

Hornell Police Reform and Reinvention Plan



Granddaughter of my dear friend Tyrone Wright, who went to be with his maker at a much too young age following a terrible car accident. Before we can police others we must first police ourselves to treat all others as children of God

- Chief T.J. Murray

Table of Contents

Preamble	Pg. 3
Development of Plan	Pg. 4
Police Reform and Reinvention	Pg. 5 - 15
Draft Plan Document	Pg. 16-81
Collaboration Process	Pg.82-99
Appendix A: Governor's Executive Order	Pg 100-102
Appendix B: County Wide Survey Results	Pg 103-119

Preamble

- Following the death of George Floyd on May 25, 2020 I along with Mayor John Buckley were invited by persons protesting the actions of the police in the death of Mr. George Floyd to peacefully march with them through the Main Street of the City. As we marched and latter assembled for speeches in our municipal lot 4 it became clear that a segment of our population have suffered under our current justice system. Although they spoke well of our department, they cited many examples of injustices over the years that defined their current frustration with law enforcement in general. Most of the crowd I considered to be friends, and peers, and many I have grown up with gone to school with, and socialized with throughout the years. Unique to other communities our assembly concluded with a peaceful hike to our police/fire station where we enjoyed lunch and cold drinks together. Hearing the hurt that they voiced resigned me to listen to this population of our citizens and reform the Hornell Police Department to better, more equally and fairly serve these citizens. To this same end on June 12, 2020 Governor Cuomo signed an executive order requiring each local government in the state to adopt a policing reform plan by April 1, 2021. With both focus on local concerns as well as well as the state mandated ones, we have developed the following plan for police reform and reinvention for the City of Hornell Police Department. It is recognized by the administrative body of our department that this plan is by no means an end to itself, but rather a launching pad to continued and open dialogue with all of our citizens, having a stated goal to effect additional changes as needs arise.

- Hornell City Chief of Police T. J. Murray

Development of Our Plan

- To better assess our services and identify areas of potential change we met with Hornell Stake Holders and discussed in person areas of concern. In addition we collaborated with Steuben County Sheriff's Department, City of Corning and other agencies and towns within Steuben County to obtain both participation and feedback from citizens. Over the past several months we conducted listening sessions for identified stake holders and the general public. The results of these meetings, surveys, and listening groups in addition to the NY State mandated changes, led to the following reform plan. The first section of our reform (I) identifies and addresses those areas specifically mandated by the Governor's Executive Order 203. The Following section identifies and addresses concerns brought to us through our local meetings, and feedback collected from the joint listening sessions and surveys.

State Mandated Changes

NY State Mandated Changes	Reform Item	Description	HPD Actions	Status
NYS Mandate -1	NYSM – 1. Civil Penalties for Filing False Reports on Member of a Protected Class	Establishes penalties for falsely Summoning a Police Officer when there is no reason to believe a crime, offense or threat has been committed involving a member of a protected class (effective June 13, 2020)	Conducted in-service Training	Complete
NYS Mandate – 2	NYSM -2 Require Police Officers to Report the Discharge of Weapons	Requires a police officer or peace officer (whether on or off duty) who discharges his or her weapon under circumstances where a person could be struck by a bullet to verbally report the incident within 6 hours, and file a written report with in forty-eight hours (Effective September 13, 2020)	Written into Hornell Police Department Policy and Procedure for Use of Force In-service training conducted	Complete
NYS Mandate -3	NYSM – 3 Require the Reporting of Police Acts or Omissions Resulting in a Person’s Death to the Office of Special Investigation	Establishes an Office of Special Investigations within the office of Attorney General which will have investigative authority and criminal jurisdiction for any incident involving the death of a person caused by an act or omission by a police officer or a peace officer employed as a correction officer or contracted by an education, public health, social service, parks or housing agency. Where an investigation concluded that the death or matters relating to the death or investigation of the death involved a criminal conduct, the Office will be empowered to prosecute any such alleged offenses. (effective April 2021)	Will conduct in-service training and establish communication method with Attorney General’s Office.	Pending on needed actions of NYS

State Mandated Changes

NY State Mandated Changes	Reform Item	Description	HPD Actions	Status
NYS Mandate – 4	NYSM – 4. Ban Choke Holds	The Eric Gardner Anti Choke Hold Act creates the crime of aggravated strangulation (making it a Class C Felony) and establishes criminal penalties for police officer or peace officer who uses a chokehold that causes serious physical injury or death (effective June 12, 2020)	Conducted in-service training Updated Policy	Completed
NYS Mandate – 5	NYSM – 5. Require Medical Response for Arrestees	Affirms and individual’s right to medical and mental health attention while under arrest or otherwise in custody of a police officer or peace officer. Failure to provide reasonable and good faith medical assistance could result in a cause of action against the officer, representative and/or entity. (June 15, 2020)	Conducted in- service training	Completed
NYS Mandate – 6	NYSM -6. Require Policing Statistics to be Reported to the Division of Criminal Justice Services	Requires courts to compile and publish data concerning arrests and court proceedings involving low-level offenses such as violations and traffic offenses. Such report will include aggregate and anonymized demographic information such as race, ethnicity and sex. This bill requires police departments to submit annual reports on arrest-related deaths to the Department of Criminal Justice Services, as well as the Governor and the State Legislature. (effective December 12, 2020)	Will provide data to Hornell city Court and Department of Criminal Justice Services as required	Will complete by first quarter of 2021

State Mandated Changes

NY State Mandated Changes	Reform Item	Description	HPD Actions	Status
NYS Mandate – 7	NYSM 7. Recording of Law Enforcement Activity	Provide that a person not under arrest or in the custody of a law enforcement official has the right to record police activity and to maintain custody and control of that recording and of any property or instruments used by that person to record such activities. A person in custody or under arrest does not, by that status alone, Forfeit such right to record. (effective July 13, 2020)	Conduct in-service training	Complete
NYS Mandate – 8	NYSM – 8. Provide the Public Access to Personnel Records of Police Officers	Repeal of Civil Rights Law 50-a, which had made all personnel records used to evaluate the performance toward continued employment or promotion of police officers, firefighters, paramedics, Correction officers or peace officers confidential and not subject to inspection or review without the individual’s express written consent or a court order. This legislation also amends the New York State Freedom of Information Law (FOIL), subjecting any record created in furtherance of a law enforcement disciplinary proceeding to disclosure Under FOIL. The new FOIL provisions require specific sensitive personal information, including medical history, to be redacted from such records prior to being disclosed. (Effective June 13, 2020)	Notified Hornell City Clerk’s office. Notified City Attorney’s office.	Complete

ADDITIONAL CHANGES

Training

CATEGORY	REFORM ITEM	DESCRIPTION	IMPLEMENTATION ACTIONS	TARGET TIMELINE
TRAINING	T-1. Expand De-Escalation Training	Review current de-escalation trainings and benchmark for additional recommendations.	1. Include de-escalation training to all personnel with in training period	Q4 – 2022
			1. Do regular scenario training implementing the above	Q4- 2022
TRAINING	T-2. Expand Use of Force Training	Review current training by defensive tactics instructor group for training recommendations.	<ol style="list-style-type: none"> 1. Give recommendations for improve use of force training 2. Explore usage of more less than lethal uses of force 	<p>Q4 – 2022</p> <p>Q4- 2022</p>

Equality and Social Justice

CATEGORY	REFORM ITEM	DESCRIPTION	IMPLEMENTATION ACTIONS	TARGET TIMELINE
EQUALITY AND SOCIAL JUSTICE	ESJ-1. Diversify & Increase Candidate Recruitment Pools	<p>Take proactive steps to increase diversity of the candidate pools so newly hired officers better reflect community demographics.</p> <p>Encourage potential candidates to take advantage of preparatory law enforcement training. (non-weapon portions of the police academy curriculum)</p>	1. Conduct outreach with faith-based groups to increase interaction with youth and potential employees	Q1 – 2021
			1. Increase Social Media Advertisement to attract diverse candidates and raise awareness of: <ul style="list-style-type: none"> a) Available positions b) Civil service requirements c) Availability of pre-employment police academies 	Q4 – 2021
			2. Continue existing practicum program with SUNY Alfred State.	Q1 - 2021
EQUALITY AND SOCIAL JUSTICE	ESJ-2. Provide Civil Service Test Training	<p>Provide Civil Service test training to prepare applicants for the entry-level examination.</p> <p>Partner with SUNY Corning & Alfred to offer this assistance.</p>	Partner with SUNY to develop & offer a tutoring course for candidates expressing interest in applying/testing for the Civil Service exam.	Q4 - 2021
EQUALITY AND SOCIAL JUSTICE	ESJ-3. Expand Diversity and Bias Awareness Training	<p>Expand diversity and bias awareness training to include marginalized populations such as Low Income, Substance Use Disorders, Minority, and LGBTQ+ communities, as well as training to recognize systemic racism.</p>	1. Require Implicit Bias Awareness Training for all Hornell Police officers	Q 4 - 2021

Community Relations

CATEGORY	REFORM ITEM	DESCRIPTION	IMPLEMENTATION ACTIONS	TARGET TIMELINE
COMMUNITY RELATIONS	CR-1. Conduct Public Education on Policing Practices	Increase the transparency of policing methods and governance by educating the public on these practices.	<ol style="list-style-type: none"> 1. Provide info over website to encourage feedback on recommended actions 2. Continue outreach program with Alfred State College 3. Encourage outreach program with youth and civic organizations. 	Q4- 2021
COMMUNITY RELATIONS	CR-2. Strengthen Customer Service Practices	<p>Reinforce need for positive communications through better customer service & professional development training.</p> <p>Develop a quality assurance program to identify how citizens perceive the HORNELL POLICE customer service.</p>	<ol style="list-style-type: none"> 1. Develop communication and for all officers to examine and evaluate best service practices 2. Obtain feedback from both local civic groups and Facebook account 3. Conduct Bi-annually a community survey of our services. 	
COMMUNITY RELATIONS	CR-3. Establish & Promote Community Programs to Increase Law Enforcement Visibility in the Community	<p>Develop and execute programs that bring law enforcement officers and citizens together in forums where they talk to one another, share thoughts, and promote interactions which support the building of positive relationships.</p> <p>Further promote the Department of Homeland Security's CRASE training (Citizen Response to Active Shooter Event) and Stop the Bleed training (an emergency medical response training for catastrophic injuries)</p>	<ol style="list-style-type: none"> 1. Continue CRASE and Stop the Bleed training to City businesses and citizens. 2. Increase bike patrol to include stop and talk for personal interactions with citizens 3. Host periodic community meetings to obtain feedback and suggestions for better services. 	

