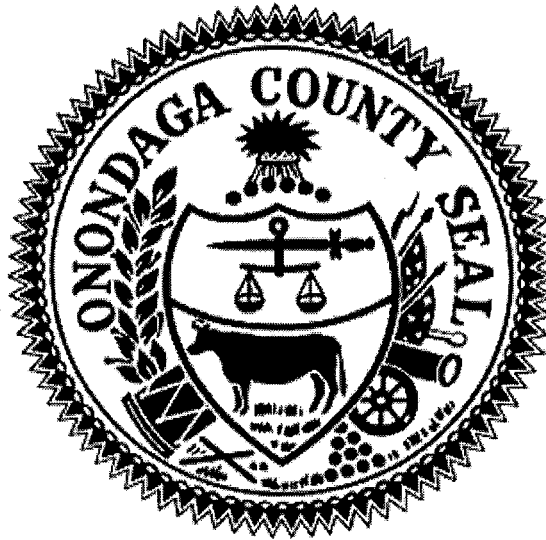


**New York State
POLICE REFORM AND REINVENTION COLLABORATIVE**

ONONDAGA COUNTY



COMMITTEE CHAIRS

J. RYAN McMAHON, II
County Executive
Onondaga

BEN WALSH
Mayor
City of Syracuse

Content Outline

<u>Executive Summary</u>	3
<u>Introduction to the Collaborative Process</u>	4
• Public Comments by InterFaith Works	
• Community Forums	
• Governor's Executive Order 203	
• Accountability Goals	
<u>POLICE STRUCTURE SUB-COMMITTEE</u>	9
Chief Kenton Buckner / Chief Joe Cecile, co-chair	
• Use of Force Policy	
• Body Worn Camera Policy	
• No Knock Warrant Procedures	
<u>POLICE/COMMUNITY RELATIONS SUB-COMMITTEE</u>	10
Council President Helen Hudson, co-chair	
• Citizen Review Board	
• Procedural Justice	
◦ Right to Know Law	
• Violence Interrupters: Reduction Intervention	
• School Safety and Security	
• Diversity Hiring	
<u>CRIME ANALYSIS SUB-COMMITTEE</u>	23
Sheriff Gene Conway / Chief Joe Ciciarelli, co-chair	
• Problem Oriented Policing	
• Hot Spots	
• Focused Deterrence	
• Environmental Design	
• Role of Crime Analysis Center (CAC)	
<u>TRAINING SUB-COMMITTEE</u>	29
Chief Mike Crowell, co-chair	
• Racial Bias: (Racial Justice in Policing)	
• De-escalation: Focused deterrence	
◦ Implicit Bias Awareness Training	
• Crisis Intervention: Law Enforcement Assisted Diversion Program	
<u>ALTERNATIVES TO POLICE RESPONSE SUB-COMMITTEE</u>	42
County Legislature Linda Ervin, co-chair	
• Proper Response to Non-Criminal Calls	
• Diversionary Programs and Courts	
• Community Court: (Restorative justice)	
<u>APPENDIX</u>	51

Executive Summary

The collaborative process has been a comprehensive approach to seek out community engagement with the goal to improve relations between our communities and police. Recognizing we cannot have a strong community without strong neighborhoods and strong law enforcement partners. This document is the beginning of a process and our goal at the end is to have a stronger community because of the work that has been done. – **J. Ryan McMahon, II**

The Onondaga County Collaborative is a successful endeavor by community stakeholders and law enforcement across our Towns, Villages, City and County. We recognize that the public perception of the police and policing is not the same across this County, but thanks to Governor Cuomo's executive order this Collaborative has developed a process that brought together stakeholders throughout our county to facilitate plans across municipalities to improve both collective perception and what law enforcement looks like across the board. Let this initiative be the beginning of more unified efforts to address the common issues each resident and community deals with in their own way, as one. – **Ben Walsh**

Acknowledgements

This collaborative is driven by the dedication and commitment of community volunteers, civil leaders and key stakeholder who took time out of their lives to work toward building a safer, more fair, and equitable Onondaga County. These individuals along with other members of the Onondaga County Police Reform and Reinvention Collaborative have worked diligently to improve their community and their home.

- Thank you

Collaborative Disclaimer

Please note: To the extent this collaborative report lacks specificity and or appears overly general in relation to the fourteen subject areas addressed within the Governors executive order 203 please refer to your local agency's tailored municipal police reform plan approved by your local legislative body. This report only represents the overarching plan and goals for all law enforcements bodies under the jurisdiction of Onondaga County.

Introduction to the Collaborative Process

Similar to other communities in New York State, Onondaga County has combined with all municipalities within the county, to address a comprehensive plan for reform.

While this collaborative effort creates a baseline for all government entities within Onondaga County with a police agency operating with law enforcement officials, the Executive Order requires that each department develop its own plan for police reform. Prior to and leading up to 2020, voices of from citizens in the City, County and State have spoken-up, joining the national chorus, regarding the need for comprehensive police reform.

