re-allocation (defund is a scary term) – Expand resources to help make police more effective. Public needs to be aware of budget ● Diverting funding to other areas to assist police/education/and relocation programs ● Build in community opportunities to help police departments. ● Less incarceration-bail reform-not for low level offenses- not for youth ● Changing laws transformation of policing ● Having Officers trained to be more aware of the mental health issues and realities, with basic training to improve on outcomes. ● Decriminalization of some behaviors (cultural, socioeconomics, political) to correct approaches to the criminalization of persons as agents of economy vs. human faults, while gaining trust from the community ● Need those who have real power to share their privilege with the vulnerable ● Triaging the police department. ● More code enforcement officers to stress the environmental justice impact on communities, as advocates of sustainable communities and not landlords or tenants. ● Reduce dependency on Police Unions. Old model liberalism without regard to officer humanity.

Police Patrol & Civilian Engagement

Ride-A-Long with Police



In efforts to close the gap in the community engagement survey, the MCATCP's Vice Chair went on a Ride-Along with Rochester Police Department Officer Moses Robinson for the purposes of information gathering and to engage a segment of the community that did not complete the survey or attend community forums. The ride-along consisted of marginalized and highly targeted areas in the Clinton Ave., Joseph Ave., Lyell Ave., and Avenue D communities in the City of Rochester. It is important to provide background context of these communities.

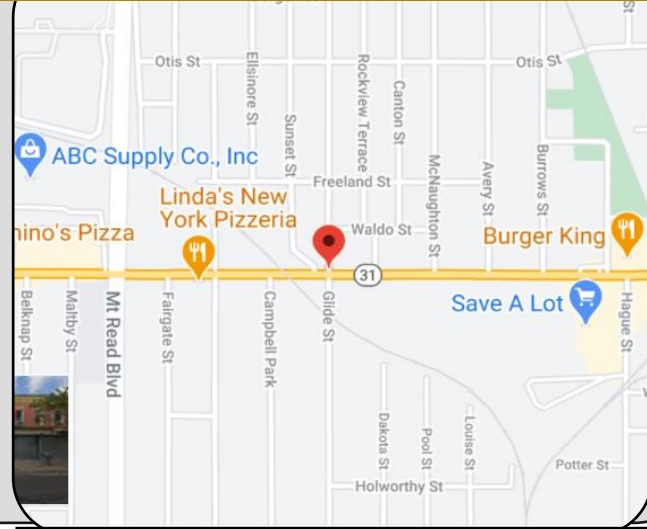
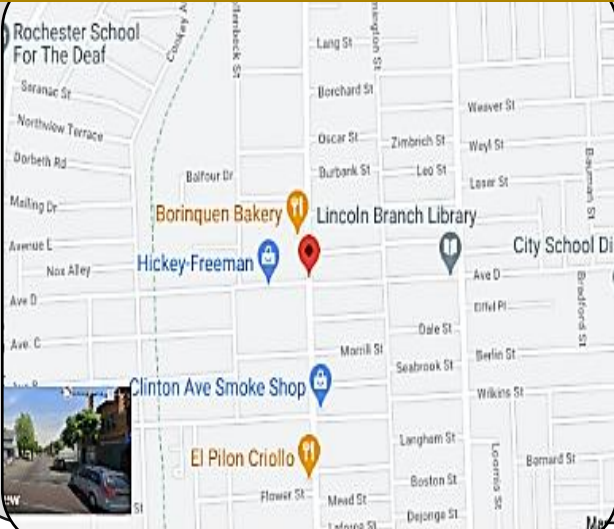
Key Considerations from Community

- Systemic Racism should be clearly acknowledged
- How can we level up more strategic initiatives that involve collaborative efforts between agencies to address the continued crime?
- What services do police provide, and how can police provide transparency about their services?
- What is the function/impact of police unions on the ability to make changes? (as they [police unions] seem to restrict/prevent change)
- How do we better market policing to the community?

Background of Ride-A-Long Communities

**Ave. D/ Clinton Ave N/ Joseph Ave.
Rochester, NY**

**Lyell Ave./ Glide Street
Rochester, NY**



-- Income of residents per capita is lower than that found in 97.6% of the neighborhoods in America.

-- 56.1% of the children in this area live in poverty; an extraordinarily high percentage compared to other neighborhoods in the nation

-- 30.4% of residents have Puerto Rican ancestry and 9.5% have Dominican ancestry- this is greater than neighborhood in America

-- 31.6% of this neighborhood's households are run by single mothers, which is a higher concentration than found in 99.7% of American neighborhoods.

-- Median real estate price is \$43,065, which is less expensive than 99.4% of New York neighborhoods and 98.7% of all U.S. neighborhoods.

-- Average rental price is \$1,162, based on Neighborhood Scout's analysis- this is lower in price than 76.4% of New York neighborhoods

-- Income of residents per capita is lower than that found in 84% of the neighborhoods in America.

-- 56% of the children in this area live in poverty than found in 95.2% of all U.S. neighborhoods.

-- 19% of residents have Puerto Rican ancestry

--5.3% of its residents five years old and above primarily speak Vietnamese at home-this is higher than 98.6% of the neighborhoods in America.

-- 31.6% of this neighborhood's households are run by single mothers, which is a higher concentration than found in 99.7% of American neighborhoods.

-- Median real estate price is \$61,896, which is less expensive than 98.4% of New York neighborhoods and 96.4% of all U.S. neighborhoods.

-- Average rental price is \$1,116, based on Neighborhood Scout's analysis- this is lower in price than 79.1% of NY neighborhoods

Police Patrol & Civilian Engagement Outcomes

There were several outcomes and a brief story from the ride-a-long experiences.



“We understand the role of the police in their community and do not want to "defund" the RPD”

“We want the police [RPD] officers to get to know us and have conversations with us instead of assuming we are criminals when we get approached. We do not want to be viewed as criminals, we want to be spoken to with respect and treated humanely”

“We want police to be a part of our communities. We want to know that the police are here to protect us, and not for the police to be there to protect themselves”

Story of A Vietnam War Veteran

A Rochester resident in his late 60's described an incident where he was pushed off his bicycle and was told that he fit the description of an assailant even though the officers had just passed him on his bike going in the same direction of where the crime allegedly took place.

It is this brutalization and implicit bias that is the cornerstone of mistrust of the community and this impacts community/police relations.

The officers did not ask him questions upon first encountering him, but brutalized him first, handcuffed him, and physically hurt him as he was with lasting physical disabilities from that. When they did finally ask him questions, police learned he did not in fact "fit the description" and let him go.



Community Feedback

The MCATCP had the privilege of having special guests who were able to facilitate discussion, conduct presentations, and inform the group on community policing aspects that helped influence aspects to consider towards the three MCATCP committees.

Mental Health Utilization

Mrs. Kelly Lincoln discussed a City of Rochester CAHOOTS Pilot Program would promote the efficacy of non-embedded mental health models.

Mental Health Education and Awareness:

- ¼ of fatal police encounters were in response to calls for mental health or substance abuse issue
- 64% of jailed individuals are diagnosed with a mental illness
- Over 50% of incarcerated individuals are diagnosed with a mental illness

CAHOOTS Education

[CAHOOTS programs](#) mobilize teams that can consist of a medic (a nurse, paramedic, or EMT) and a crisis worker who has substantial training and experience in the mental health field.

- The CAHOOTS teams deal with a wide range of mental health-related crises including conflict resolution, welfare checks, substance abuse, suicide threats, and more, relying on trauma-informed de-escalation and harm reduction techniques.
- CAHOOTS staff are not law enforcement officers and do not carry weapons; their training and experience are the tools they use to ensure a non-violent resolution of crisis situations. They also handle non-emergent medical issues, avoiding costly ambulance transport and emergency room treatment.
- CAHOOTS calls are triaged to designated 911 systems or a police non-emergency number. Dispatchers are trained to recognize non-violent situations with a behavioral health component and route those calls to CAHOOTS. A team will respond, assess the situation, and provide immediate stabilization in case of urgent medical need or psychological crisis, assessment, information, referral, advocacy, and, when warranted, transportation to the next step in treatment.

Potential CAHOOTS Outcomes

- CAHOOTS runs on a 2.1M budget
- Responds to 17% of 911 calls
- Holistic model using peer supports, EMT, mental health responders, prescribers
- Saves 8M annually of tax-payer dollars
- If implemented the county will move from sole Forensic Investigation Training model to a tiered response model

Public Defender's Office

Jill Paperno from the Public Defender's Office attended MCATCP in place of Tim Donaher, County Public Defender. Ms. Paperno spoke about the issues as it relates to policing facing clients that are represented by the Public Defender's Office. Topics included:

- The use of pretextual stops and how these stops impact underrepresented and marginalized communities and the disparities in pretextual arrests.
- Toll arrests and the role that the criminal legal system plays in perpetuating trauma in the community and the economic impact toll arrests have on communities impacted.
- Prearrest and mental health diversion.