Transparency and Accountability

CATEGORY	REFORM ITEM	DESCRIPTION	IMPLEMENTATION ACTIONS	TARGET TIMELINE
TRANSPARENCY AND ACCOUNTABILITY	TA - 1 Have Personnel Review Board	Start panel to review personal and ensure best practices in personal	All complaints and actions there on will be reviewed monthly by Board of Public Safety Expansion of this board will be examined yearly	
TRANSPARENCY AND ACCOUNTABILITY	TA - 2 Increase transparency of arrest activities and calls for service	Ensure citizens have access to appropriate police data & arrest activities via a monthly report placed on the Hornell Police website and social media sites. Request for newspapers to list weekly calls for service activities.	<ol style="list-style-type: none"> 1. Publish these monthly reports: <ol style="list-style-type: none"> a) Calls for service, cases and arrests, and use of force incidents b) Arrests by sex and race. c) Area patrols and community interactions (non-enforcement based) 1. Request local newspapers to report on police log activities 	Q2- 2021
TRANSPARENCY AND ACCOUNTABILITY	TA-3. Reduce Personnel Complaints	Identify key behaviors & causes that may drive citizens to complain about officers and incorporate these findings into trainings.	<ol style="list-style-type: none"> 1. Leverage field training officers to review complaints and determine needed focus areas & changes in trainings 1. Establish a standardized personnel complaint process 	Q4-2021

Transparency and Accountability

CATEGORY	REFORM ITEM	DESCRIPTION	IMPLEMENTATION ACTIONS	TARGET TIMELINE
TRANSPARENCY AND ACCOUNTABILITY	TA-4. Increase transparency of Use of Force Incidents & Personnel Complaints	Ensure better and timely citizen access to use of force data and personnel complaint incidents and outcomes. Modify current Hornell Police software systems to better collect and track this data.	1. Add annual report data fields in current system for: a) Use of Force (type & frequency) b) Personnel Complaints and adjudications	Depending on future funding for software
TRANSPARENCY AND ACCOUNTABILITY	TA-5. Publish Job Descriptions and Annual Performance Appraisal Process	Make job descriptions and performance process more readily available to improve transparency.	1. Post job descriptions of Hornell Police personnel (sergeant, investigator, and patrolman) and performance appraisal document on Hornell Police Department website.	Q2- 2021
TRANSPARENCY AND ACCOUNTABILITY	TA – 6 Evaluate Potential body camera program	Assess the usefulness and cost of implementing a sustainable body camera program.	Conduct review of cost and feasibility of such program.	Depending on funding source.

Policies and Procedures

CATEGORY	REFORM ITEM	DESCRIPTION	IMPLEMENTATION ACTIONS	TARGET TIMELINE
POLICIES AND PROCEDURES	OPR-1. Improve Selection & Promotion Methods by Requiring Candidates to Meet Additional Standards	Require candidates to meet additional criteria to help ensure a higher quality pool of candidates for new-hires, lateral transfers, and promotions.	<ol style="list-style-type: none"> 1. Enhance selection methods for new-hire, lateral transfers, and supervisor promotions: <ol style="list-style-type: none"> a) Require a standardized comprehensive background investigation in accordance with LEAP standards. b) Require a psychological exam for all new hires & supervisor candidates. c) Require a truth verification test for all new hires 	
POLICIES AND PROCEDURES	OPR-2. Initiate Anonymous Quality Assurance Feedback Channels	Allow citizens & officers to submit feedback via website and social media to reduce the incidence of unsatisfactory or unlawful behavior.	<ol style="list-style-type: none"> 1. Establish a process for citizens and/or officers to leverage social media and the Hornell Police website to anonymously notify Hornell Police officials of unsatisfactory or unlawful behavior of personnel. 	Q4-2021
POLICIES AND PROCEDURES	OPR-3. NYS DCJS Law Enforcement Accreditation (LEAP)	Assess current policy and procedures to determine areas of non-compliance with NYS DCJS Law Enforcement Accreditation standards.	<ol style="list-style-type: none"> 1. Conduct a comprehensive review of current Hornell Police policies against these state level standards to identify gaps and attain NYS accreditation. 	Q4-2021

Policies and Procedures

CATEGORY	REFORM ITEM	DESCRIPTION	IMPLEMENTATION ATCTIONS	TARGET TIMELINE
POLICIES AND PROCEDURES	OPR-4. Improve Collaboration with Mental Health Agencies	<p>Expand Crisis Intervention Training (NYS office of Mental Hygiene).</p> <p>Partner with Steuben County Mental Health to increase field use of mobile crisis unit.</p> <p>Partner with county medical providers for mental health transitional treatment and expanded use of tele-medicine providers in the mental health arena.</p>	<p>1. Work with Steuben County Mental Health to establish protocols for expanded use of mobile crisis unit.</p> <p>1. Collaborate with area providers for mental health tele-medicine (University of Rochester)</p> <p>1. Collaborate with Steuben County Mental Health to conduct crisis intervention training.</p>	Q4-2021
POLICIES AND PROCEDURES	OPR-5. Improve Awareness of Mental Health Challenges of Officers	<p>Expand peer counseling program and create emotional survival for law enforcement program for officers and families.</p>	<p>1. Train peer counselors</p> <p>1. Establish an annual family training session outlining how to recognize stress and teach effective strategies for managing stress.</p>	Q4- 2021

**POLICE REFORM DRAFT PLAN
DOCUMENT**

Police Reform Draft Plan Document

- In July 2020, The City of Hornell in collaboration with the Steuben County Sheriff's Department, Hornell Police Department, and other agencies throughout the county to develop a model of police reform. This effort involved consulting with our local population and over 100 people from dozens of stakeholder groups and engaging in listening sessions with the general public. The process reflects upon the voices of all that want to be heard. Input from this process has resulted in a set of actions which are intended to improve policing.
- The following document highlights our department in an effort to assist citizens to better understand the roles of our officers, as well as an insight into training and accountability. It also highlights the collaboration process utilized to develop our reform plan

Mission of the Hornell Police Department

- *The mission of the Hornell Police Department is to serve and protect the people within the jurisdictional boundaries of the City of Hornell, New York. This statement encompasses several duties, responsibilities and requirements of departmental members. They include, but are not limited to, the preservation of peace, enforcement of all applicable federal, state and local laws, ordinances; protecting the life, property and personal safety of all persons and assisting citizens in the time of urgent situations.*

Divisions of Hornell Police Department

PATROL:

The most significant services the Police Department provides are through its patrol force. This force is divided into shifts and directed by a supervisor. Each shift is responsible to patrol a designated post, enforce traffic laws and City ordinances in addition to responding to calls for service.

Divisions of Hornell Police Department

INVESTIGATIONS :

One Investigator is assigned to the Investigation Division and is overseen by a direct supervisor. The Investigator is responsible for criminal investigations, employee background checks, and drug enforcement activity. The Investigator assists Federal and State agencies with planning and protection for visiting officials.

Divisions of Hornell Police Department

INSTRUCTION

Police instructors provide training and instruction on a wide range of topics. Instructors provide in-service training for: employees of the Police Department, as well as other departments; instruction at the Southern Tier Law Enforcement Academy; child safety seat installation and instruction; and bicycle safety instruction and demonstrations in City parks in conjunction with the summer parks program.

Divisions of Hornell Police Department

PARKING ENFORCEMENT

The City of Hornell enforces parking regulations through its patrol force.

Divisions of Hornell Police Department

ANIMAL CONTROL

- The City of Hornell provides limited animal control services. These services include using outside service providers for dog control. The Police Department works in cooperation with the New York State Department of Conservation Police to address other animal issues as they arise such as bear sightings or injured/sick wildlife.

Divisions of Hornell Police Department

DISPATCH

- The Police Department operates a 24-hour dispatch center. In addition to traditional dispatch services, some of the other support services provided by the dispatch center include: 24-hour public walk-up service; jail cell monitoring; security camera monitoring; and records/clerical support. They also notify Public Works crews of emergencies during non-business hours.

Personnel

- The department's patrol force works in three shifts. The rank structure is divided to provide at least one Sergeant on each shift. There are times due to days-off, sick-time or other leave that a Sergeant is not working on a shift. In these cases, the senior patrol officer acts as the Officer-In-Charge (OIC).

Chief	1
Captain	1
Sergeant	3
Inv/ Sergeant	1
Patrolman	15

Civil Service

Public sector employment in New York State is governed by a statewide civil service system under state statutes. The Civil Service System is intended to ensure that all public employment is based on merit and fitness. Depending upon the position, a written examination may or may not be required. The City of Hornell relies on the Steuben County Personnel Office to provide the Civil Service function for our local government.

For police officers, a written examination is required. These exams are administered by the Steuben County Personnel Office and scored by New York State. Candidates must meet minimum Civil Service qualifications to sit for the exam. After the exam is administered and scored, the City is provided a list of the top three scoring candidates that passed the exam and expressed interest in serving after being canvassed. On occasion, the City does take lateral transfers from other departments.

Collective Bargaining:

- In 1967, New York State adopted the Public Employees' Fair Employment Act, also known as the "Taylor Law". This act provided public employees with the right to organize and be represented by employee unions. Public employers are required to negotiate and enter into agreements with these public sector unions regarding terms and conditions of employment. The act also establishes impasse procedures to resolve bargaining disputes and defines improper bargaining practices of both management and labor. The Taylor Law prohibits strikes by public employees.