The summer of 2020 *accelerated* police reform efforts:

- National: George Floyd Justice in Policing Act (HR 7120)
 - State: NYS Lawmakers pass 10 bills & Governor's EO 203
 - Local: Syracuse Mayor Walsh issues Executive Order (**See Appendix A**)
-
- **Public Comments** (*presented* by InterFaith Works)
 - See Full Report **Appendix B**

The Police Reform and Reinvention Collaborative (“PRRC”) conducted six community forums in January 2021 to gather public comment about initiatives to be undertaken in Onondaga County and the City of Syracuse to address police reform pursuant to Executive Order No. 203, signed by Governor Andrew M. Cuomo on June 12, 2020. The PRRC engaged InterFaith Works, a Syracuse-based human services non-profit agency, to gather all data based on public comments for each session and to develop this independent report.

The report qualitatively analyzes 211 public comments made by 375 participants about reforming and redefining the role of police in Onondaga County and the City of Syracuse. Seven overarching themes emerged, identified below. For ease of reference, the themes below serve as a table of contents for this report.

○ **7 Themes From Public Comments**

- Community Trust
- Police Demeanor, Brutality, and Profiling
- Mental Health/Alternatives to Police
- Police Organization and Structure
- Systemic Racism and Poverty
- Schools and Youth
- Recruitment and Training

- **Community Forums**

The dates of the forums were January 7, 12, 13, 14, 19, and 20. Each were held via a Zoom platform from 5:00 – 6:30 pm. The forums were initially designed for participants from specific geographic regions of Onondaga County and for the City of Syracuse.

Participants were asked to supply their zip code for later identification between the comment and the municipal police department. This report does not control for City and non-City recommendations due three reasons - inconsistent provision of zip codes, the appearance of geographic mixing for the sessions, and making “global” recommendations about police rather than specific to the commenter’s location. More importantly, the themes that emerged from these sessions appear to be broadly applicable across municipalities within Onondaga County. There are specific references to certain municipalities which are identified in more detail below, but these are derived from the public comments rather than attributable by zip code.

Total attendance across the six Community Forums was 375 participants on a session-by-session basis. Multiple people attended multiple sessions and not everyone attended the entirety of their session. Attendance was determined by Zoom participant lists provided in Excel format, with duplicate names per session deleted. Duplicate entries appear likely due to connectivity interruptions requiring participants to reenter the meeting and thus be logged as a new participant by Zoom.

Table 1: Attendance by session

Date	Attendance
January 7, 2021	55
January 12, 2021	70
January 13, 2021	81
January 14, 2021	68
January 19, 2021	54
January 20, 2021	47
Total Attendance	375

The Community Forums were facilitated by Nodesia Hernandez and Pastor Dr. H. Bernard Alex, each of whom served as the lead facilitator for three sessions each. The sessions were opened by members of the PRRC by setting the framework for each discussion. The sessions were designed and initially conducted to be listening sessions for Collaborative and law

enforcement members, but government leaders did address specific inquiries raised by public participants. It was common, for example, for City and County government leaders to indicate if a citizen complaint was received and was being acted upon.

There were a total of 211 separate suggestions made by the public during the six Community Forums, for an average of approximately 35 suggestions per Community Forum. Participants often made more than one suggestion.

- **Understanding the Public Comments Report**

Public participants offered an array of recommendations and suggestions, many of which were drawn from personal and professional experiences with police. There was a perceived need for and recognition of the importance of the police while expressing a simultaneous concern about poor demeanor and profiling, and lack of trust. We observe promise in the form of participant recommendations about building police-community trust and addressing organizational challenges that police departments face, such as responding to people in mental health crisis. We observe opportunities for the Collaborative and the legislatures across Onondaga County to address head-on the many shared stories of poor officer demeanor, profiling, and brutality by participants who identified as black or brown or persons of color.

The themes represent both frequency of their mention but also uniqueness of the theme. For the former category, the theme of “police demeanor, brutality, and profiling” was an obvious theme not just for the frequency but for the stories that were used to illustrate the theme. For the latter, the theme of “schools and youth” received relatively few mentions but is also highly specific. Additionally, it may be important to consider the age of the Community Forum attendees: there appeared to be few youth participants, so “schools and youth” might be a category that is underrepresented in terms of potential reform opportunities.

A different example is “systemic racism and poverty”. Some could suggest that it was perhaps the major theme of all six sessions (many issues, like racial profiling and police demeanor and brutality, affect our black and brown neighbors the most). This appears to be valid based on the following report found in **Appendix B**.

However, issues of demeanor, brutality, and profiling may be able to be addressed in specific ways by the Collaborative and by the legislative bodies that receive this report. For purposes of this report, “systemic racism and poverty,” while referenced less frequently, still represents an important area of consideration that is more complicated: interactions across systems, different levels of government, and perhaps with entities outside the immediate authority of the PRRC and the legislative bodies within Onondaga County. An example of this is the members of the Onondaga Nation, sovereignty, and historical racism.

We encourage the reader to consider the totality of all suggestions made as important elements for addressing police reform and reinvention. There are clear themes that emerge, but we expect that meaningfully addressing police reform and reinvention requires equal consideration of all possible solutions put forth regardless of their frequency.