Community Engagement Survey

The MCATCP team wanted to create a survey that was Community Engagement Survey was influenced by page 8 of the [DOJ document for law enforcement agencies](#) document on conducting community surveys. Other influences include:

- [Community Survey on Public Safety and Law Enforcement \(USDOJ\)](#)
- [Policing Survey - Charleston, Indiana](#)
- [Community Police Commission Questionnaire Survey- Seattle, Washington](#)

The following questions were included in an ongoing MCATCP Community Engagement Survey. The goal was to obtain feedback from as many residents of Monroe county on perceptions, needs and ideals for community policing. The Community Engagement Survey was created using google forms and distributed online using Facebook, social networks, and other networking strategies.

Demographic questions

1. What police jurisdiction do you live in?
2. What police jurisdiction do you work in?
3. What police jurisdictions do you frequently travel to/through?
4. What ZIP code do you live in?
5. What is your age range?
6. What describes your racial identity or identities? (Select all that apply.)

Survey Questions

1. How often does your law enforcement agency develop relationships with community members (e.g., residents, organizations, and groups)?
2. How often do law enforcement officers work with the community to address the causes and risks of neighborhood crime?
3. To what extent are you satisfied with your interaction(s) with your law enforcement agency for emergencies?
4. To what extent are you satisfied with your interaction(s) with your law enforcement agency for non-emergencies?
5. Over the last 12 months, my feelings of safety in my community have
6. I know one or more of the officers in our community by name or sight.
7. How often would you like officer patrols in your neighborhood?
8. Do you support there being a requirement for police officers to live in community that they work?
9. What are some ways police can improve transparency and accountability? (Choose all that apply)
10. Who do you feel should respond to mental health calls?
11. Which of these identities do you believe impact police interactions with community members?
12. What additional comments do you have about policing?
13. Do you have other thoughts on police and community engagement?

Community Engagement Survey Outcomes

The survey was distributed on January 25, 2021. As of Friday, February 19, 2021, there were a total of 207 participants.

Overarching Highlights from Participants:

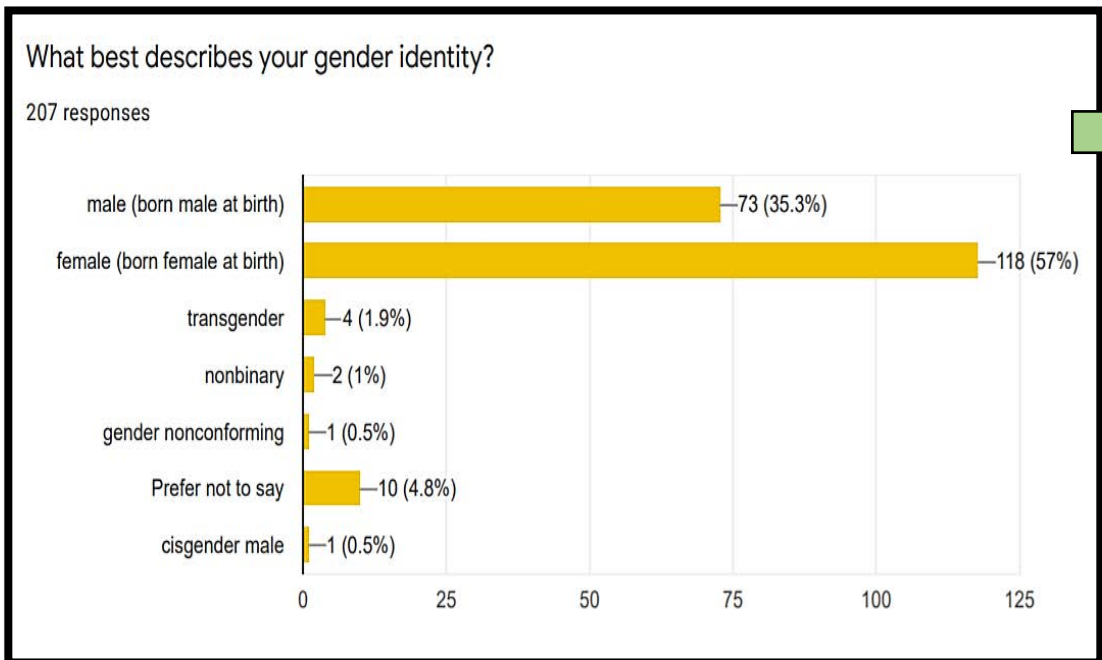
- Most respondents who completed the survey were White non-Hispanic heterosexual residents who lives in East Rochester
- Most respondents preferred mental health professionals with police.
- Most respondents supported police officers to have residency requirement (This was once implemented in former City of Rochester Administrations)
- Most supported accountability of officers- body worn cameras

Relevant Points from Participants:

- The question, "who are we hiring and why?" is an overarching question that needs to be addressed by the community and agencies
- Leadership and the issue of rooting out white supremacy in the ranks
- The idea that policing has become a business- Communicate, Coordinate and Cooperate and the community policing model. Education around what community policing means and what it means in each community. And what delivery of service looks like.

Community Engagement Survey Results

Demographic Information

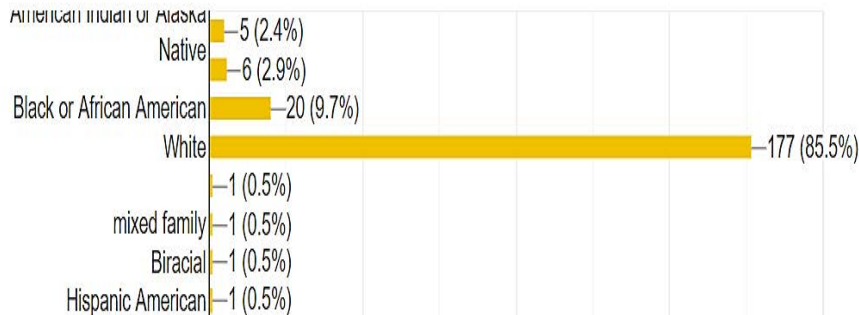


Gender Identity

Participants were mostly people who identified as Female (57%), followed by people who identified as male (35.3%). However, there is a gap in representations of om transgender and nonbinary persons.

What describes your racial identity or identities? (Select all that apply.)

207 responses

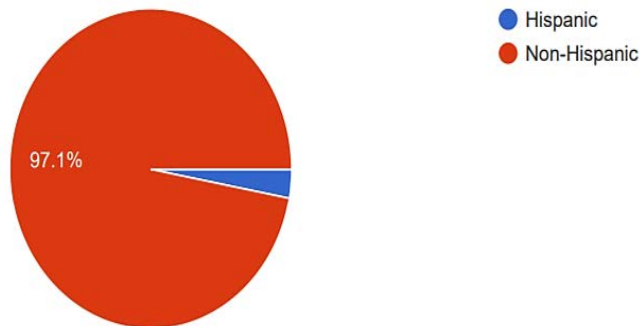


Racial Identity

Participants were mostly people who identified as White (85.5%), followed by people who identified as Black (9.7%). There is a gap with Black and indigenous people of color (BIPOC).

What describes your ethnic identity?

207 responses

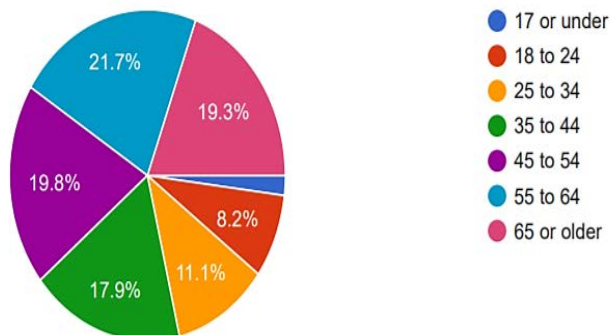


Ethnicity

Most participants identified as non-Hispanic. There is a vast disparity with Hispanic persons.

What is your age range?

207 responses

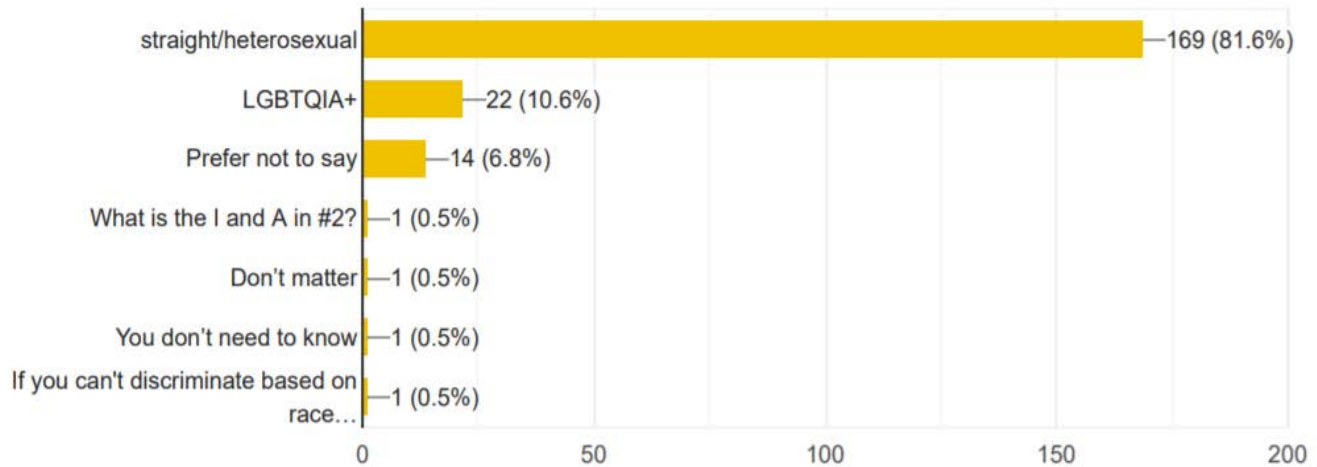


Age

Participants represented every age group from 17 years of age to 65 years and over. Age participation was fairly even with the exception of lower participation in the 17 and younger age group.