Collective Bargaining:

ADMINISTRATION OF THE TAYLOR LAW

- The New York State Public Employment Relations Board (PERB) was created as an independent, neutral agency to administer the Taylor Law. The three-member Board is appointed by the Governor, with the consent of the State Senate. The Board's major responsibility is to act as an umpire in disputes arising under the Taylor Law. Other responsibilities include: administration of the Taylor Law statewide; resolution of representation disputes; provision of impasse resolution services; adjudication of improper practice charges; designation of management/confidential employees; determination of employee organization responsibility for striking and ordering forfeiture of dues and agency fee check-off privileges; and, administration of grievance and interest arbitration panels.

Collective Bargaining:

TERMS & CONDITIONS OF EMPLOYMENT

- Over the years, PERB has identified numerous mandatory subjects of negotiation pertaining to terms and conditions of employment. These include such items as compensation, shift scheduling, disciplinary procedures, and performance evaluations. Management does not have the right to make unilateral changes to any matter deemed a mandatory subject of negotiation.

Collective Bargaining:

RESOLUTION OF CONTRACT DISPUTES

- Under the Taylor Law, the resolution of contractual disputes follows a defined process. The first step occurs when one or more parties declares impasse in the negotiations and files an application referred to as a “Declaration of Impasse” with PERB. If the application is approved, PERB’s Director of Conciliation will assign a mediator from its full-time staff or a per diem mediator. The mediator acts as liaison between the parties and seeks to affect a settlement through persuasion and compromise.

Collective Bargaining:

RESOLUTION OF CONTRACT DISPUTES continued...

- For local police unions, the Taylor Law provides that if the dispute is not resolved in mediation, PERB will generally refer the dispute to arbitration adjudicated by a 3-member panel. Under the arbitration procedures, a Chairman of the arbitration panel is chosen by both parties, commonly referred to as the “neutral” panel member. These arbitrators are often listed in collective bargaining agreements to avoid a lengthy selection process. Both management and the police union each select their own panel members to represent their respective interests. After reviewing the history of negotiations, comparable labor agreements, and the municipality’s ability to pay, the panel renders a final decision. The panel’s decision is final and binding. It should be noted that the municipality’s “ability to pay” is not defined in the statute

Collective Bargaining:

THE TRIBOUROGH AMMENDMENT

- The Taylor Law was amended in the 1980's, requiring employers to continue all terms of an expired labor agreement until a new agreement is reached.

Training

- The Municipal Police Training Council (MPTC), created under Executive Law §839, determines minimally acceptable training and employment standards for law enforcement officers in New York State. The MPTC recommends rules and regulations for approval by the Governor.
- The New York State Division of Criminal Justice (DCJS), Office of Public Safety, serves as the staff arm of the MPTC. It is the responsibility of DCJS to assist in the planning and evaluation of basic and in-service training curriculum to ensure that practitioners meet the minimum standards established by the MPTC.
- The City's police officers receive a variety of training. These training opportunities can be identified in three broad categories: New York Municipal Police Academy; Field Training; and In-Service Training.

Training

NEW YORK MUNICIPAL POLICE ACADEMY

- This is the initial training that all potential candidates for State certification as a police officer must receive.
- The Basic Course for Police Officers (BCPO) has undergone a continual evolution since it was first established. When initiated in 1960, the Basic Course for Police Officers consisted of a minimum standard of 80 hours of instruction. The current BCPO consists of a minimum standard of over 700 hours established by MPTC. Local instructors routinely review the content of the Basic Course for Police Officers to ensure that the material remains relevant to criminal justice issues and best prepares officers to serve their communities. Today's Basic Course for Police Officers covers a wide range of topics including but not limited to: Ethics & Professionalism; Cultural Diversity; Bias Related Incidents; Professional Communication; Persons with Disabilities; Crisis Intervention; Use of Physical Force & Deadly Force; and Active Shooter Response. Police recruits are also mandated to complete Reality Based Training Scenarios to better prepare them for the situations they may encounter on the job.

Training

FIELD TRAINING PROGRAM

- The City's police officers also receive in-service training when initially hired. The program is based on in-service training which originated in the San Jose Police Department in the early 1970's. It is provided after the officer graduates from the academy. This training focusses on the particular policies and procedures of the Hornell Police Department, job behavior expectations, typical duties and incidents they may experience in Hornell, as well as an awareness of the City's geography such as commercial/residential areas, critical infrastructure, landmarks and street names.

Training

Field Training Program Continued...

In order to ensure a fair and effective field training program, the City is committed to the following:

- Using trained, certified, and effective Field Training Officers to provide a quality training environment for the officer-in-training.
- Using valid evaluation procedures, with strict adherence to standardized guidelines, administered concurrently with the training provided.
- Making every attempt to ensure that all officers-in-training are evaluated equally.
- Conducting training in a logical format, where tasks correspond to the phase of training. Each new task is explained, demonstrated, and then reviewed during practical application. The emphasis is to train new officers in an environment that promotes and stimulates learning.

Training

Field Training Program Continued...

- The program consists of a minimum of 8 weeks of training. Officers are assigned to different Field Training Officers (FTO's) on all three shifts. It is the responsibility of the FTO's to train and evaluate the officer. Throughout the process a Program Coordinator consults with the FTOs to review the employee performance and guide remedial action

Training

Field Training Program Continued...

- Upon the completion of training, the Board evaluates the officer's overall progress to determine:
 - 1) if additional remedial training is necessary;
 - 2) the officer's employment should be terminated; or
 - 3) if the officer is ready to be released for regular duty.

Training

OTHER IN-SERVICE TRAINING

- In addition to the Municipal Police Academy and the Field Training Program, officers in the Hornell Police Department routinely receive a wide variety of training. Some of these opportunities are provided by outside agencies, the City's insurance carrier, the Employee Assistance Program provider, and other City employees. These include such topics as Implicit Bias Awareness, Use of Force, Anti-Bias, Harassment, and Workplace Violence

Counseling and Discipline

- The City uses a combination of counseling and progressive discipline to correct performance issues on a continual basis on an annual review. Counseling is intended to call attention to breaches in policy and/or procedure and for the purpose of instructing the employee on appropriate conduct to correct behavior.

Counseling and Discipline

- Counseling memoranda are not intended as an admission of fact and are not a form of discipline. Counseling is generally used in the early stages of corrective actions, but is not as a precursor to discipline depending upon the nature or severity of the employee's actions.

Counseling and Discipline

- Discipline is used as a punitive measure to correct employee behavior. In general, the City uses a progressive disciplinary course consisting of written warnings, suspension, and termination. Civil Service Law also allows for the issuance of fines not to exceed one-hundred dollars (\$100.00). Throughout the disciplinary process, employees are allowed union representation and may grieve disciplinary actions up to and including binding arbitration. It should be noted that officers are not “at-will employees”. Termination must meet a “just cause” standard.

Records Management

- The Police Department's Records Management System is circa 1998 and hasn't been substantially upgraded. Trying to analyze bias trends in policing require manual retrieval and analysis of data from the system. It is estimated that the cost of replacing this system is approximately \$50,000 which the department will review upcoming resources for such plan.

Policing Strategies

- The Hornell Police Department uses various policing strategies. The Governor's Office has identified several strategies. Those strategies and how they are deployed in the City of Hornell are described below.

Policing Strategies

PROCEDURAL JUSTICE:

- Procedural justice is the idea that the methods for resolving disputes should be fair. It focuses on the way police and other legal authorities interact with the public and how the characteristics of those interactions shape the public's views of the police, their willingness to obey the law, cooperation with the police in fighting crime, and actual crime rates. The Hornell Police Department practices procedural justice through the treatment of individual cases in a uniform, transparent fashion. The emphasis is placed upon the quality of interactions rather than the number of arrests and tickets. The Hornell Police Department does not have quota systems for stops, tickets or arrests.

Policing Strategies

PROCEDURAL JUSTICE

- The Hornell Police Department is seeking updated training which is now referred to as “Principled Policing”. This term more accurately reflects the style of policing which strengthens the relationship of trust between officers and the community.

Policing Strategies

LAW ENFORCEMENT ASSISTED DIVERSION PROGRAMS

- Law Enforcement Assisted Diversion (LEAD) programs are a community-based police strategy to address those involved in the criminal justice system because of addiction, mental illness, or poverty. In lieu of the normal criminal justice system cycle (i.e. booking, detention, prosecution, conviction, incarceration) individuals are instead referred to agencies that partner with the law enforcement and can act as the case manager for diverted individuals. The potential support services that these agencies could provide to the individuals include transitional and permanent housing, drug treatment, and/or peer counseling. The Hornell Police Department uses this strategy on an infrequent basis due to the lack of these types of services in our area, but is supportive of expanding this strategy if, and when, these services become more prevalent.

Policing Strategies

RESTORITIVE JUSTICE PRACTICES

- Restorative justice is an approach in which one of the responses to a crime is to organize a meeting between the victim and the offender, sometimes with representatives of the wider community. The goal is for them to share their experience of what happened, to discuss who was harmed by the crime and how, and to create a consensus for what the offender can do to repair the harm from the offense. This may include a payment of money given from the offender to the victim, apologies and other amends, and other actions to compensate those affected and to prevent the offender from causing future harm. This is outside the scope of the Hornell Police Department's responsibility and resources. However, it would be beneficial for the State of New York to fund these types of services for law enforcement referrals.

Policing Strategies

- **COMMUNITY BASED OUTREACH AND CONFLICT RESOLUTION**
- Outreach and conflict resolution strategies rely upon increasing the amount of positive engagement in the community to leverage stakeholder networks. Using this approach can help identify and resolve issues in their earliest stages. Having regional dialogue groups would be a way to conduct these types of engagements on a structured and sustained basis.