- **7 Themes Defined**

- **Rebuild community trust.** This is a complicated theme involving: (1) the recognition of the importance of the police role in our communities, (2) the need for greater accountability structures and transparency of these structures, and (3) efforts to meaningfully rebuild relationship between police and community members.
- **Address police demeanor, brutality, and profiling.** This is the most prominent theme mentioned during the Community Forums, and was communicated through many shared experiences by black, brown, and people of color of demeaning treatment, brutality, and profiling. No white participants were observed to share similar experiences. Solutions to these challenges will be difficult but may be addressed, at least partially, by the solutions offered in **rebuilding community trust**, above.
- **Improve recruitment and training.** Addresses participant comments about fostering increasingly diverse police departments that meet or exceed minority representations in our municipalities and our County or about fostering, in the words of one participant, “a diversity mindset” around new hires and trainings.
- **Engage mental health / alternatives to police.** There was resonance across the Community Forums for the need for expanded mental health services to augment, or perhaps replace in certain instances, police interactions with people in mental health crisis.
- **Enhance police organization and structure.** This category reflects the “business process” aspects of policing – numbers and allocations, response times, call response, programs like gun reduction, and the ability to access police records. Good policing models were referenced and positive interactions with police were noted.
- **Address systemic racism and poverty.** The theme of systemic racism and policing could be interpreted to be the major theme of across the Community Forums. This category is best understood as being multi-disciplinary and intergovernmental, at the very least, with “solutions” being ones that are less obvious than other ones addressed more specifically above.

- **Engage schools and youth.** Schools and youth may represent a unique opportunity across the Community Forums: there was very little observed input from youth about their experiences generally and in their schools. As such, the PRRC and the various legislative bodies in Onondaga County may wish to consider a specific engagement of youth perspectives.

- **Gov. Executive Order 203** (*14 Areas of Focus*)

Governor Cuomo's Executive Order 203: (See Full Order at **Appendix C**)

"Each local government entity **which has a policy 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.**"

- | | |
|-----------------------------|---|
| • Use of Force Policies | • Model Policies & Guidelines |
| • Procedural Justice | • Systemic Racial Bias in Policing |
| • Restorative Justice | • Violence Prevention / Reduction Interventions |
| • Problem-Oriented Policing | • De-escalation Training / Practices |
| • Hot Spots Policing | • Community-based Outreach |
| • Focused Deterrence | • Law Enforcement Assisted Diversion Programs |
| • Implicit Bias Training | • Crime Prevention by Environmental Design |

Accountability Goals

After this plan is ratified or adopted by your legislative body:

- We will need to implement the plan & communicate progress reports/metrics to the public.
- We will need continuously to monitor and respond to community concerns with the police.
- Public engagement will not end on April 1st, 2021.

Note: This Collaborative is an important step in the continual process of building, maintaining, and strengthening the relationship between our police department and our community.

POLICE STRUCTURE SUB-COMMITTEE
Chief Kenton Buckner & Chief Joe Cecile, co-chairs

Supported by:

Derek McGork

Mark Rusin

Amanda Harrington

- **Use of Force Policy:** *See Appendix D (City of Syracuse Model)*
 - The Use of Force Policy provides a guideline on the reasonable use of force for officers of the Department as part of their sworn duty to protect and serve the public. The policies set forth in this section are operational guideposts and the Department's policy shall also include the standard, techniques and requirements contained within the instruction provided to officers as part of their basic, in-service, and on-the-job training. While there is no way to specify the exact amount or type of reasonable force to be applied in any situation, every member of this department is expected to use these guidelines to make such decisions in a professional, impartial and reasonable manner.
 - The Department and this Policy recognize the value and sanctity of human life and the dignity to be accorded to the citizens the Department is sworn to protect. This policy equally protects the welfare and safety of the Department's officers who place themselves in danger on a daily basis. Vesting officers with the authority to use reasonable force and to protect the public welfare and themselves requires monitoring, evaluation and a careful balancing of these interests.
 - Each individual agency will adopt a uniformed Use of Force Policy similar to that of the City of Syracuse.
- **Body Worn Camera Policy:** *See Appendix E (City of Syracuse Model)*
 - The purpose of this policy is to provide Officers with instructions on when and how to use body-worn cameras (BWCs) so that Officers may reliably record their contacts with the public in accordance with applicable law.
 - It is intent upon this policy that Officers shall activate the BWCs when such use is appropriate to the proper performance of the individual Officer's official duties and where the recordings are consistent with policy and law. This policy does not govern the use of surreptitious recording devices used in undercover operations.

- **No Knock Warrant Procedures:** *See Appendix F (City of Syracuse Model)*

- This policy established guidelines for the planning and serving of arrest and search warrants by members of this department. It is understood that this policy cannot address every single or circumstance that can arise in the service of a search or arrest warrant, as these tasks can involve rapidly evolving and unique circumstances.
- This policy is intended to be used in conjunction with a Operations Planning and Deconfliction Policy, which has additional guidance on planning and serving high-risks warrants. This policy is not intended to address the service of search warrants on locations or property already secured or routing field warrants arrests by patrol officers.