What best describes your sexual orientation?

207 responses



Sexual Orientation

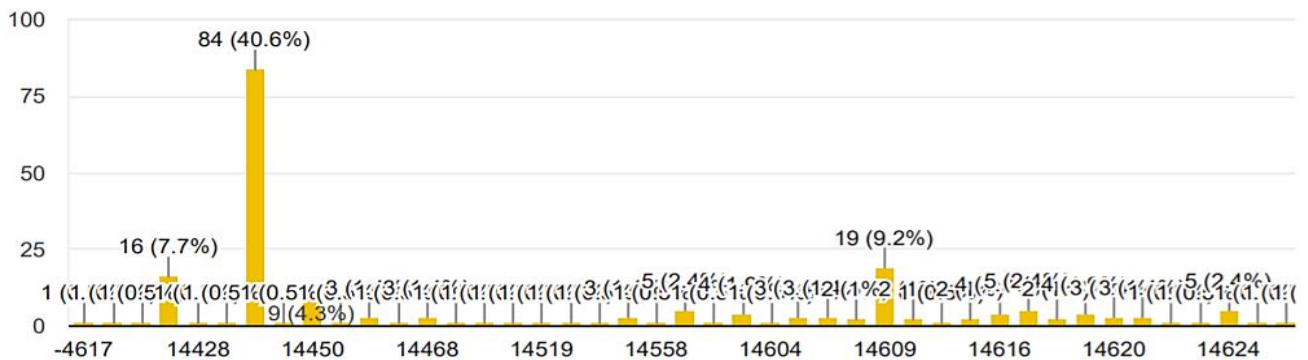
Participants mostly identified as heterosexual (81.6%). Some participants expressed not to share their sexual orientation. However, there was a large gap of LGBTQIA+ participants.

Residence

Most participants lived in East Rochester (14445-40.6%), some participation in Irondequoit (14609-9.2%) and Brockport (14420-7.7%). All other zip codes were accounted for but with little representation.

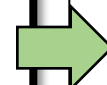
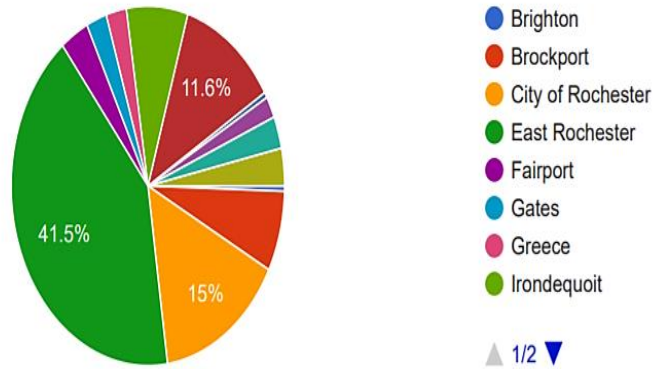
What ZIP code do you live in?

207 responses



What police jurisdiction do you live in?

207 responses

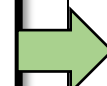
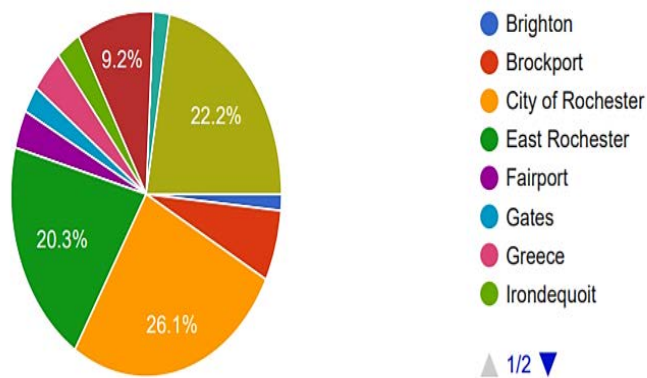


Police Jurisdictions

Participants lived near every police jurisdiction in Monroe County with greater proximity near East Rochester, City of Rochester, Brockport, Greece, and Irondequoit police departments.

What police jurisdiction do you work in?

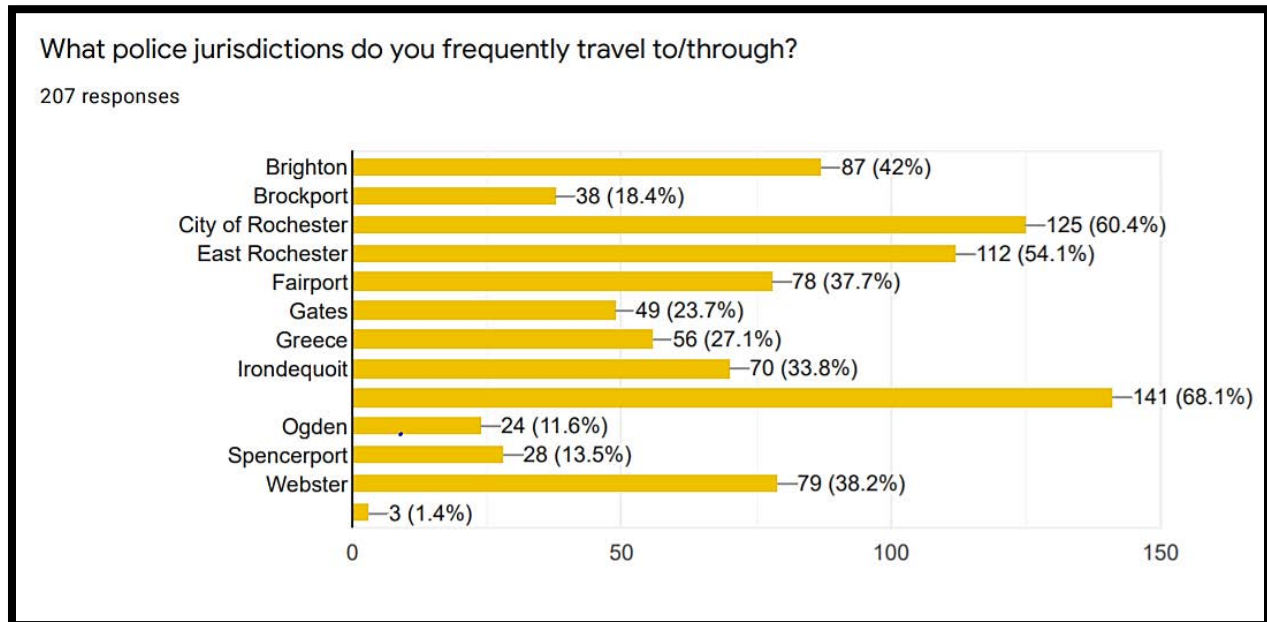
207 responses



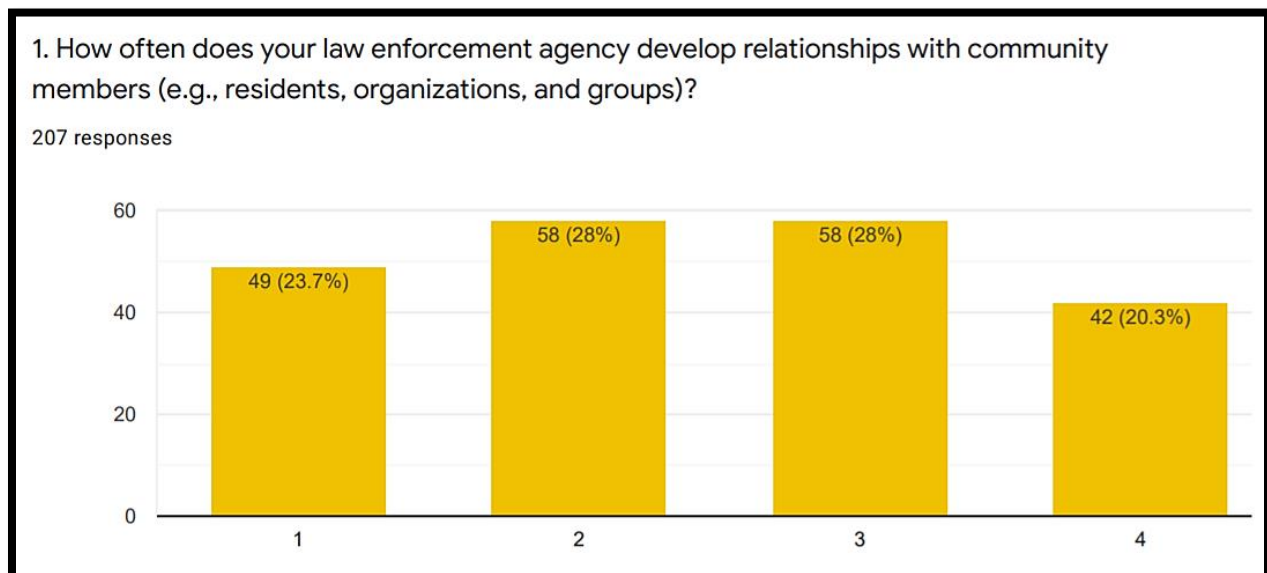
Workplace

Participants represented all of Monroe County with greater participation from residences of East Rochester, City of Rochester, Brockport, Greece, and Irondequoit.