Policing Strategies

PROBLEM-ORIENTED POLICING AND HOT SPOTS POLICING

- Problem oriented policing is a strategy that involves the identification and analysis of specific crime and disorder problems in order to develop effective response strategies. This approach requires police to be proactive in identifying underlying problems which can be targeted to reduce crime and disorder at their roots. Hot spots policing is a similar concept. Hot spots policing is a strategy that involves the targeting of resources and activities to those places where crime is most concentrated. The strategy is based on the premise that crime and disorder are not evenly spread within neighborhoods but clustered in small locations. The Hornell Police Department currently uses these techniques, but the Department's ability to identify targeted areas is limited due to the outdated records management system

Policing Strategies

FOCUSED DETERRENCE

- Focused deterrence (also known as pulling-levers policing) is a crime reduction strategy which aims to deter crime by increasing the swiftness, severity and certainty of punishment for crimes by implementing a mix of law enforcement, social services, and community mobilization. The Police Department uses this technique in collaboration with other law enforcement agencies, the District Attorney's Office and the appropriate social services agencies or specialized agencies such as Child Protective Services, but is not commonly referred to as "focused deterrence" or "pulling-levers policing".

Policing Strategies

CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN

- Crime Prevention through Environmental Design (CPTED) strategies attempt to influence offender decisions that precede criminal acts. CPTED based strategies emphasize enhancing the perceived risk of detection and apprehension. Examples of CPTED are improved lighting in public areas and conspicuous display of surveillance cameras. Consistent with the CPTED approach, the Hornell Police Department provides advice to property owners on ways to alter environmental design to improve safety. In addition, the Police Chief participates in regular discussions with the key City staff to discuss design aspects of site plan applications effecting safety.

Critical Standard and Model Policy

- Up until 4 years ago the Hornell Police Department was accredited through the New York State Law Enforcement Accreditation Program. All our existing policies and procedures reflect the high standard that we had maintained. Due to personal and budget restrictions we were no longer able to designate an officer to the time consuming process of record keeping and data retrieval that was necessary. We hope in the future to get back on board with full accreditation. In the meantime we are constantly updating our policies and procedures to keep up with all recommended practices.

Critical Standard and Model Policy

- In addition to meeting the above Critical Standards, the Hornell Police Department also has numerous other administrative policies and procedures governing various aspects of the department's operations and officers' conduct. Some of the more notable administrative policies and procedures include:

Critical Standard and Model Policy

OFFICER RESPONSIBILITY AND AUTHORITY

- All officers are expected to perform their duties and are accountable for the use of authority delegated to them. Police officers are required to use reasonable discretion when exercising their authority.

Critical Standard and Model Policy

ACCOUNTABILITY OF SUPERVISORY PERSONNEL

- All members of the Police Department are required to be properly supervised. Supervisors are accountable for the performance of subordinate members under their immediate control. The duties and authority by which the supervision exercised to maintain discipline necessary within the organization are defined, along as the process used should an employee fail to follow the rules, regulations, policies, or standards of the department

Critical Standard and Model Policy

LAWFUL ORDERS AND CONFLICTING ORDERS

- Employees are required to obey all laws, ordinances, orders, rules and regulations and follow established procedures when given a conflicting order or directive.

Critical Standard and Model Policy

RECORDS MANAGEMENT SYSTEM

- The Hornell Police Department documents and retains records of complaints, police services, officer activity and general business records of the department. These records are maintained in written and/or computer form.

Critical Standard and Model Policy

RULES OF CONDUCT

- All personnel are required to follow the Department's Rules of Conduct pertaining to appropriate behavior both on and off-duty.

Critical Standard and Model Policy

DISCIPLINARY PROCESS

- The Department's disciplinary actions conform to the contractual requirements of the collective bargaining agreements with the Maple City Police Benevolent Association, Inc. (PBA) and the Civil Service Employees Association (CSEA). No permanently appointed employee can be disciplined or discharged without just cause.

Critical Standard and Model Policy

- LESS THAN LETHAL SUBSTANCES/DEVICES
- Officers are only authorized to carry department approved less than lethal weapons. Less than lethal weapons are used only when necessary to overcome resistance or to defend the member or another from physical attack.

Critical Standard and Model Policy

REPORTING REQUIREMENTS

- The Police Department documents and reviews all uses of force by its police officers, and takes corrective action as necessary.

Critical Standard and Model Policy

REVIEW OF FIREARMS USE

- The Police Department documents and reviews all incidents wherein an officer discharges a firearm other than in training or for lawful recreational purposes, and takes corrective action as necessary.

Critical Standard and Model Policy

REVIEW OF FORCE CAUSING INJURIES

- The Police Department documents and reviews and disposes of any incident wherein a member uses force causing injuries.

Critical Standard and Model Policy

INTERNAL AFFAIRS FUNCTION

- The Hornell Police Department accepts and investigates all complaints of police misconduct. The expeditious resolution of complaints in a fair and impartial manner ensures the maintenance of a high level of integrity by members of this department. The Chief of Police has the primary responsibility to see that all reports or accusations made against members of the department are completely investigated. The Chief of Police may designate personnel to conduct these investigations as the department does not have an internal affairs unit. If the complaint is against the Chief of Police, the complainant shall be referred to the Mayor's office or Board of Public Safety.

Critical Standard and Model Policy

INVESTIGATING COMPLAINTS

- It is the policy of the Hornell Police Department to accept and investigate all complaints of police officer misconduct. The Chief of Police shall see that these investigations are complete, following a thorough and impartial examination of the available factual information. Investigations of complaints and discipline are handled in accordance with the collective bargaining agreement.

Critical Standard and Model Policy

ROLE OF PERSONNEL

- The Hornell Police Department strives to develop and maintain positive contacts with the public. Being a public service agency, all members of the department are expected to contribute to this effort and be familiar with the various programs that this department may provide to the community. Members of this department are recognized as representing not only the Police Department but also the community in which they serve. It is the responsibility of every member of the department to conduct themselves, at all times, in a professional and courteous manner when dealing with the public.

Critical Standard and Model Policy

CRIME PREVENTION

- Crime prevention is one of the most important tasks performed by the Hornell Police Department. However, the prevention of crime cannot be accomplished solely through the efforts of the officers. It requires a concerted effort by all members of the community. All members of the Police Department are required to encourage community support for crime prevention.

Critical Standard and Model Policy

CRIME VICTIMS

- The Police Department defines for its members its victim assistance program and sets forth duties and responsibilities of department personnel when encountering the victim of a crime.

Critical Standard and Model Policy

SEX OFFENSE VICTIMS

- It is the policy of the Hornell Police Department to treat victims of sex offenses, and incest, with the utmost respect and to comply with the provisions of New York State Executive Law, Section 642, Subdivision 2-a. The purpose of this policy is to assist department members in complying with the provisions of NYS Executive Law, Section 642, Subdivision 2-a, when investigating sex offenses and incest complaints.

Critical Standard and Model Policy

INSTRUCTOR QUALIFICATIONS

- The Police Department requires that all in-service training be provided to its police officers by qualified instructors. Instructors are certified in accordance with standards and qualifications as set forth in Part 6023 and 6024 of the New York Codes, Rules and Regulations; or Instructors possess qualifications established by other organizations specific to their area of instruction such as the American Red Cross, National Safety Council, etc.

Critical Standard and Model Policy

SPECIALIZED TRAINING

- The Police Department requires that officers assigned to positions that require specialized training be provided and receive such training

Critical Standard and Model Policy

PATROL FUNCTION TASKS

- It shall be the policy of the Hornell Police Department to establish a procedure that describes the various tasks associated with the patrol function including, but not limited to, such activities as traffic control, maintaining law and order, enforcing laws, crime prevention, and responding to calls for service.

Critical Standard and Model Policy

RESPONSIBILITIES OF PATROL OFFICERS

- Incidents requiring investigation will be promptly assigned to the appropriate employee(s). The assigned employee(s) are required to promptly conduct a thorough investigation and document their efforts by completing all required reports.

Critical Standard and Model Policy

RESPONSIBILITY OF SUPERVISORS

- The Police Department requires that a supervisor be at the scene of certain incidents

Critical Standard and Model Policy

AUTHORIZED EQUIPMENT

- All sworn and non-sworn personnel of the Police Department are required to appear professional and wear an approved and appropriate uniform while on duty or representing the Department.

Critical Standard and Model Policy

VEHICLE PURSUITS

- The Police Department requires officers to only attempt vehicle pursuits when, in the judgment of the member, the danger created by the possible escape of the fleeing violator outweighs the danger created by the pursuit and no reasonable alternative exists.

Critical Standard and Model Policy

DOMESTIC INCIDENTS

- The Police Department responds to every report of a domestic incident and to consider domestic violence as conduct that shall be investigated, as would any other offense. Dispute mediation is not used as a substitute for appropriate criminal proceedings in domestic incident cases. Department members are required to protect victims of domestic incidents and provide them with support through a combination of law enforcement and community services. The department promotes officer safety by ensuring that officers are fully prepared to respond to and effectively deal with domestic incident calls.

Critical Standard and Model Policy

ENFORCEMENT OF TRAFFIC REGULATIONS

- It shall be the policy of the Hornell Police Department to enforce the New York State Vehicle and Traffic Law in an attempt to enhance public safety.

Critical Standard and Model Policy

CONSTITUTIONAL REQUIRMENTS

- It is the policy of the Hornell Police Department to have a standardized guideline to ensure that all members recognize and comply with the constitutional guarantees given to all citizens during criminal investigations.

Critical Standard and Model Policy

INCIDENT REPORTS

- The Police Department requires its personnel to document all calls for service, incidents, reported criminal activity, unusual occurrences, or accidents, and complete any necessary reports.

COLLABORATION PROCESS

Collaboration Process

- The City established a goal to have an open and transparent process. Although the Governor's Executive Order focused on people of color, the Core Working Team expanded input to include multiple segments of the population to ensure we are working towards improving relations with all citizens. To this ending, starting in August 2020, the Core Working Team began identifying the various municipalities and key stakeholder groups it would engage. The team also reviewed current demographics, practices, and looked at examples nationally to identify best practices. A significant portion of the process focused on stakeholder and community engagement.

Collaboration Process

COMMUNITY FEEDBACK

- The Core Working Team used various community feedback channels to measure opinions of stakeholders, the general public, law enforcement officers, and arrested persons.

Collaboration Process

LISTENING SESSIONS

The core team conducted listening sessions from September 9-17, 2020 via Zoom. It is estimated over 200 people participated in the sessions.