POLICE/COMMUNITY RELATIONS SUB-COMMITTEE

Helen Hudson, co-chair

Supported by:

Ranette Releford
Yusuf Abdul-Qadir
Virgil Hutchinson

Rasheada Caldwell
Timothy Jennings-Bay (Noble)
Ocesa Keaton

Scott Heggelke
Michael Buck

- **Civilian Oversight and Other External Accountability**

(Model: Syracuse Citizen Review Board):

The City of Syracuse Citizen Review Board (“Board”) is a hybrid oversight model¹ created through Local Law No.2011 (“Legislation”) with jurisdiction over the Syracuse Police Department (“Department”). The Legislation states the Board shall have the power to investigate complaints of police misconduct independent of, and concurrently with, any investigations conducted by Office of Professional Standards. The Board has eleven (11) members appointed as volunteers by the City of Syracuse Common Council and the Mayor’s Office (three Mayoral, eight District and At-large Common Council appointees). The day to day operations are managed by a Board appointed Administrator and Legal Secretary 1 hired through Onondaga County Civil Service Process with an operating budget of \$131,281 (\$100,636 staff salaries).

¹ <https://www.nacole.org>

The Board is not limited to the allegations it can investigate. The complaints typically consist of allegations of excessive force, demeanor, failure to act, racial bias and profiling, unnecessary force, improper search and seizure, false arrest, false reporting, harassment, retaliation, witness intimidation, falsifying police reports and property destruction. The Board has independent subpoena power, independent outside counsel, and independent private investigator authority afforded by Legislation.

The Administrator or its private investigator conducts an independent and concurrent investigation after reviewing the internal investigation completed by the Office of Professional Standards. Upon review of the information and evidence gathered during the independent investigation and documents provided by the Department, the Administrator makes a determination as to whether there is reasonable cause to proceed to a Board hearing on the allegations of misconduct in a complaint. The Administrator presents his/her report to the full Board and provides all Board members with access to the full Board and Office of Professional Standards case file.

Upon review of the report and recommendation from the Administrator, the full Board may either affirm or reverse the recommendation as to whether there is reasonable cause to proceed to a hearing. If there is reasonable cause to proceed, the Administrator shall schedule a hearing and notify the complainant and the Chief of Police. If there is not reasonable cause, the CRB Administrator shall notify the complainant and the Chief of Police of this determination. The Board shall convene a hearing panel that shall not be open to the public and shall follow the substantial evidence standard of proof. Decisions of the panel shall be made by majority vote and decisions shall include findings of fact and recommendations. If a panel finds that the misconduct has occurred, the Administrator shall notify the Chief of Police and the officer(s) who were the subject(s) of the complaint, in writing, of the panel's findings and recommendations by verifiable means. Such recommendations may include disciplinary actions including but not limited to counseling, reprimand, suspension, retraining, demotion or dismissal. The panel may also recommend restitution be paid to the complainant by the city for damage to real or personal property, costs related to medical or mental health treatment, or other losses causally related to the incident. However, the Chief of Police has the final authority over the imposition of discipline. If the panel finds that an Officer(s) may have engaged in criminal conduct, it may refer cases to the Onondaga County District Attorney Office and request that he/she initiate an investigation.

The Board may identify, analyze, and make recommendations about police policies, procedures, practices or other systematic concerns about police conduct to the Chief of Police, even without the existence of underlying complaints.

In the spirit of reimagining policing, accountability and transparency, the Board requires more funding, staff, and legislative power to discipline Officers to insure public accountability over

the powers exercised by members of the Syracuse Police Department while preserving² the integrity of the agency that employs them. Some national best practices include a recommended budget of at least one percent (1%), excluding administrative salaries, of the departmental budget the Oversight Agency oversees. Any Oversight Model requires adequate staff like those employed in the Department's internal affairs unit. In addition the Oversight agency should have direct involvement related to the development of policy, training, and recruitment of the Department personnel, a member of the force review board and officer involved shooting reviews of the Department subject to receiving all the pertinent investigatory documents related to the excessive force, along with unfettered access to Body Worn Camera footage.

A clearly established Mediation process would provide complainants with the ability to express their concerns to the specific police officer in a neutral setting while allowing police officers to better understand how the complainant felt about their interaction. The officers would gain a better understanding of how their words, behaviors and attitudes were received and perceived by the community.

The Oversight agency should be supported by the Administration both of the Department and municipality in order to ensure due consideration is given to any proposed decisions and recommendation provided by the agency. Civilian Oversight should be an open-citizen³ controlled process for reviewing grievances and provide a non-exclusive alternative to civil litigation through a process that would maintain procedural due process safeguards to protect the rights of both police officers and individuals who come in contact with the Department. It is a first step⁴ toward police accountability and transparency in our communities. These changes would foster a better working relationship between the community and the Department through shared understanding of principle seven of Sir Robert Peel⁵'s Nine Principles "Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence".

This subcommittee recommends that each police agency under the purview of the Collaborative explore the implementation of a civilian led oversight agency to increase and improve efforts to build trust and ensure enduring accountability.

² Local Law No. 2011 City of Syracuse

³ Local Law No. 2011 City of Syracuse

⁴ https://www.nacole.org/community_oversight_paves_the_road_to_police_accountability

⁵ The Peelian Principles

- **Procedural Justice**

Definition: Procedural justice refers to the idea of fairness in the processes that resolve disputes and allocate resources. It is a concept that, when embraced, promotes positive organizational change and bolsters better relationships. Procedural justice speaks to four principles, often referred to as the four pillars: **fairness** in the processes; **transparency** in actions; opportunities for **voice**; **impartiality** in decision making.
(COPS.usdoj.gov/proceduraljustice)

Model Example: Right to Know Law (City of Syracuse) *See Appendix G*

Brief Description: The Right to Know Law institutes an affirmative obligation on law enforcement officers to inform the people of their privacy rights when being searched by the police, and to create greater transparency in law enforcement practices. This law aims to increase transparency in police practices and to build trust between police officers and members of the public by providing the public with notice of the reasons behind their encounters with the police, and a written record of their interactions with the police in situations that do not result in an arrest or summons. The intent of this law is protect the personal privacy of all people within its borders, to shield police officers from false claims of wrongdoing, to contribute to the efficiency and effectiveness of our criminal justice system, and to rebuild trust between the Police and the residents they are sworn to serve.