It is important to assess participants' travel throughout other Monroe County jurisdictions to become aware of the potential of police interaction while traveling to work and during leisure.



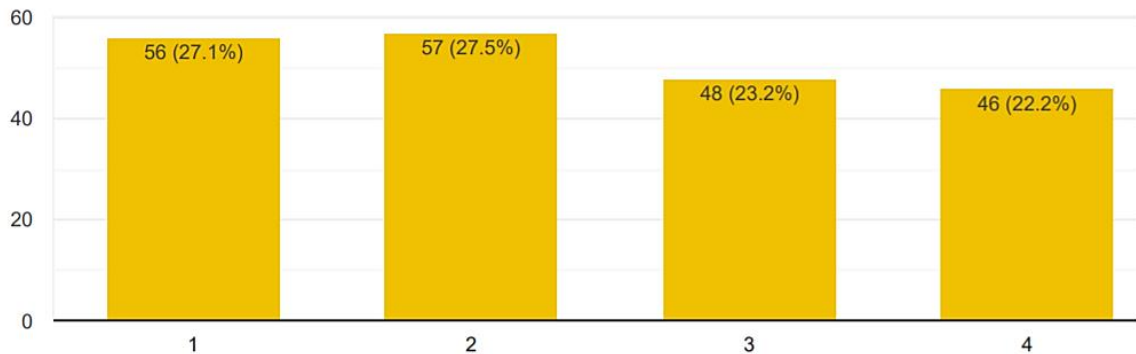
Survey Questions



Based on a Likert scale (1 meaning never to 4 meaning always), outcomes somewhat outweighed on the never and somewhat never responses (51.7%) as opposed to the always or always responses (48.3%) regarding law enforcement developing relationships with community members.

2. How often do law enforcement officers work with the community to address the causes and risks of neighborhood crime?

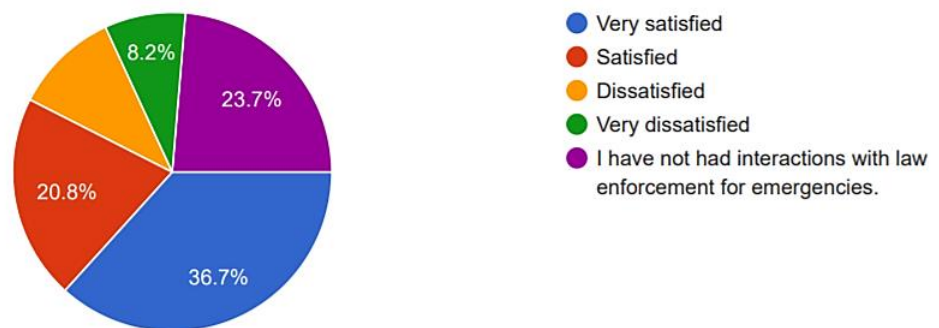
207 responses



Based on a Likert scale (1 meaning never to 4 meaning always), outcomes somewhat outweighed on the never and somewhat never responses (54.6%) as opposed to the always or always responses (45.4%) regarding law enforcement working with the community.

3. To what extent are you satisfied with your interaction(s) with your law enforcement agency for emergencies?

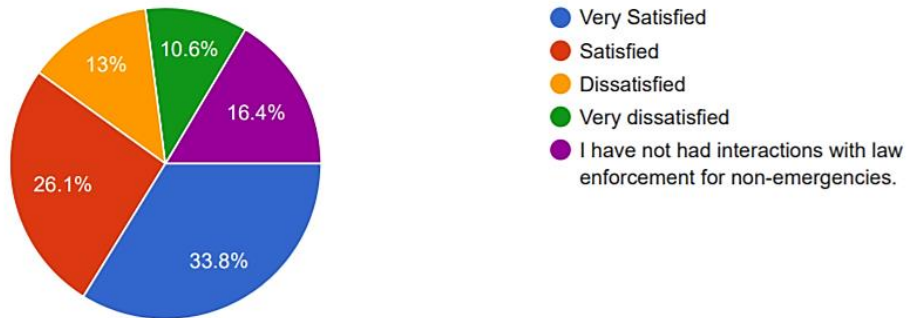
207 responses



Respondents seem to be more satisfied and very satisfied with law enforcement agency interaction regarding emergencies (57.5%). Almost 24% of participants emphasized not having interactions with law enforcement for emergencies; thus, response satisfaction with those participants could not be determined.

4. To what extent are you satisfied with your interaction(s) with your law enforcement agency for non-emergencies?

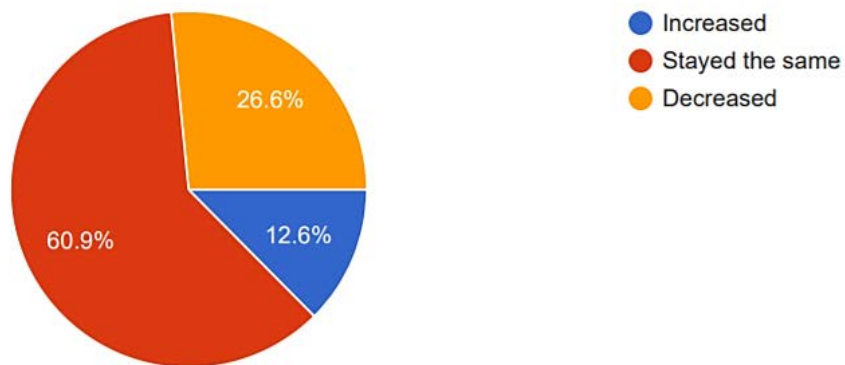
207 responses



Respondents seem to be more satisfied and very satisfied with law enforcement agency interaction regarding non-emergencies (59.9%). About 16% of participants emphasized not having interactions with law enforcement for emergencies; thus, response satisfaction with those participants could not be determined.

5. Over the last 12 months, my feelings of safety in my community have

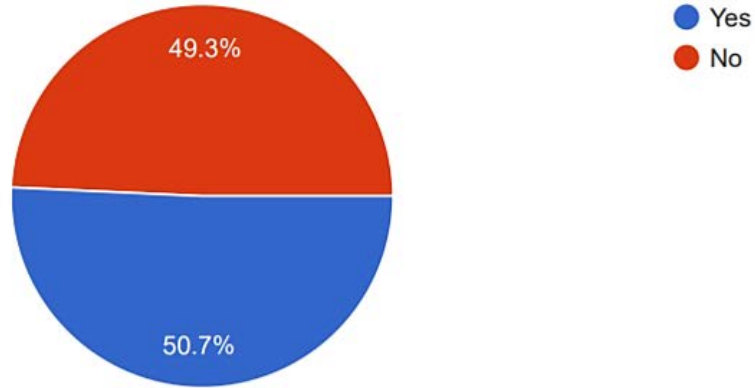
207 responses



Most respondents feel that their feelings of community have stayed the same, followed by decreased feelings of safety. However, there is no definition of what “stayed the same” means. As a result, “stayed the same” may be positive or negative perceptions.

6. I know one or more of the officers in our community by name or sight.

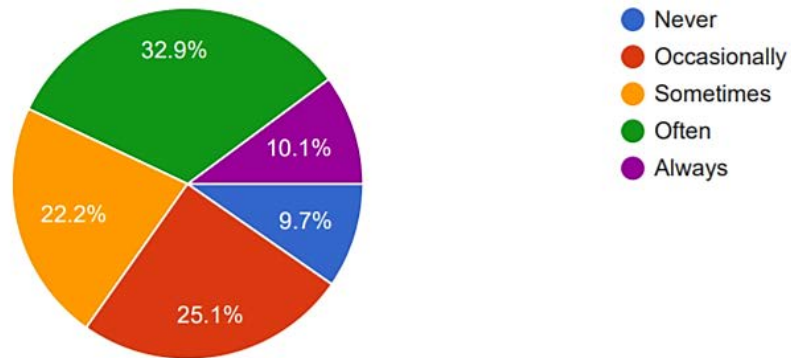
207 responses



Respondents seem to slightly know their officer’s names than not. However, this response is possibly more bias toward East Rochester as there is more East Rochester representation.