The three public listening sessions were open to all members of the public and were advertised via local television news channels, newspapers, websites, and social media. Attendance including individuals consisting of City residents, County residents and others from communities such as Elmira and Ithaca, as well as a few from out of state.

Ten private listening sessions were held with: Community Stakeholder Participant Group; Drug Abuse & Alcohol Group; Hornell Community College Students; Hornell Black Employee Network; SPECTRA LGBTQ Group; Global Latino Community; Friendship Baptist Church; Face to Faith Ministries; Steuben Greens; and the LGBTQ+ Community.

Collaboration Process

LISTENING SESSIONS

- These listening sessions yielded substantial feedback and suggestions for improvement. Overall, there was positive support for the Hornell Police Department, but some areas of concern, criticism, opportunities for improvement were identified. These tended to center around the five plan categories: Equality & Social Justice; Transparency & Accountability; Community Relations; Training; and Policies & Procedures.
- It should be noted that there seemed to be a general lack of knowledge about the Police Department's operations, training, policies and procedures which signify a need to improve community awareness. In addition, the Core Working Team realized through these sessions that the public had concerns that fell outside the scope of this planning process. These items centered around limited social services in the area, State statutes, the NYS Taylor Law, the Civil Service system, employee rights, etc.

Collaboration Process

OPINION SURVEYS

- The Core Working Team also designed and administered various surveys to gain additional feedback. Because of the large volume of data, these findings have not been included as an addendum to this report, but will be posted on the City's website for a period of time. Overall, the responses were positive, and yielded several suggestions. The following is a summary of some of the highlights.

Stakeholder Group Participant Survey:

- The Stakeholder survey included 15 general questions and 4 demographic questions to help evaluate the responses. The survey was emailed to the participants on August 14, 2020 and they had 5 days to respond.
- Of the 103 stakeholders who received the survey, 83 responded for an 81% response rate.

General Public Survey:

- The general public survey consisted of 15 survey questions and 4 demographic questions to help evaluate the responses. This survey was shared via television news channels, newspapers, websites, and social media from August 12, 2020 through September 20, 2020.
- Printed copies were also dropped off at various locations in the community and collected by City Hall personnel for manual entry.
- 1,766 participants responded to the survey. The geography varied widely including City residents, County residents, out of county residents and out of state participants.

Police Officer Survey

- The survey of police officers contained 6 general questions, and 1 demographic question to identify their police department. The survey was shared by email and hand copies in October 2020.
- 47 police officers responded to the survey from various agencies in Steuben County.

Arrested Persons Survey

- The survey of arrested persons contained 3 general questions and 3 demographic questions to help analyze the responses.
- The questions were administered during the booking process by agencies in Steuben County. Surveys were taken during September 2020. Booking officers administered the survey, upon intake.
- 55 arrested persons responded to the survey.

- The findings of these 4 opinion surveys yielded an overall high opinion of the Hornell Police Department. In general, respondents found the police officers responsive to their needs, were fundamentally honest, and strive to have a positive impact on the community however; the data also identified areas where segments of the population had strong criticism.

Suggestions for Improvement

- Increase police visibility especially walking and bike patrols, as well as a presence at functions sponsored by stakeholder groups including marginalized populations.
- Increase police transparency and accountability.
- Increase training for public on current police practices.
- Increase communication training to foster trust, confidence and customer satisfaction.
- Increase training in mental health awareness, bias and de-escalation techniques.

Suggestions for Improvement continued...

- Standardize personnel complaint reporting and investigation procedures throughout the county
- Increase external oversight.
- Establish a body camera program.
- Increase diversion programs for addiction treatment.
- Increase availability of citizen access to records and data concerning police activities

Community Feedback on Proposed Plan

- Our proposed plan was placed on The City's and Departments Facebook pages, as well as the Cities Home page, for the purpose of obtaining additional feedback, and suggestions from the public on how we might better address changes or additional concerns that were not addressed in the plan, from January 8, 2020 through January 19, 2020. A special account was provided to allow for all comments, either anonymously or for those wishing a response. Although comments were sparse, those received were positive in nature and supportive of our plan. With this feedback along with telephone calls and discussions with public stakeholders, our final plan was materialized, for presentation to Mayor John Buckley and all members of the Hornell Common Council, for possible ratification on February 2021. This final Plan is listed in the appendix of this report.

Acknowledgements

- I would first like to thank all of the Hornell Citizens that took their time to meet with my staff and myself to discuss the policing of their community. We had a tremendously open and positive dialogue centered on racial equality and justice. Although the onslaught of Covid-19 has made it difficult I hope to continue and expand upon these meetings in the future.

Acknowledgements

- I would like to thank all of the Citizens, local officials and police officers who took time to engage in the County Wide Zoom meetings, and surveys.
- I would like to thank Hornell Mayor John Buckley for his support both to our Police Department and to this reform process.

Acknowledgements

- I would like to thank Steuben County Sheriff Jim Allard, Corning Police Chief Jeff Spaulding, and Corning Incorporated's Dawn White, for their work in organizing the county wide network of meetings and surveys, central to many of our reforms.
- Lastly I would like to thank the members of our Hornell Police Department. Every day our Officers serve our community with professionalism, honor and dedication. They often risk their own safety as they devote their careers, in helping others and making Hornell a great place to call home.

Acknowledgements

- I would like to thank Hornell Police Captain Michael Sexsmith who works hard to keep our policies, procedures and training up to date and in line with both best practices and state accreditation standards

Appendix A Governors Executive Order 203



State of New York

Executive Chamber

No. 203

EXECUTIVE ORDER

NEW YORK STATE POLICE REFORM AND REINVENTION COLLABORATIVE

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

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

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

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

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

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

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

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

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

WHEREAS, black lives matter; and

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

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

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

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

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

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

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

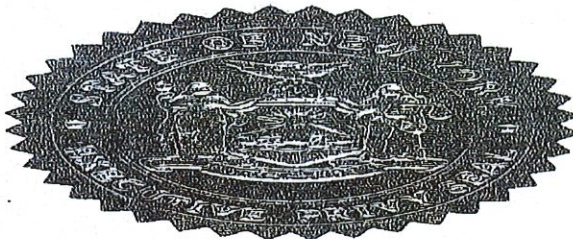
The political subdivision, in coordination with its police agency, must consult with stakeholders, including but not limited to membership and leadership of the local police force; members of the community, with emphasis in areas with high numbers of police and community interactions; interested non-profit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

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

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

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

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



BY THE GOVERNOR

M. C.
Secretary to the Governor

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

Andrew M. Cuomo

Appendix B County Wide Survey Results

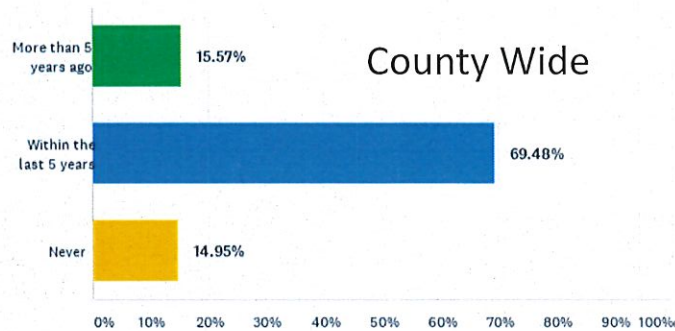
Q1: Please select a local police department to provide feed back on.

ANSWER CHOICES	RESPONSES	
Corning Police Department (City of Corning)	35.2%	622
Addison Police Department (Village of Addison)	2.2%	39
Bath Police Department (Village of Bath)	11.8%	209
Canisteo Police Department (Village of Canisteo)	3.4%	60
Caton Police Department (Town of Caton)	1.4%	24
Cohocton Police Department (Town of Cohocton)	1.2%	21
Hammondsport Police Department (Village of Hammondsport)	1.4%	24
Hornell Police Department (City of Hornell)	9.7%	172
Painted Post Police Department (Village of Painted Post)	5.5%	97
Wayland Police Department (Village of Wayland)	0.7%	13
Steuben County Sheriff's Office (All other areas)	27.5%	485
TOTAL		1,766

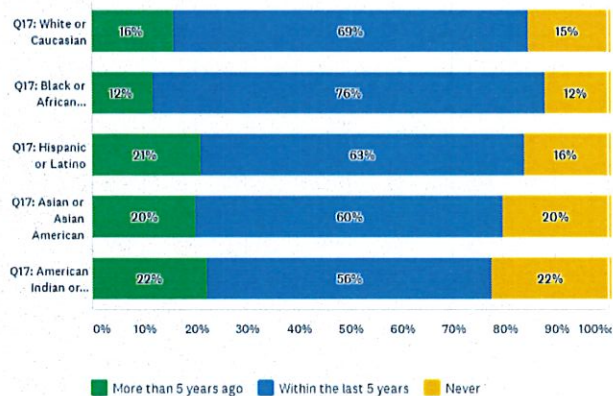
Key Take aways:

With 172 participants, City of Hornell had a good turn out

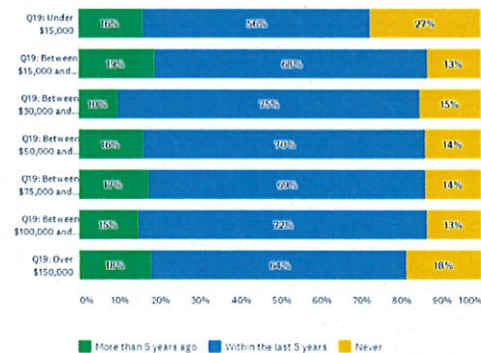
Q2: When was the last time you had a direct interaction with your local police agency?



By Race



By Income



Key Take Aways:

- This question was asked to show the time relevancy of the feedback
- Almost 70% (1200 out of 1760+) had an interaction within the past 5 years... this was surprisingly high!
- Not a big difference by race, the income bracket was a little higher at 75%
- Keep in mind, interaction doesn't mean it was bad, it good have been a conversation at a public event

Q3: Please select the top 5 services that you think are most important for your police department to provide.