- **Note From the Collaborative:**

The City of Syracuse has recently passed a “RIGHT TO KNOW” Law (General Ordinance City of Syracuse 19-9). The stated purpose of said law is to require law enforcement officers to “inform those people of their privacy rights when being searched by the police, and to create greater transparency in law enforcement practices.”

It’s the consensus of this Committee that each department, and each municipality, should determine the extent to which officers need to inform citizens about the nature of any given encounter. As a general rule, transparency in informing a citizen of the reason for a police encounter, or a police stop, is a good policy. “Why did you stop me?” or “Why was I pulled over?” are not onerous or unreasonable questions that would needlessly detract from the officer’s efforts.

There are some areas of concern, however, in the City Ordinance. Among those are that while the statute seeks transparency, an unintended consequence may easily be a more rigid and formalized relationship between the officer and citizen. There are literally thousands of innocuous, friendly and fruitful interactions between police and citizens that would be strained by this unnecessarily formalized process. In addition several sections of the Ordinance do not

recognize the reality of police work where introductions are not possible because of the volatility of the situation or providing too much information to a person interviewed may compromise the integrity of a criminal investigation. Lastly, but not exclusively, the statute intrudes on questions of consent and search and seizure which are properly determined following Constitutional guidelines in a court of law.

Nevertheless, we do embrace the concepts of transparency, of civility and an informed populace. For that reason, we suggest that each police department and the legislative body of each municipality discuss and review the RIGHT TO KNOW Law and adopt all, some or none of the provisions therein depending on the needs of the particular agency and legislative body and the will of the people in each respective community.

- **Violence Interrupters** (Reduction Intervention):
 - Grief Support for Youth Through Art (model focus, City of Syracuse)

Context and Background

Syracuse, New York, had the highest rate of murders of cities in New York State in 2016, the violence rivaling that in large cities, like Chicago, Illinois, which are the focus of much attention in the media. We have documented the sources, patterning, and perpetuation of gun violence in Syracuse. Much violence follows from a form of feuding over neighborhood turf and over resources that have become limited by the decline of the economy and social supports in this rustbelt city, perpetuating patterns of structural violence. Murders and violence result in physical, emotional, and other psychological trauma among neighborhood residents.

The rate of murders in the city equals or surpasses the rate in many other U.S. cities. Although the specifics differ in important ways, in nearly all of the places experiencing gun violence the social patterning of that violence reflects tit-for-tat or retaliatory feuding. In Syracuse, this tit-for-tat activity revolves around rival neighborhoods. They are intense, deadlocked, and resistant to de-escalation or resolution. They tend to persist over time, with alternating periods of greater and lesser intensity. Intractable conflicts come to focus on needs or values that are of fundamental importance to the parties. The conflict pervades all aspects of the parties' lives, and they see no way to end it short of utterly destroying the other side. Each party's dominant motive is to harm the other. Such conflicts resist common resolution techniques, such as negotiation, mediation, or diplomacy (Coleman 2000, 428).

Many efforts to address these conflicts do so by engaging gun violence perpetrators directly. For example, in cities where gangs are a problem, by seeking to get gang members to give up gang membership and behaviors.

In this proposal, we argue that there is a significant gap in funding to address grief, loss, and trauma specific to gun violence in African-American and LatinX communities. We posit that this population needs a non-traditional approach to start the process of healing and raising awareness of the importance of mental health, self-care, and grief and loss management.

Recommendation

H.E.A.L. (Healing. Elevates. All. Lives.)

In the neighborhoods in Syracuse, that experience gun violence and homicides, adolescents and young adults participate in a number of memory work practices that help them to weave the symbolic meanings that enable individuals to feel as though they are participating in something greater than themselves (Rubinstein et al. 2018). These practices are directed toward creating legacies of, and communicating meaning for, the lives of those who have been killed, through artifacts, language, and rituals of mourning. The creative attention employed in making and disseminating the memorials provides a focus for grieving, a way to psychologically manage the unrelenting and unpredictable death. The memorial artifacts, and the process of creating, wearing, and honoring the dead through artifacts and language, give the youth a focus for their grief. Unfortunately, however, in some cases, the proliferation of such artifacts becomes the focus of plans for revenge and retaliation for previous acts of violence.