7. How often would you like officer patrols in your neighborhood?

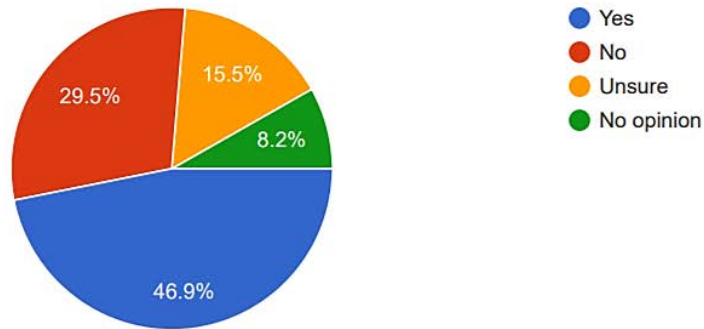
207 responses



Respondents have expressed to want officer patrols sometimes or less (57%).

8. Do you support there being a requirement for police officers to live in community that they work?

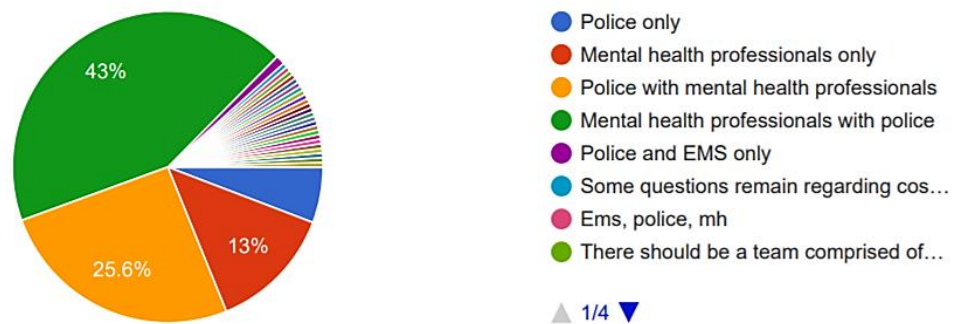
207 responses



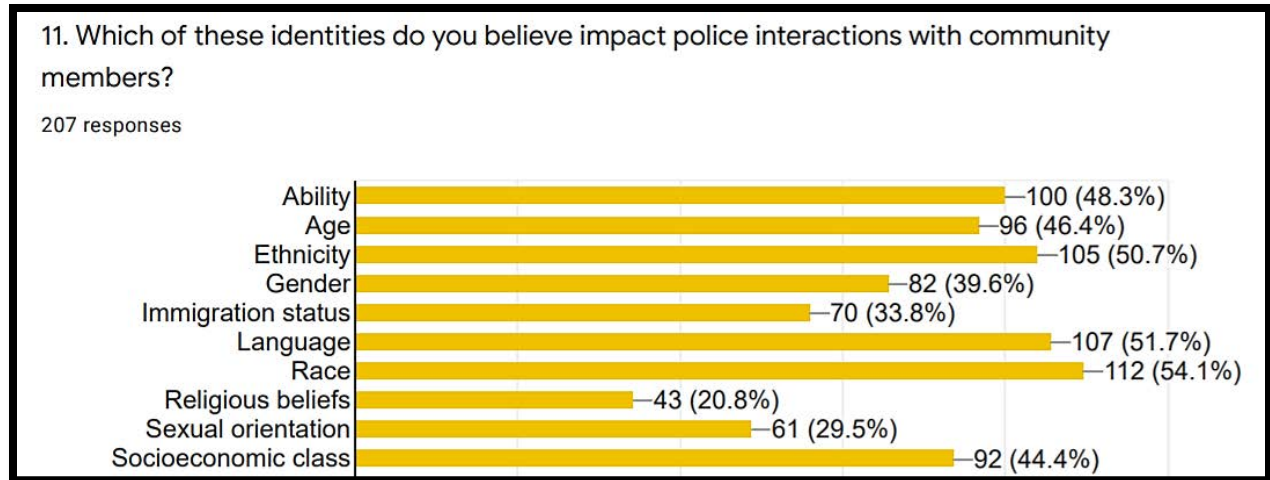
Respondents seem to support a residential requirement for police (46.9%). On the other hand, some stated that there should not be a resident requirement (29.5%). An almost similar number of participants felt that they had no opinion or was not sure about the police officer residency (23.7%).

10. Who do you feel should respond to mental health calls?

207 responses



Respondents felt strongly that mental health professionals should lead when there is a mental health call with the police on the scene (43%). On the other hand, 25.6% felt that police should lead when there is a mental health call with mental health professionals on the scene. 13% felt that only mental health professionals should respond followed by only police.



Participants felt that the top five identities that impact police interaction with community members are 1. race (54.1%), 2. language (51.7%), 3. ethnicity (50.7%), 4. Ability (48.3%), and 5. Age (46.4%).

12. What additional comments do you have about policing? 102 responses

Community Engagement Feedback on Community Engagement

- I have lost all trust in the RPD from the handling of this summer’s protest. Most departments are now entering performative community relations, rather than intentional work to improve the departments from within.
- Community members keep community members safe. Mental health professionals can handle most needs related to biopsychosocial needs, substance use, homelessness, linkages for needs. Policing is rooted in slave catching, until the police reckon with that, they cannot move forwards. Police need to learn and understand their history to shaper their future. The system perpetuates racism through approved policy. Change the whole system.
- Would be nice to see people of color as a police officer
- Need more police presence

Community Engagement Feedback on Police Redesign

- We need police reform or overall abolition of the police, allowing for us to allocate more funding into programs that directly help & engage the citizens within individual communities, working to keep them truly safe via food, housing, and access to proper medical care
- I believe we should defund (not abolish) police departments to reallocate funds to community-based programs including but not limited to better access to mental health care, more affordable housing, better education, family planning and option clinics, maternity and parenting classes etc.
- In my area they could do a better job patrolling. Things always being stolen, broken into and never a case solved.
- Police unions need reform

Community Engagement Feedback on Policy

- They should be held accountable to the same laws as everyone else and need sensitivity training, so they do not come across as arrogant and uncaring. They are usually heavy handed and unhelpful.
- The good ones should report the bad ones.
- There should always be 2 officers per car.
- Document all traffic stops and livestream so no foil requests can be ignored anymore because they will not be needed.
- Increasing community approval of policies and procedures would greatly improve community trust and ownership of outcomes.

Community Engagement Feedback on Practice and Procedure

- More awareness of mental health issues and diversity. Do police realize white privilege exists? Especially RPD? I think their view is skewed because of what they deal with daily. More training on poverty, education, SES.
- As a military veteran, training should be continuous. Officers should have monthly requirements for field and classroom training for their entire careers, especially in de-escalation and non-fatal martial combat tactics
- For the police I am more concerned about violent crime and drugs, we need more police officers. When are we going to focus on safe housing, education, and family values for the underprivileged youth to keep them out of trouble to begin with?
- Policing should help keep the community safe but also de-escalate vs seize and arrest. If de-escalation was a larger priority than police pride or sense of authority, then the relationship with the community could improve and outcomes could be more positive. Seek to understand and help more than to control.
- De-escalation and unarmed response need to be prioritized in training and policy.
- Training, funding, performance assessments, skill and relationship development are key.
- We must do two main things. 1.) Right-size the job - make sure we identify what belongs in their responsibility and what belongs out. and 2.) Right-size the department - after we get the job right, we can reduce the force and reallocate resources to other services. Co-response model is the ideal way to go in the future.
- Village police lack training critical to deal with certain situations. MC Deputies are better equipped.
- Police should have much more education re: human behavior, psychology, crisis intervention, etc.
- We need to utilize police only for violent crimes and investigation. All other police functions would be better performed by civilian professionals. By increasing funding for social supports and jobs training, violent crime decreases and public safety increases.

13. Do you have other thoughts on police and community engagement? 84 responses**Community Engagement Feedback on Community Engagement**

- Must be genuine, not superficial one-off events. Also, the officers need the time to do it. Cannot just go from 911 call to 911 call and expect there to be relationships built.
- Continuing to engage young. Children to know that should be safe to talk to. And talking the county sheriff's office about their deputies being more approachable
- I would like to see an open annual meeting between the police and community members to discuss public safety in our community
- Community relations would be improved with more transparency by police.

Community Engagement Feedback on Police Redesign

- Federal government must reduce its dependency on militarism while increasing its commitments to the whole of the people. It must reprioritize its spending.

Community Engagement Feedback on Policy

- Have officers complete bias training and have periodic check ins with updates on bias trainings.
- They should learn different cultural behaviors. I think it would help a bit with the trust factor.
- Until they have developed more training, higher standards, and are able to hold themselves accountable, community engagement that is worthwhile cannot begin effectively.
- Better selection and residency requirement before hire would greatly improve relations.
- Make Citizens Police Academies (including youth and seniors) available and accessible on an ongoing basis, not just every few years.

Foundations for Police Redesign Committee**Purpose**

Foundations for Police Redesign is the first stage in the development of a suitable response to make the necessary improvements in policing throughout Monroe County, while also offering a vital response to the Governor's Executive Order #203 request from all municipalities throughout the state of New York.