	ANSWER CHOICES	RESPONSES
	Animal Control (i.e. bear management, dog control, rabies response, skunk removal, etc.)	13.31% 235
5	Community Policing (i.e. bicycle/walking patrols, child safety seat inspections, presentations to business and nonprofits, etc.)	59.63% 1,053
	Fingerprint Services for background and employment checks	16.76% 296
2	Investigations (i.e. sex crimes, robberies, homicides, etc.)	90.20% 1,593
	Parking Enforcement	6.57% 116
	Referrals to Social Services	20.05% 354
1	Respond to 911 calls for service	90.83% 1,604
3	Routine Patrols (cruiser)	72.76% 1,285
	School Resource Officers	44.17% 780
4	Special Patrols (i.e. drunk driving, seat belt and speed enforcement)	60.93% 1,076
	Other (please specify)	8.15% 144
	Total Respondents: 1,766	

Key Take Aways:

–Respond to 911 Calls & Investigations came in at 91% & 90% respectively... Followed by Routine patrols with 72%

–This was almost exactly the same order across SGP, Race, Income! (\$50,000 -\$75,000 income put investigations over 911 calls by 5 responses, which is less than 1%

–Parking Enforcement came in the lowest across all demographics

Q4. What are the top 3 things that you feel would improve policing in your community?

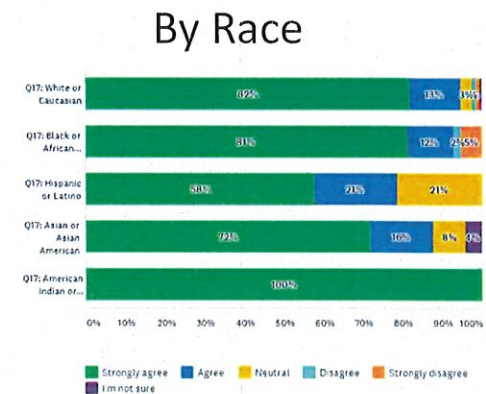
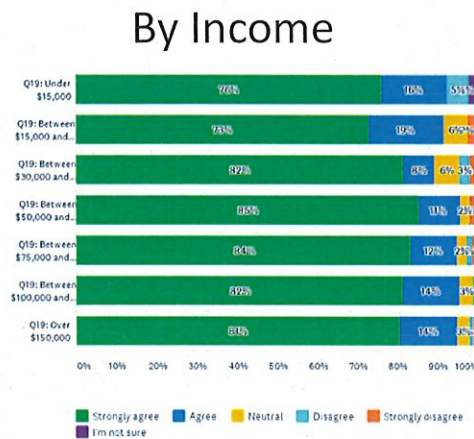
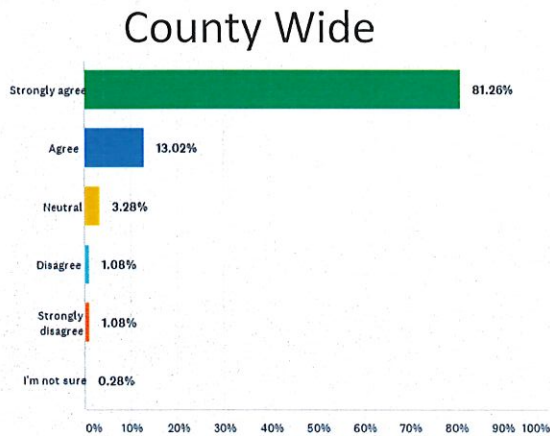
Word Cloud

Community outreach transparency interact days foot patrols respond calls
routine patrols police force criminals talking staff feel making Diversity Keep safe
focus engagement school speeding help ensure neighborhoods None drugs
Community support respect community involvement job positive interaction
Hold stop present Increased police presence visibility programs
mental health think know Nothing
police officers Deputies Better pay patrols local
officers village police crimes community seeing
training great job public serve people issues
presence money funding parking areas friendly time etc
communication interaction community Less Full time streets visible
need cameras cars Continued laws go walking enforcement
community interaction service citizens coverage cops situation Education
resources community events social workers Hire safety bail reform force roads youth
law enforcement calls

Key Take Aways:

- Diversity & Bias Training
- Community Interaction
- Customer Service
- Hire Minorities
- Better Publication of Activities

Q5: Police officers are a necessary part of your community

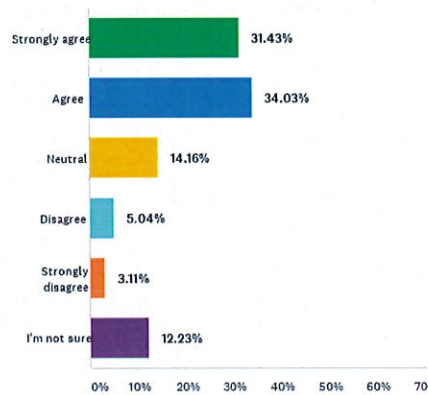


Key Take Aways:

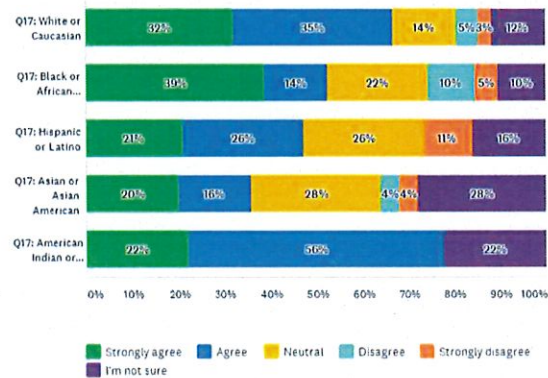
- 94% strongly agree or agree, 4% neutral, 2% strongly disagree or disagree
- At 79% Hispanics/Latinos agreed with this at a lesser rate; than the group's 94; 21% neutral was higher than any race
- Citizens in the 2 lowest income brackets "strongly agree" that police are necessary an average of 7% less than the highest earning bracket

Q6: Police officers in your community are well trained.

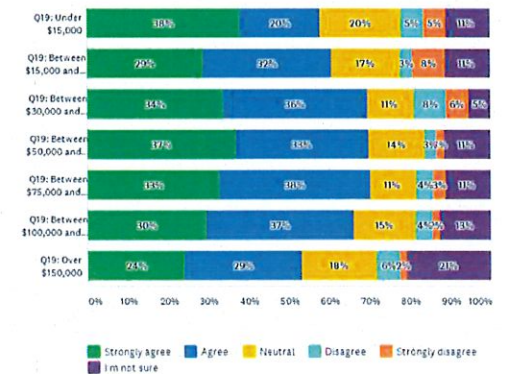
County Wide



By Race

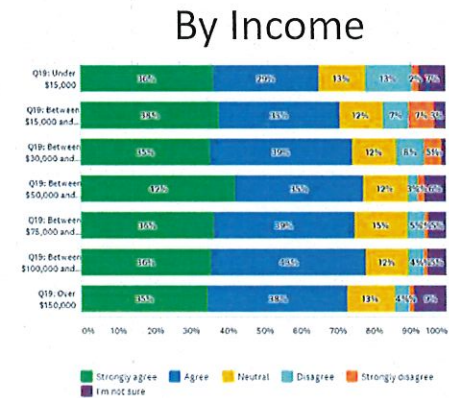
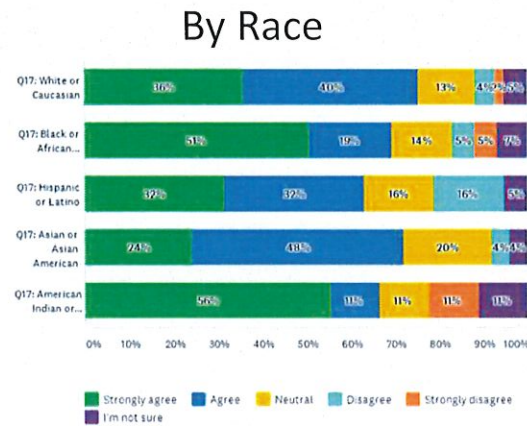
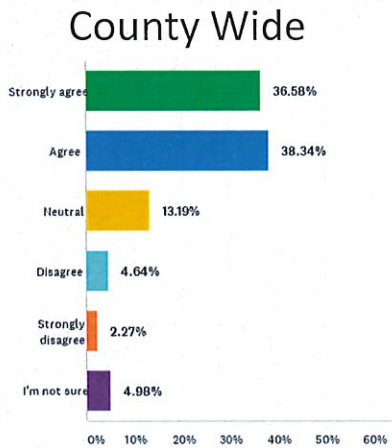


By Income



- **Key Take Aways:**
- –65% strongly agree or agree, 26% were neutral or no sure, 8% strongly disagree or disagree
- –Minorities selected neutral at a much higher rate than Whites; Blacks & Latinos disagreed with this statement at a higher rate, exact same for Asians
- –Lower 3 income brackets responded with a slightly larger percentage of strongly disagree and disagree (12% avg vs 7% avg)

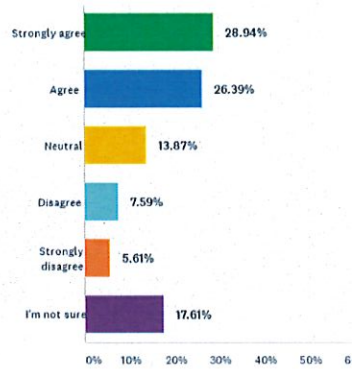
Q7: Police officers in your community are responsive to the public's needs.



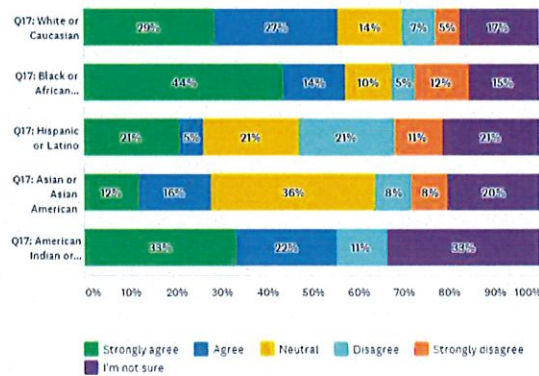
- **Key Take Aways:**
- –75% strongly agree or agree, 18% neutral or not sure, 7% strongly disagree or disagree
- –Asians seemed to be a little more neutral than others,
- –Lower 3 income brackets responded slightly more with “disagree” and “strongly disagree”
- –(13% average for 3 lowest incomes **vs** 7% average for all survey respondents)

Q8: Police officers in your community are held accountable for their actions.