The H.E.A.L. (Healing Elevates All Lives) intervention model offers grief and loss through the expression of art which can help youth honor their murdered family members and friends but moves them from preoccupation with vengeance to a structured process of ways in which they are able to deal with grief. The goal of this non-traditional intervention is to develop a culturally appropriate model to reach urban youth with grief support and to help them develop resilience and coping strategies in an environment of ongoing violence and repeated homicides. This approach can be implemented for any age group throughout the community. This support system will be a safe place of expression. The process will be a multi-tiered approach. Specifically, the first tier is for participants to attend grief and loss sessions. At the end of each session there is a self-reflection activity provided by the facilitator requires participants to self-analyze and write down their thoughts and experience. The second tier requires participants to internalize their thoughts on a particular subject and express that thought in the form of art. The third tier allows the participant to select a form of art to express their feelings, thoughts, and emotions. In the past, participants selected projects such as poetry, painting, photography, and music to express themselves. Grief support through art has the potential to help young people communicate their feelings which can lead to giving them a voice in the midst of the violence and trauma.

We recognize that during the healing process there are memories that may cause program participants to rehash traumatic experiences that they may have suppressed as a coping mechanism. That said, the program will offer licensed mental health therapists available for the individual and family for advanced treatment should they deem it necessary.

In conclusion, data shows that youth who experience trauma induced by homicide attribute their success to self-identifying at least one adult who has been active in their life (Salaam Jennings, Bey 2015). This creative arts program is all-inclusive allowing mentorship in the form of Sponsors which is the foundation of the Street Addiction grounded theory. This theory shows that the streets have an addictive nature similar to cocaine, alcohol, and gambling. Individuals who are reared in and exposed to this dynamic are in desperate need of respite and rehabilitation.

- **School Safety and Security:**

This subject focuses on seven issues:

1. Choosing a Program Model
2. Defining Specific SRO Roles and Responsibilities
3. Recruiting SROs
4. Training and Supervising SROs
5. Collaborating with School Administrators and Teachers
6. Working with Students and Parents
7. Evaluating SRO Programs

Choosing a Program Model: In the basic School Resource Officer model, SROs enforce the law, teach, and mentor. The level of emphasis that SROs devote to each of these three roles varies considerably across and within programs (i.e. school demographics). As a result, it is more accurate to think in terms of where individual programs and SROs fall along a continuum between, at one extreme, engaging in mostly law enforcement activities and, at the other extreme, engaging in mostly teaching and mentoring, all are equally as important. There are several considerations that new—and existing—SRO programs should think about in deciding how their SROs can best allocate their time according to the three basic SRO roles, including the level of crime and disorder in a school and the wishes of the school administration. However, the personality and experience of the individual SRO each SRO's balance of activities falls. Defining specific SRO roles and responsibilities. When SRO programs fail to define the SROs' roles and responsibilities in detail before—or even after—the officers take up their posts in the schools, problems are often rampant—and may last for months and even years.

Successful programs have generally followed several steps in developing a list of SRO roles and responsibilities, including:

- Identify roles and responsibilities in writing agreeable via school districts, Police administration, and the school P.T.O. and local organizations;
- Avoid relying on a merely personal relationship, easy access, and a handshake between police and school administrators for establishing SRO roles;

- Involve the schools, PTO, and local civic organizations in developing the SRO roles and responsibilities;
- Distribute the roles and responsibilities, and periodically review them having the end goal of rebranding to meet the goals and objections of the SRO program; and
- Provide a mechanism for resolving disagreements between school administrators and SROs about the officers' responsibilities. In developing the written description of SRO roles and responsibilities:
 - Narrow the considerable leeway of what it means for SROs to engage in "law enforcement";
 - Make clear whether and how SROs will be responsible for enforcing discipline (if applicable);
 - Be specific about the SROs' teaching, and counseling and mentoring, responsibilities.
- Recruiting SROs
 - Carefully screening applicants and conscientiously supervising them are necessary to recruiting and retaining officers who are—and remain—well qualified by temperament and skills to be SROs.
 - It is especially important to develop written criteria for who can qualify as an SRO, including:
 - Likes and cares about students;
 - Educational background;
 - His or her involvement in civil organization working with kids in the school district.
 - Has the temperament to work with school administrators;
 - Has the capacity to work independently;
 - Is not a rookie; and
 - Knows the community in which he or she will be working.

Other keys to successful screening and recruitment include:

- Assigning officers with the right personality—someone, as one principal put it, with “an outgoing, caring, but no-nonsense personality”;
- When there is a lack of qualified applicants, using incentives, such as take-home Cruisers (who live in the same Geographic area of employment) and a percent salary increment to help attract qualified candidates; and
- Involving school district, school PTO, civic organization, and school-level administrators in the screening process to increase acceptance of the SROs among school personnel.

Training and Supervising SROs, not many police agencies train SROs before they go on the job. Nevertheless, any delay in training can be a serious problem because SROs then must learn their jobs by “fend for yourself” mentality. There are out-sourced training programs that can provide in-service training, including sending SROs for advanced SRO training with reputable training organizations.

It is highly suggested that SROs and school administrators obtain SRO training as a team. Most programs fail to provide consistent or close supervision of the SROs' work. However, adequate supervision of SROs is important to make sure the officers are working to their full potential and are not experiencing unreported or unacknowledged problems. Collaborating with school administrators, PTO, local civic organizations, and Teachers. Perhaps the single most troublesome area for most programs has been establishing productive relationships between the SROs and principals and assistant principals, in large part because of a fundamental difference in the law enforcement culture and the school culture in terms of goals, strategies, and methods.