The team collects data, analyze, and render an interpretation suitable to reflect those best practices, consistent with both those fundamental concepts expressed in the Police Resign Foundations report and those that synthesize critical ideas expressed from the community partners and the various police departments. Our approach was strongly guided by the US Constitution's highest principles, as described in those practices that lead to equal treatment and equal protection under the law. We were also driven by the International Human Rights and Natural Law.

Foundations of Police Redesign Structure

The Foundations of Police Redesign committee consists of three sub-committees: police redesign, policy and practice and procedure. The notion of interworking of committees is that all three sub-committee aspects are of equal interrelated importance to police reform:

Police Redesign-	Organization/systemic Features
Policy-	Rules and regulations of practice
Practice/Procedure-	Implementation of Services



Goals

Formulate and develop the police redesign, policy & practice, and procedure committee to:

- Explore the historical and cultural contexts of modern policing
- Understand and assess current policing policies, practices, and procedures
- Identify best practices and models that can potentially inform organizational and systematic change in police management

Historical Considerations

The historical truth concerning modern policing was born out of our colonial experiences of rebellion and slave revolts, a tool used by wealthy landowner stressing social controls of labor and land. Additionally, the formation of modern policing has its DNA from the inception of the [Fugitive Slave Law Act](#), signed into federal legislation by President Millard Fillmore, September 28, 1850. Known as a Confederate doctrine giving powers to police as "slave catchers," modern policing is now the birthchild of a principle best understood through the lenses that chattel property and indentured servanthood was all but contradictory to the highest standards of freedom and equality set aside only for White men.

Since the civil war, the 13th-15th Amendments of the US Constitution, we have all but defeated those forces that divided a nation. January 6, the world sat by and watched a mob of armed insurrectionists threaten America's highest democracy and equality principles. People died unnecessarily. Officers of our nation's Congress fled in fear for their lives. Amazingly, the signs and symptoms of the insurrectionist's drumbeats lingered in the shadows of this nation far too long without a check against the pure and adulterated US standard – the doctrine of equality. Today, we sit in wonder if the demands made throughout NYS and this country are genuine. President Barak Obama once said, "This country is a work in progress." Either we decide to continue allowing fear and contempt to dictate our lives, or we choose to make a significant big step forward, not merely to right wrongs but to advance policing suitable for the 21st Century.

Police Redesign Outcomes

Analyses and Discussions on Understanding the Governor's Guidelines for Foundations of Police Redesign with the Addition of [Black Lives Matter's Thirteen Demands](#)

- Foundations for Police Redesign, Policy, Practice and Procedure, and Community Engagement Committees were established to answer questions suitable for the framework of Police Redesign for the 21st Century

Analyses and Discussions on the Historic and Cultural Context for Modern Policing

- Understanding the connection between the doctrine of equality found in the US Constitution, against the consequences of the disproportionate application of equitable standards found in the NYS Constitutions historic and local governance as the central causes of our present condition (George Floyd, Brianna Taylor, Daniel Prude, Gary Strobbridge) leading to Executive Order #203.

Analyses and Discussions on the Preamble, US Constitution, NYS Constitutions, from Earliest to Present Against the Failures of the Rule of Law Throughout America and the Negative Consequences of Policing

- The 11 municipalities throughout Monroe County expressed having fulfilled the standards set forth in policy to have read the [US. Constitution](#). However, there were several gaps:
 - Understanding the centrality of the [US Constitution's doctrine of equality](#)
 - Having read the NYS Constitution, including the first document adopted for NYS in 1774.
 - Hereby, we recommend that the mandate to read the US Constitution include knowledge and theory of the US Constitution, along with a historical understanding of the NYS Constitutions be mandated for promotions and training that reinforces the priority of equality.
- Therefore, policing in America became the strong arm of power that was used to suppress, defend, and even harm those who opposed the lawless practices perpetuated by US government, State, and Local governments in the name of the "Rule of Law." Policing redesign goals require the complete removal of the sigma of the "warrior" method to make way for the "guardian" model as recommended in the 21st Century Policing Task Force Report.
 - Thusly, we recommend that case studies become a critical part of advancement that point to the past abuses of governance, legislation, groups, and others used to advance chaos theory and the misuse and abuse of police services. Advance studies of police department corruption and abuse of power studies are a critical part of these efforts.
 - We recommend that provisions be strengthened against policing as "warrior," vs. as "guardian" model. Doctrines such as "Qualified Immunity" must become a thing

of the past. Efforts must be made to create a level playing field while utilizing legal recourse strategies to suspend bad practices of currently found in law enforcement.

Analyses and Discussions on the 21st Century Policing Task Force, [“Guardian vs Warrior” Model](#)

- We recommend the adoption of the Guardian Model for Community Policing Standards as stated in the Task Force Report. It outweighs those narrow desires to maintain the “Warrior Model” that currently exist various parts of Monroe County. The need to fully abandon the current model is the best means of insuring a healthy new beginning and new chapter in modern policing.
 - We recommend that the new model stresses equal treatment and equal protection standards. Unlike the old model that intentionally discriminated against groups, genders, and the disposed, it would be mandated not through legislative measures solely but also through a greater presence of community participation.
 - We recommend that the instillation of the Guardian model for Policing be filled with measurables used for evaluation, training, advancement, and surveillance by supervision and other agencies set aside to ensure the public of the highest quality service be made available.
- We also recommend that a companion to the Task Force’s report be created to strengthen the community “buy-in” factor through education, community engagement, and the introduction of “Gridlocking” to make improvements in both the delivery of equitable justice and enforcement measures.

Analyses and Discussions on the Peeling Policing Model and Its Shortfall

- Many of the Chiefs, including the Sheriff agreed that the [Peeling Policing model](#) was admirable and the preferred model for modern policing. The practice of policing with its narrow emphasis on equitable treatment made it impossible to reconcile those sets of objectives within current practices within NYS or the nation. The pretext of the Peelian Model was more suited to the contextual standards of England from which the model originated. The inability of any chief or officer to differentiate its practices separate from the Confederate model from which it was derived was astounding. Yet, the need to improve available candidates, training, and practices away from its current model was prevalent.
 - We recommend that the Peelian Model be abandoned in training classes for its lack of credibility and authenticity. Additionally, we consider it important to develop a set of goals and practices more suitable for the American experience and its proliferation of guns.

Analyses and Discussions on the Trauma of Policing from a Historic Perspective

- Insights from the medical community and psychology highlighted the existence of higher degrees of morbidity in oppressed groups. Those experiencing higher levels of stress associated with the uneven adjudication of law and enforcement were credible factors of the failures to limit unbiased treatment and practices. Against the ideals taught in the academy, the pretextual inconsistencies and outcomes were too far apart and thus deemed deficient to support the realities of American policing – inadequate to fulfil the demands of the entire community, the demands of free citizens. The risk is not doing anything and continuing a lie. The cost is too great to bear.
 - We recommend that the practice of Gridlock be adopted to reshape current practices of the adjudication of law and enforcement that have failed to authentical the highest goals of the US Constitution and thus, have created distrust that extend beyond local policing.
 - We recommend that resources be directed toward those agencies that might provide mental health services, restorative justice services, partnerships to strengthen enforcement understanding and responsiveness to the greater demands of diverse populations, CRB's, and those programs implemented through the US Courts that offer diversionary programs to improve overloading jails and prisons and public trust.
 - We recommend that resources be directed at our men/women in blue for mental/emotional health supports currently not available to reduce stress and morbidity factors that currently are way too high for this population.

Analyses and Discussions on the Statistical Data of Policing within Urban, Suburban, and Rural Policing

- The team reviewed the morbidity rate differentials between urban, suburban, and rural policing as it relates to race and class issues. We also looked at greater incidences of domestic violence, felonies, and what was considered as “real” policing between the various communities. The central questions around issues of race, class, and poverty categories varied and were presented distinctively different regarding use of force, disciplinary issues, internal strife factors, and basic understanding of hidden bias tactics utilized in reporting.
 - We recommend the county fully eliminate its dependance on [Federal 1033](#) Military Equipment. To fully address the failures in modern policing, changes in the fundamentals were too great to mention particularly those relating to the addition of 1033 Militaristic build up and practices utilized at the expense of other factors that far outweigh the advantages.
 - We recommend the total disbandment of military tactics and equipment for all protest. Use of force must be established by the degree of damage done by rioters or insurrectionist. Unlike the activities that occurred January 1, 2021 at our nation's capital, protesters must be given the same amount of respect as shown to those marauders. Violation of this standard must be prosecuted to the fullest extent of the law.