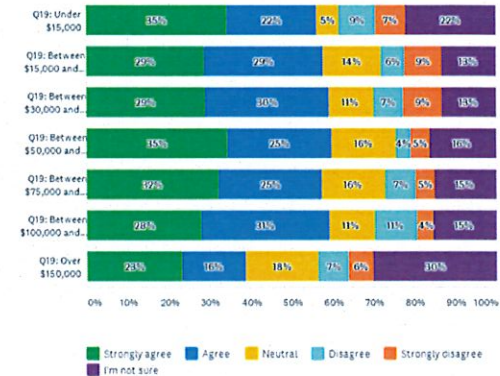
County Wide



By Race



By Income

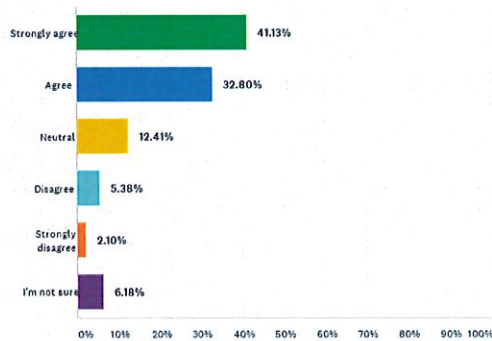


- **Key Take Aways:**

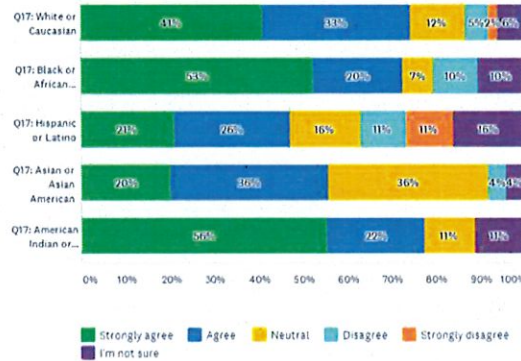
- –55% strongly agree or agree, 31% neutral or not sure, 13% strongly disagree or disagree
- –Asians & Hispanics were much more neutral than others; Hispanics strongly disagree or disagree at a much higher rate 33% to the total SD/D rate of 13% or 2.5X that rate of others
- –Income wise, the highest earners (those over \$150,000) seem to question or disagreed at a much higher rate than other income brackets and overall

Q9: Police officers in your community strive to have a positive impact on the community.

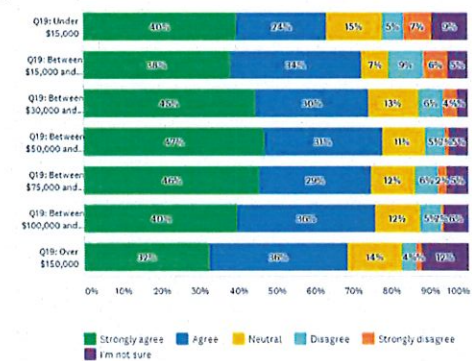
County wide



By Race



By Income

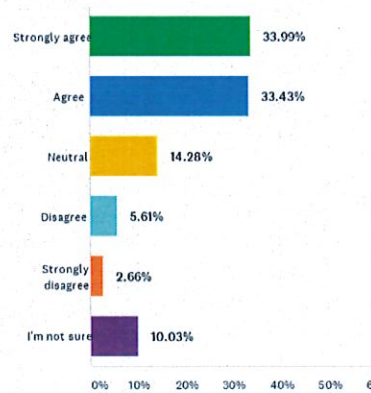


Key Take Aways:

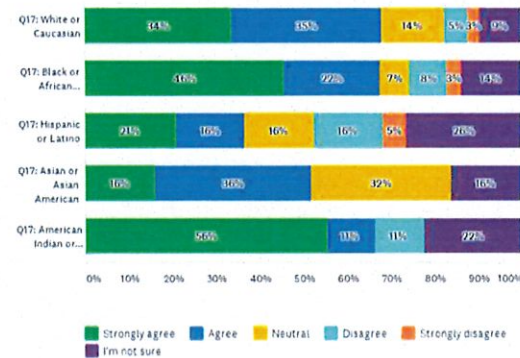
- 74% strongly agree or agree, 19% neutral or not sure, 7% strongly disagree or disagree
- Asians & Latinos strongly disagreed or disagreed at a much higher rate and were much more neutral on this question
- Lower 3 income brackets responded with a slightly larger percentage of strongly disagree and disagree (15% avg vs 7% avg)

Q10: Police officers in your community are fundamentally honest.

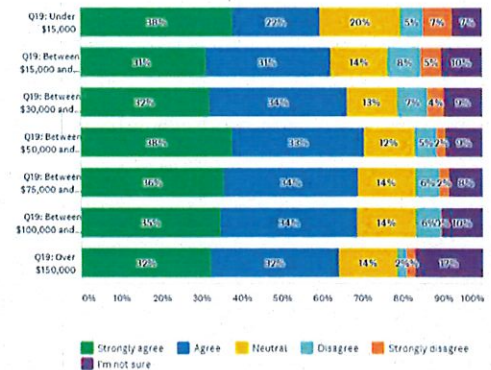
- County Wide



By Race



By Income

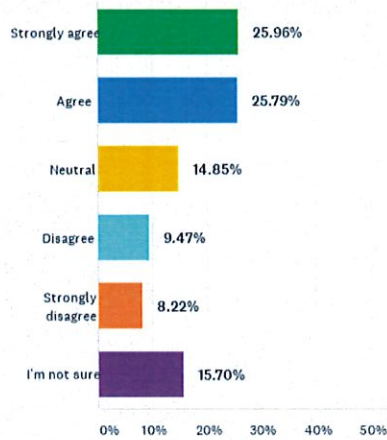


- Key Take Aways:**

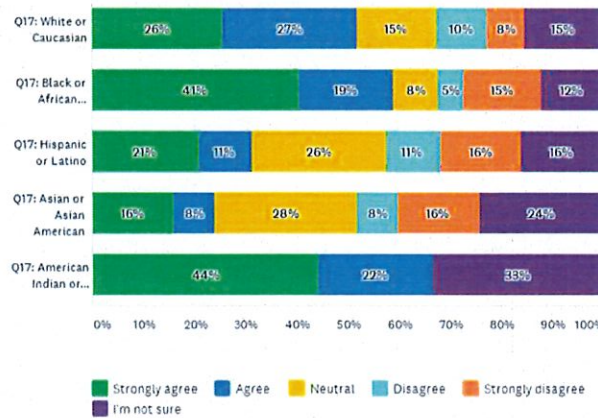
- 67% strongly agree or agree, 24% neutral or not sure, 8% strongly disagree or disagree
- Hispanics (37%) were much lower than the group average of 67%
- At 68%, Blacks were consistent with the group average
- Seems to be a lot consistently in responses among income groups

Q11: If you have a complaint against your local police department or an officer, you are confident it will be heard and reviewed objectively.

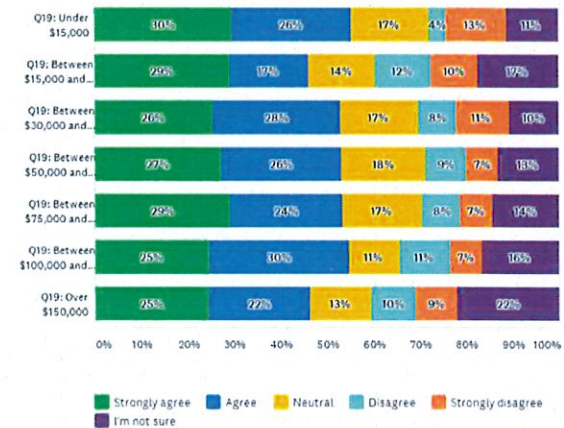
County Wide



By Race



By Income

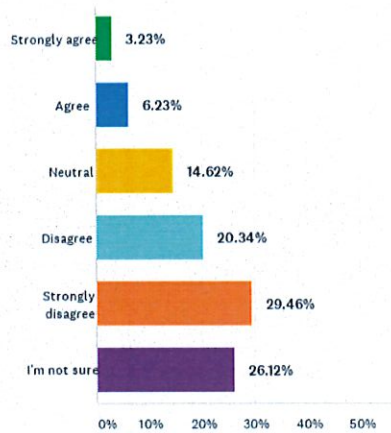


Key Take Aways:

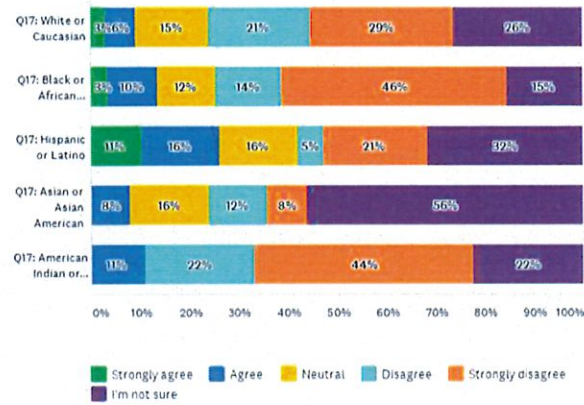
- 52% strongly agree or agree, 31% neutral or not sure, 18% strongly disagree or disagree
- 27% Hispanics strongly disagreed, which is a little higher than the 18% average
- Once again, consistency across income brackets

Q12: There is corruption in your police agency.