Administrators expressed three principal concerns about having an SRO in their schools:

- Who is in Charge?
- Who Makes the Decision to Arrest?
- Why Isn't "My" SRO Available All the Time?

Nevertheless, over time, most administrators developed good working relations with their SROs and came to value the program highly. While sometimes this change in attitude involved just getting used to the program, many programs found they could expedite the process of improving working relationships by:

- collaborating with school administrators in planning, operating, and supervising the program;
- explaining program benefits to administrators;
- orienting school-level administrators to the program;
- training SROs before they go on the job; and
- addressing administrator concerns about the SROs' availability.

Gaining the support of teachers is essential if SROs want to improve or maintain kids' good perceptions about "cops" and taking advantage of a unique opportunity for motivating students to seek out the SROs outside of class when the youth are having problems. It is suggested that SROs on occasion invited by teachers to address their classes.

The purpose for this will be to:

- Orient teachers, and students to the SRO's program;
- Explain how SROs can improve student learning; and
- Go beyond the normal SRO responsibilities to help teachers, and students.

Working with Students and Their Parents. Program coordinators, SROs, and school administrators all recognize the difficulty SROs experience trying to maintain authority as enforcers of the law while at the same time preserving a helping relationship with students as teachers and mentors.

Walking this fine line plays itself out in two areas:

- 1) Counseling and
- 2) Familiarity with students.

Especially when there is a poor or no relationship between the school guidance counselor and a student, the SRO often fills the gap. However, in addition to the serious risk of giving poor advice, SROs are exposed to the criticism—and even civil liability—of practicing psychological counseling without a license when they help students with personal problems unrelated to the law. Nevertheless, the vast majority of school administrators said they trusted the SROs' judgment to know when to refer a student for professional help with a personal problem and involve the parents. This way ongoing SRO training is paramount.

SROs can balance being supportive while remaining an authority figure by:

- Establishing specific guidelines for appropriate and inappropriate behavior;
- Arranging to provide formal training for SROs on the topic; and
- Instructing SROs to act defensively—for example, never close their office doors when talking with a student of the opposite sex;
- Obtain intelligence reports from local Police agencies on trouble students; and
- Report all abnormalities to his supervisor and school administration Immediately

Some parents become concerned that an SRO's presence in the schools suggests their children's schools must be unsafe. Programs that used PTAs, other community meetings, newsletters, letters, and newspaper articles to inform parents about the program reported few or no objections from parents. In turn, parents who support the program often encourage their children to seek out the SRO for help and, in three different sites, have helped pressure city officials to reverse their plans to drop their SRO programs. It is also important that SRO's not wear combative looking uniforms such outer and visible police uniform that give the appearance of SWAT police wear.

SRO program evaluation is essential to learn whether and how the program needs improvement and to convince funding sources of the importance of continuing the program. The first step in any evaluation is to review the program's goals and then decide what questions to ask about each goal.

For example, if a program's goals include reducing truancy and improving kids' image of the police, the evaluation can ask:

- By how much have truancy rates changed since the program began?
- How have students' opinions of the police changed since the program began?
 - Does safety measurement need improvements?
 - Do students and staff members feel safe?

The second step is to identify the information to collect that will answer the questions, and the third step is to determine how to collect the information. The law enforcement agency and school system should collaborate on the assessment by interviewing or obtaining written assessments from principals and assistant principals. One school district conducts annual focus

groups of randomly selected students, designed to assess their opinions, and use of the program. Program supervisors need to circulate the evaluation findings to the chief or sheriff, the city manager or mayor, and the school board to bolster the case for continued funding. The program also needs to give the evaluation results to each SRO, local civic organizations, and schools for purposes identifying problem areas that need addressing.

- **Diversity Hiring:**

- o City of Syracuse / SPD (Model)

Background

The City of Syracuse has a demographic profile similar to many mid-size cities. According to the U.S. Census the overall population is 142,327 and the racial demographics are as follows: 30 % African American, 10 % Latinos, 6.5% Asian, and 55% White. Over 80% of the Syracuse residents that are 25 years of age or older are reported to have at least a high school education. However, Syracuse has the nation's highest rate of concentrated poverty with 31% of the residents and roughly half of the children experiencing poverty.

The Syracuse Police Department (SPD) has an active force of 396 members. Currently, 89% of the SPD officers are White which is in stark contrast to the racial make-up of the City of Syracuse.ⁱ There is also a disparity amongst genders with women only making up 12% of the population (K. Buckner, personal communication, Dec 1, 2020).

A multipronged approach to recruitment should be taken to address the identified gaps in diversity.

Barriers to Diversity:

On par with national trends regarding barriers to recruiting a diverse police force SPD faces the following recruitment challenges:

1. A lack of awareness of employment opportunities within the police department
2. A lack of awareness of the benefits of joining the Syracuse Police department
3. Mistrust within the minority community towards the police department
4. Competition for qualified candidates
5. Personnel Regulations

Recommendations:

Increasing awareness about opportunities and benefits of joining the Syracuse Police department

A digital campaign strategy should be implemented to spread awareness of about the benefits of joining the Syracuse Police department and highlighting employment opportunities with the department and other agencies within Onondaga County. This can be best achieved by working closely with the marketing department to create a tailor communication plan that captures the target audience attention while simultaneously telling the story of the police department. Suggested platform to use as the primary form of communication for the digital campaign strategy is the SPD Facebook page because the Facebook has a wider reach with 28,442 followers in comparison to the Instagram page with 4,021 followers, and Twitter with 2,739. In addition to the digital campaign strategy strong partnerships with local educational institutions such Onondaga Community College, Lemoyne College, Syracuse University, and surrounding area colleges should be created. These partnerships could aid tremendously in the dissemination of information about the department and help circumvent negative stereotypes about police officers.