Analyses and Discussions on the Wellness of Persons of the Blue

- We learned that persons in blue are merely mortal and not super-human, nor should they be treated with less respect than any other member of a healthy community who work in unhealthy conditions daily. The advantages of regionalizing our efforts in modern policing far outweigh the need to keep polishing antiquated and costly outdated systems of current policing. The equity issue of regionalization also far outweighs the current model's shelf-life. Regionalization makes room for the required changes and many of the cost, with the expectation that Federal support might be increased based on its first priority – a free people.
 - We recommend that all departments seek those measures that offer mental and emotion wellness, not as option, but as necessity for the performance of all duties. This approach respects the humanity of the office beyond to duties associated as an employee of the institution. Unions are concerned with the employee. Departments are concerned about the service. The community is concerned about their well-being. Without well-being, the officer is at risk to the community, department, and ultimately themselves.
 - Regionalization or Metro-Policing alters how we look at the human quality of policing by improving those services required to sustain them through equitable means. Additional federal support would be needed overall to ensure the success of the entire approach to modern policing.

Other Concerns Related to Community Policing

- Though the key feature of equity was commonly agreed upon, additional work would need to be brought forth to determine the means by which the Black Lives Matter demands might be included in our overall recommendations. However, we recognized that the move from “Warrior” to “Guardian” would be a sufficient beginning in Police Redesign, the true reform would follow and those issues not mentioned, such as qualified immunity, mental health advocacy and support, de-escalation emphasis in training, cultural competency and the need for more formal education of candidates, increasing training partnerships and supports from our institutions of higher education and professional community, restorative justice advocacy used to heal broken communities injured by fractured legal and enforcement practices, and further development on diversionary programs aimed at the reclassification of the “criminality” stigma associated with abusive practices of the legal community's design to unjustly impact disparate and marginalized groups throughout NYS. Since this is the beginning of a major work, it is important to recognize our work as merely a discussion, a starting point for real reform throughout NYS.

MCATCP Recommendations

Based on the work of the four committees and the feedback from the community engagement outcomes from the residents of Monroe County, the MCATCP recommends the development of a **Monroe County Metropolitan Police Department (MCMPD)** that consists of the following features adopted by the New York State Police Reform and Reinvention Collaborative.

With Metro-Policing, Monroe County will set the tone for which all municipalities throughout its jurisdiction will be accountable to the same standardized policies, practices, and procedures. Though each might vary in actions, and the central guiding principles must be considered, legal requirements have additional implications in advancement, discipline, and research. Below are high level differences between metropolitan policing and independent police departments:



The recommendations of a metropolitan police department will consist of the following key features:

- 1. Police Functions and Performance**
 - a. Determining the Role of the Police
 - b. Staffing, Budgeting, and Equipping Your Police Department
- 2. Employing Smart and Effective Policing Standards and Strategies**
 - a. Procedural Justice and Community Policing
 - b. Law Enforcement Strategies to Reduce Racial Disparities and Build Trust
 - c. Community Engagement
- 3. Fostering Community-Oriented Leadership, Culture and Accountability**
 - a. Leadership and Culture
 - b. Tracking and Reviewing Use of Force and Identifying Misconduct
 - c. Internal Accountability for Misconduct
 - d. Citizen Oversight and Other External Accountability
 - e. Data, Technology and Transparency
- 4. Recruiting and Supporting Excellent Personnel**
 - a. Recruiting a Diverse Workforce
 - b. Training and Continuing Education
 - c. Support Officer Wellness and Well-being
- 5. Development of a Collaborative Plan**
 - a. Interjurisdictional Collaboration

Metropolitan Police Department Features & Recommendations

1. Police Functions and Performance

- a. Determining the Role of the Police**
 - i. Adhere to those policies that lead to the enforcement and enforcement of law that best seek to establish equal treatment and equal protection under law standards.
- b. Staffing, Budgeting, and Equipping Your Police Department**

Staffing

- i. Incorporate staffing that will align with metropolitan policing structures which include: Investigative Services Bureau, Administrative Services Bureau, Community Services Bureau, Professional Standards Division, Executive Services Bureau, and Supportive Services Bureau, Police Chiefs, police officers, direct and administrative staffing

Budget

- i. Invest funds in the development of a metropolitan police department that support its development, nurturing, staffing, and evaluation needs to successfully facilitate the require changes that ultimately leads to advances in modern/community policing
- ii. Incorporate inter-jurisdictional and intra-jurisdictional collaboration to successfully facilitate budgetary strategies that best reflect the goals of redesign and metropolitan policing

Equipping the Police Department

- i. **Inter-jurisdictional (external) collaboration-** all eleven municipalities of Monroe County would be expected to unite to form the new metropolitan police department throughout the region
- ii. **Intra-jurisdictional (internal) collaboration-** all eleven municipalities of Monroe County would be expected to share in the cost and benefits of regionalization into a unified approach to modern policing
- iii. **Change management-** the creation of one unified regional police department does not need to sacrifice its cultural distinctiveness, however, special attention would be given to equity to fulfill its higher goals; additionally, to function smoothly, there would need to a realignment of present leadership to fulfil the demands of this bold and innovative approach.
- iv. **Cultural shift/equity-** internal cultural shifts are expected due to the regionalization of environment, policies, procedures, practices, and community factors
- v. **Political Climate-** understanding and applying the goal of community policing is the call for necessary changes to the goal and practice of policing for years to come
- vi. **Unification-** one mission, vision, and overall set of goals for the region; additionally, one police/practices and procedures that stress those equitable standardization and accountability factors which strengthen measurables that makes future improvements possible

2. Employing Smart and Effective Policing Standards and Strategies**a. Procedural Justice and Community Policing****Procedural Justice**

- i. Partner with and make referrals to community, social or supportive services (mental health counselors, domestic violence advocates, clergy, addiction disorder services) as a deterrent to police intervention or enforcement (a unified public safety approach)
- ii. Assess, re-evaluate, and strengthen de-escalation tactics while decreasing use and dependency of weapons
- iii. Strictly assess, monitor, and evaluate all laws related to the NYS “Say Their Name” Reform Package including Repealed 50-a, Banned Chokeholds, and Prohibited Race-Based 911 Calls

- iv. Eliminate “No-Knock Warrants” and “Qualified Immunity Strategies”

Community Policing

- i. Abolish “Warrior” modeling and replace with “Guardian” modeling
- ii. Implement “Gridlock” concept to gain community support and trust; it is to be used to force improvements and accessibility where equity standards have been relaxed and as a means of peaceably allowing citizens to take part in the advancement of policies and procedures that mostly impact their lives
- iii. Implement Restorative Justice Initiatives/processes that may apply to the misappropriation of equitable standards of law and enforcement; also, diversionary programs should continue to be utilized in lieu of sentencing and where there is no criminality beyond a mere human error in judgement
- iv. Increase vetting for those with military training who seek police employment which ensures a smooth transition from warrior model to a guardian model, and which continue to monitor the behaviors of those veterans that might be considered grandfathered, except that they are likewise required to new standards
- v. Rebrand and relaunch policing efforts to align with the 21st Century
- vi. Incorporate a public display of the definition of community policing as well as the organizations’ mission, vision, and values
- vii. Apply Fair and Impartial Policing principles

b. Law Enforcement Strategies to Reduce Racial Disparities and Build Trust

- i. Strengthen participation and community trust factors through inclusion in the major decision making that pertains to the community that the police serve
- ii. Immediate modification of the current Civil Service System to include race and gender factors that are not a part of the proposed equity to correct its intended outcomes and biases.

c. Community Engagement

- i. Incorporate ongoing community input to influence policing strategies, goals, and objectives
- ii. Ensure proactive and reactive transparency and accountability
- iii. Implement a consistent Citizens Review Boards
- iv. Process must be community driven not law enforcement driven
- v. Use of after action reviews in community engagement/involvement: address concerns and educate the public on misinformation (also in training)
- vi. Mandate officer involvement in the community, beyond just police work and add a “volunteer work” or “community service” category to the evaluation/promotional process
- vii. Institute regular “Days of Reconciliation” where members of the community can meet with Leaders in Law Enforcement to discuss personal experiences and estrangements with law enforcement to get to deeper conversations
- viii. Engage with the community as citizens not as officers (lose the guns) and officers as citizens.