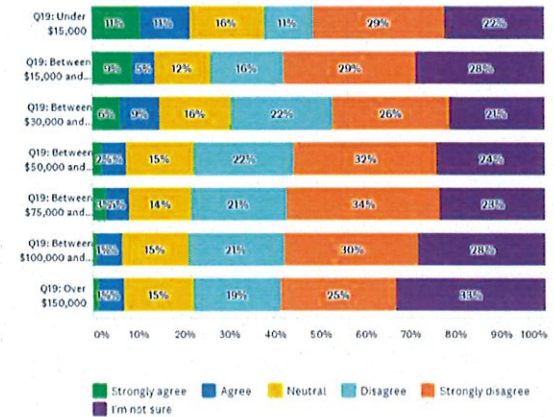
County Wide



By Race



By Income

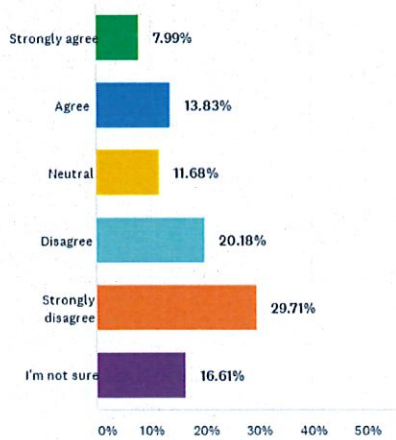


Key Take Aways:

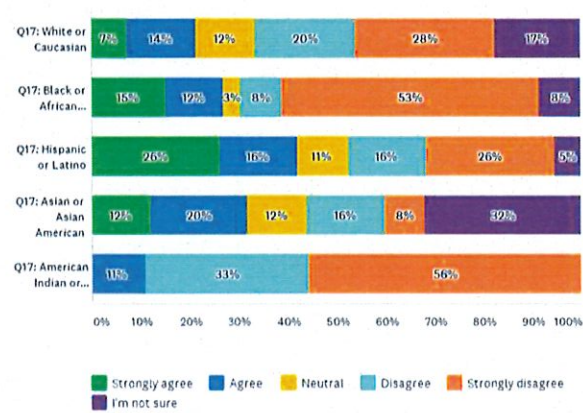
- 9% strongly agree or agree, 41% neutral or not sure, 50% strongly disagree or disagree
- Hispanics feels like there is more corruption; Blacks strongly disagreed with this question more than any race
- Income group responses are very similar, if anything, higher income groups are less likely to believe there is corruption

Q13: Police officers in your community are biased in their interactions with certain groups of people.

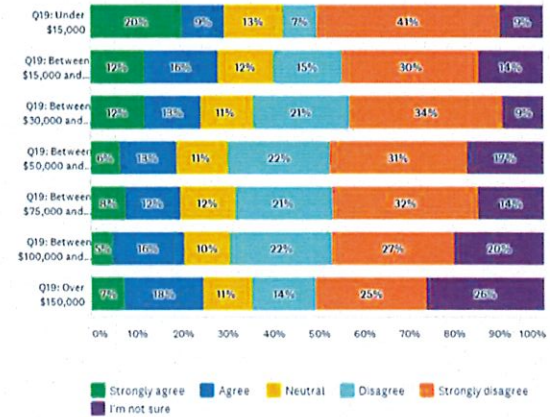
County Wide



By Race



By Income

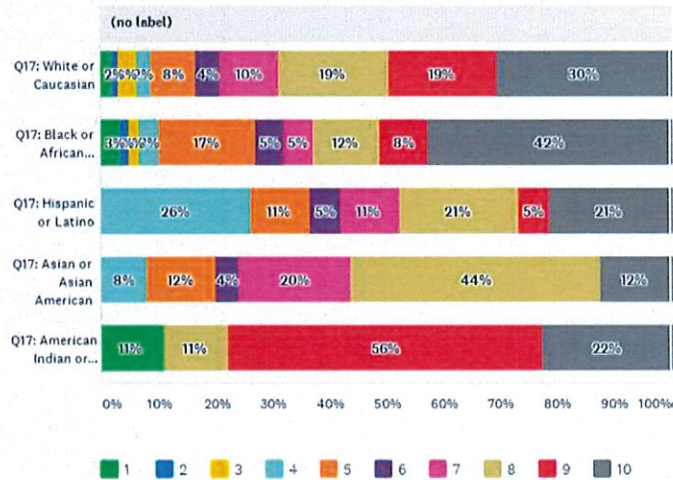


Key Take Aways:

- 22% strongly agree or agree, 28% neutral or not sure, 50% strongly disagree or disagree
- 42% Hispanic strong agree or agree, which is double the group average
- Consistency across incomes
- Community Stakeholders felt more strongly that there is bias than public sentiment

Q14: On a scale from 1 to 10, how satisfied are you with your police agency? (1 = Not at all satisfied, 10 = Extremely satisfied)

	1	2	3	4	5	6	7	8	9	10	TOTAL	WEIGHTED AVERAGE
(no label)	2.04%	1.13%	3.29%	3.06%	7.99%	4.31%	10.15%	19.67%	18.65%	29.71%	1,764	7.86
	36	20	58	54	141	76	179	347	329	524		



Key Take Aways:

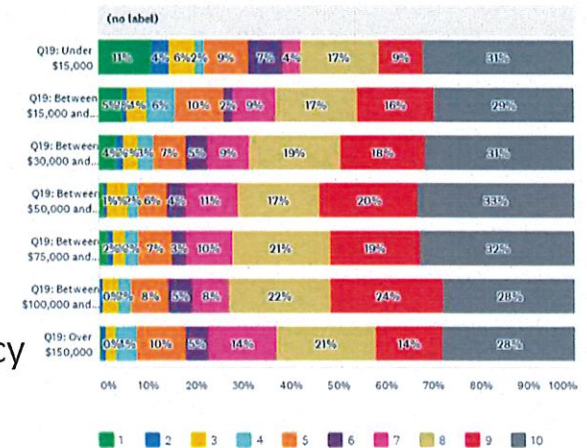
-Weighted average was 7.86

-Minority were similar;

Hispanic is lowest at 6.89

-<\$15,000 wage earners was 6.91

-Seem to be more consistency across incomes than race



Q14: On a scale from 1 to 10, how satisfied are you with your police agency?

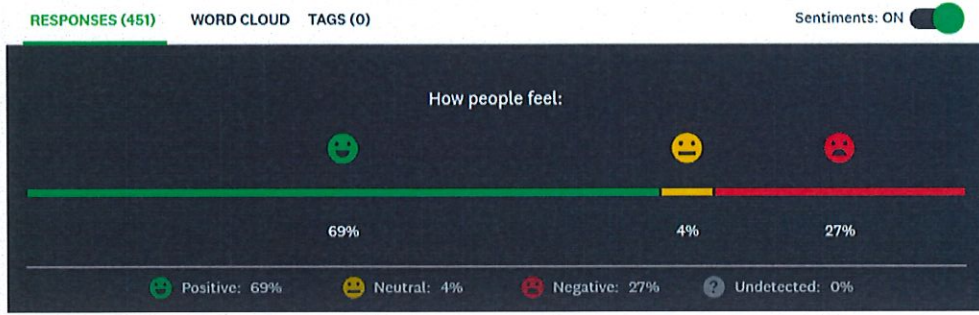
(1 = Not at all satisfied, 10 = Extremely satisfied)

Canisteo was highest at **9.08**
 Cohocton was lowest at **7.05**

By Police Departments

(no label)	1	2	3	4	5	6	7	8	9	10	TOTAL	WEIGHTED AVERAGE
Q1: Corning Police Department (City of Corning)	4% 23	2% 14	6% 36	5% 33	12% 76	5% 33	9% 56	15% 92	15% 95	26% 162	35% 620	7.21
Q1: Addison Police Department (Village of Addison)	0% 0	3% 1	3% 1	0% 0	8% 3	0% 0	13% 5	10% 4	28% 11	36% 14	2% 39	8.36
Q1: Bath Police Department (Village of Bath)	1% 2	1% 2	3% 6	1% 3	6% 12	4% 8	11% 24	19% 40	20% 42	33% 70	12% 209	8.18
Q1: Canisteo Police Department (Village of Canisteo)	0% 0	0% 0	2% 1	0% 0	2% 1	0% 0	8% 5	13% 8	20% 12	55% 33	3% 60	9.08
Q1: Caton Police Department (Town of Caton)	4% 1	0% 0	0% 0	0% 0	13% 3	0% 0	21% 5	33% 8	8% 2	21% 5	1% 24	7.63
Q1: Cohocton Police Department (Town of Cohocton)	5% 1	0% 0	10% 2	5% 1	14% 3	5% 1	5% 1	19% 4	14% 3	24% 5	1% 21	7.05
Q1: Hammondspport Police Department (Village of Hammondspport)	0% 0	0% 0	0% 0	0% 0	8% 2	0% 0	4% 1	33% 8	21% 5	33% 8	1% 24	8.58
Q1: Hornell Police Department (City of Hornell)	1% 1	0% 0	1% 1	3% 5	6% 11	6% 10	11% 19	27% 46	17% 30	28% 49	10% 172	8.14
Q1: Painted Post Police Department (Village of Painted Post)	2% 2	0% 0	2% 2	5% 5	8% 8	7% 7	16% 16	19% 18	15% 15	25% 24	5% 97	7.64
Q1: Wayland Police Department (Village of Wayland)	0% 0	0% 0	8% 1	8% 1	0% 0	23% 3	8% 1	23% 3	15% 2	15% 2	1% 13	7.23
Q1: Steuben County Sheriff's Office (All other areas)	1% 6	1% 3	2% 8	1% 6	5% 22	3% 14	9% 46	24% 116	23% 112	31% 152	27% 485	8.31

Q15: Any Additional Comments?



safe use Way happen seems look years State Police interact appreciate
 S response issues give want Bath will good job always school
 area local well asked made support city really training
 feel safe interaction never one tell
 police department great job feel say



Quotes on Common Themes

- “Police are good, I support them”
- “Police should increase enforcement/more officers”
- “Police should wear Masks during COVID”
- Police Lack cultural sensitivity/are biased
- “Citizen Oversight needed for Police, officer records should be publicly available”
- “Police should increase foot patrols/community interaction”
- “Shift Police funding to Mental Health”
- “Police need more training: Diversity Training, De-escalation”
- “Person of Color: Survey results might not include all voices from communities of color”
- “I think the media is biased against Police”