3. Fostering Community-Oriented Leadership, Culture and Accountability

a. Leadership and Culture

- i. Demilitarize law enforcement departments
- ii. Understand and apply the role of police and promote trust and legitimacy for their police department (Peelian Principles Pillar 1 of the 21st Century Policing Effort).
- iii. Provide transparency with the public among departments and Unions
- iv. Empower community to approve all policy and procedures of police district to maximize trust and ownership in community outcomes

b. Tracking and Reviewing Use of Force and Identifying Misconduct

- i. Provide consistent performance assessments for officer peers and supervisors and evaluate regularly; standardization and mandating data collection assures this process
- ii. Eliminate pretextual concerns that can be consciously or subconsciously used to racially profile
- iii. Incorporate standard plan of actions and immediate policy changes for behaviors that are deemed to be inappropriate, unethical or of misconduct

c. Internal Accountability for Misconduct

- i. Incorporate public disciplinary actions and performance reviews
- ii. Vet policies relating to racialized practices throughout all of Monroe County Police and Sheriff's departments and include in the future Bureau oversight practices by a third-party evaluator

d. Citizen Oversight and Other External Accountability

- i. Establish a Community Review Board (CRB) with full subpoena powers where restorative and distributive justice approaches can be housed from within.

e. Data, Technology and Transparency

Data

- i. Assess, monitor, and evaluate the EEOC standardize reporting requirements and implementation for officers
- ii. Policies relating to the use of LEXIPOL should be abandoned as the goals and objectives are not consistent with the doctrine of equity
- iii. Data and information must be openly accessible to make determinations of needed reforms
- iv. Established metrics and targeted outcomes to define, note, and re-evaluate successes accordingly
- v. We must be rooted in “review and research” of all available data including the review and research best practices of other departments that have worked with support of the community at large
- vi. Annual community reporting to promote transparency

Technology

- i. Expand police presence on social medias to engage and to potentially be inclusive of younger populations
- ii. Investigate into the utilization of virtual reality technologies to improve upon specialized trainings through regionalized investment and partnerships with institutions of higher learning that specialize in technology training and utilization

Transparency

- iii. Provide the community with open access to information and data without having to request a FOIL
- iv. Post municipal departmental policies clearly linked on their website, as approved through community participation
- v. Conduct an ongoing survey of the agency should be available to the community as well as a place to make suggestions to improve community/policing relationships
- vi. Add all budget information should be publicly available
- vii. Add all dispute/complaint process should be clearly outlined on their website and should be free from reprisal

4. Recruiting and Supporting Excellent Personnel**a. Recruiting a Diverse Workforce**

- i. Reimagine Psychological assessment for new hires so potential recruits is not penalized for life experience or cultural differences
- ii. Modify Officer Selection Process needs to reach a broader group- Civil service redesigned and otherwise
- iii. Display hiring practices on website as well as who is applying and who is getting hired (demographically)
- iv. Provide intentional direct, remote, and social media outreach and recruitment efforts should be implemented to attract a diverse candidate pool
- v. Potentially develop a training program for persons who are interested in law enforcement
- vi. Potentially add culturally relevant interview questions and qualifications such as relating to diverse populations, meeting the needs of the community, cultural relevance, etc.

b. Training and Continuing Education

- i. Provide in-service training(s), targeted for supervisors that work toward an identifiable goal
- ii. Develop and implement tools to effectively manage officers/deputies that need closer supervision or disciplinary action
- iii. Use of after action reviews as a tool with real life interactions/incidents
- iv. Provide quarterly training in de-escalation, judgment, decision making, tap-outs, communication, lessons learned for after action reviews
- v. Provide ongoing cultural and diversity set of standards for the organization with tailored training for all law enforcement, including anti-racism, implicit bias, cultural

- humility, cultural sensitivity, and diversity in the workplace, and diversity in the community training
- vi. Implement and provide Options to Reduce Use of Force situations; using Effective Communication; Procedural Justice; Eliminating Police Estrangement with marginalized communities' trainings
- vii. Implement an onboarding structure that include ongoing historical/geographic information, engagement, awareness, and analyses of respective patrol areas

c. Support Officer Wellness and Well-being

- i. Mandate ongoing psychological evaluation and wellness checks for officers
- ii. Provide perks and supportive services for Personal Training/Nutrition Sessions, Health and Wellness Training, Officer Assistance Programs, Mental Health Wellness Check Ups, Healthy Retirement Opportunities, etc.
- iii. Improve current protocols and processes including the increased monitoring, assessment, and evaluation and restriction regarding officer's mental health as related to on-the-job and/or military trauma.

5. Development of a Collaborative Plan

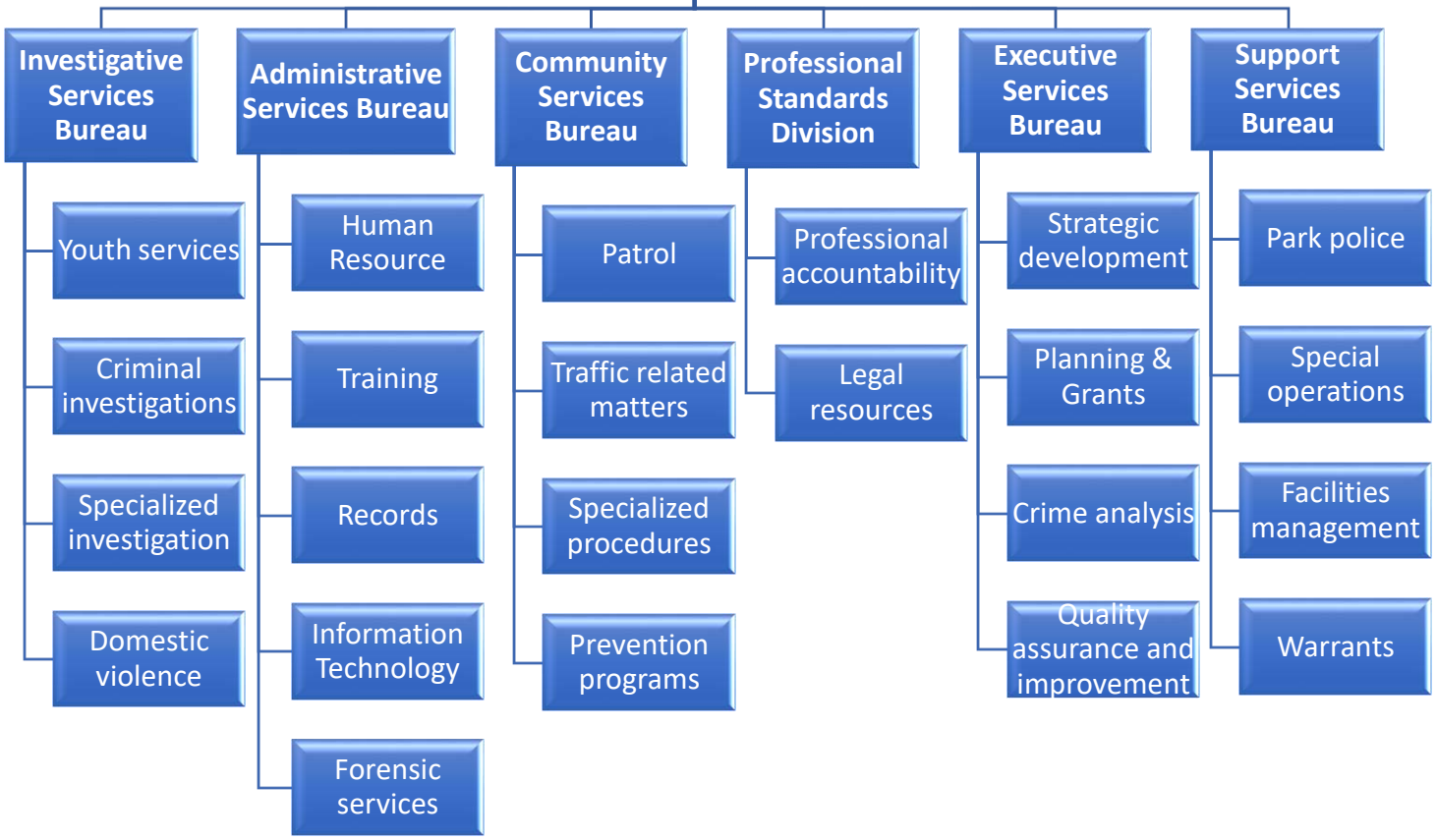
a. Inter-jurisdictional/Intra-jurisdictional Collaboration

- i. Place a referendum in the November 2021 election for the development of a Metropolitan Police Department for the collaborate of the eleven Monroe County municipalities
- ii. Organize restorative and distributive justice approaches for community needs

Metropolitan Police Department Organizational Chart Preview



Police Commissioner



Police Reform Summary

Those recommendations are put forth, thus far, through a rigorous process of obtaining the cooperation of classified persons and a qualified research team; because of this, submit our first draft for consideration of those demands made by the Governor's request of Executive Order #203. It is with great pleasure that we gladly offer a series of sustainable solutions for your consideration. In the end, the entire body desired to do whatever it takes to ensure that the continued blessings of Liberty and the posterity of its people, even those throughout Monroe County, would reflect the remainder trust established between God and the county and state for generations to come.

For information pertaining to this report, please contact:

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Appendices

New York State Police Reform and Reinvention Collaborative Executive Order 203



No. 203

EXECUTIVE ORDER

NEW YORK STATE POLICE REFORM AND REINVENTION COLLABORATIVE

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

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

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

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

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

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

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

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

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

WHEREAS, black lives matter; and

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

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

WHEREAS, in coordination with the resources of the Division of Criminal Justice Services, the Division of the Budget can increase the effectiveness of the criminal justice system by ensuring that the local police agencies within the state have been actively engaged with stakeholders in the local community and have locally-approved plans for the strategies, policies and procedures of local police agencies; and NOW, THEREFORE, I, Andrew M. Cuomo, Governor of the State of New York, by virtue of the authority vested in me by the Constitution and the Laws of the State of New York, in particular Article IV, section one, I do hereby order and direct as follows:

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

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

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

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

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

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

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

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



Secretary to the Governor

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

BY THE GOVERNOR

[Handwritten signature]
Mr. [Handwritten signature]