Building Trust in the Community:

Many communities have deployed a strong community engagement strategy to help with identifying and lowering barriers to recruitment in minorities' communities. The most critical component of an engagement strategy is trust building. In effort to foster better community relations content should be regularly generated that focus on police community relations and provide citizens the opportunity learn about engagement such as ride along and police sponsored community events. Additionally, continuing and expanding existing opportunities for community engagement such as *Shop with A Cop*, *Coffee with A Cop*, community "giveaways". The public should be informed on how to participate in each of these opportunities for the purpose of relationship cultivation.

Research shows that engaging community residents can help lower obstacles to recruitment by creating champions that can assist with dismantling stereotypes and serve as resource for interested candidates to help usher them through the process.¹ Community focus groups could serve as a critical source of identifying barriers such as negative perceptions, cumbersome processes, misinformation about the recruitment process, and receive suggestions on how to overcome the identified barriers. Furthermore, the community focus groups should also be used as an opportunity to provide helpful information about the department and the recruitment process in an open and transparent manner.

Create a hiring committee that is comprised of officers and community members who are committed to advancing diversity and inclusion in the SPD and other agencies throughout Onondaga County. This will create community ambassadors who reassure the potential

applicants that process is fair and transparent. Furthermore, these community members can also serve as a “mentor” to recruits through the entire process of recruitment and hire.

Lastly, the consent decree should be kept in place because it serves the dual purpose of demonstrating the department ongoing commitment to create and maintain a diverse workforce and provides the community an additional form of recourse if diversity measures are not met.

Personnel Regulations and Addressing Competition for Qualified Applicants

A detailed analysis of existing personnel practices to assess if the process creates unnecessary burden on the applicant is critical to reducing and/or removing barriers to hire. This analysis should be use an equity lens to critically go through each step of the hiring process to check for bias. The existing body of research on recruiting for diversity shows that screening tools such as background checks, fitness, and cognitive test have disparate impacts on underrepresented communities ⁱⁱⁱ. This work should be done with a third party consultant.

If possible collaborate with other police department to reduce competition for qualified applicants. Creating communication channels between neighboring police departments and hosting joint employment affairs are some tentative examples that may create reduce competition.

Hire a full time employee for recruitment efforts: Although the recruitment process **should not** solely fall on person there should be a person who is the designated recruiter. This person should be provided resources such as training and best practice models for recruitment in addition to the full commitment of the department to advance diversity goals. If possible make this a civilian position (i.e. CSEA union).

The overall goal of recruitment should be a department that reflects diversity not only in the terms of race and gender but also age, sexual orientation, gender identity, religious practices etc.

CRIME ANALYSIS SUB-COMMITTEE
Sheriff Gene Conway / Chief Joe Ciciarelli co-chair

Supported by:

Dave Savlov

Dan Brogan

Linda Brown-Robinson

- **Problem Oriented Policing:**

- o Definition: Problem-oriented policing (POP) is an analytic method used by police to develop strategies that prevent and reduce crime. Under the POP model, police agencies are expected to systematically analyze the problems of a community, search for effective solutions to the problems, and evaluate the impact of their efforts (National Research Council 2004). POP represents police-led efforts to change the underlying conditions at hot spots that lead to recurring crime problems. It also requires police to look past traditional strategies and consider other possible approaches for addressing crime and disorder (Weisburd and Eck 2004). Today, it is one of the most widely used strategies among progressive law enforcement agencies (Weisburd et al. 2010). [[National Institute of Justice](#)]

- **Hot Spots Policing:**

- o Definition: Hot spots policing strategies focus on small geographic areas or places, usually in urban settings, where crime is concentrated. Through hot spots policing strategies, law enforcement agencies can focus limited resources in areas where crime is most likely to occur. This practice is rated Effective for reducing overall crime and rated Promising for reducing violent, property, public order, and drug and alcohol offenses. [[National Institute of Justice](#)]

- **Focused Deterrence:**

- o Definition: This practice (also referred to as “pulling-levers policing”) includes problem-oriented policing strategies that follow the core principles of deterrence theory. The strategies target specific criminal behavior committed by a small number of chronic offenders, such as youth gang members or repeat violent offenders, who are vulnerable to sanctions and punishment. The practice is rated Promising for reducing crime. [[NIJ](#)] This crime reduction strategy that aims to deter crime by increasing swiftness, severity and certainty of punishment, this concept is usually directed at a specific crime problem such as gun violence and coupled between law enforcement and the Judiciary.

Example:

Focused Deterrence:

Focused Deterrence is utilized to support the Hot Spot Policing strategies as an independent strategy for response to Trigger Events in accordance with the National Network for Safe Communities (NNSC) model. Instituted in 2012, Syracuse TRUCE was a focused deterrence program based on Gun Violence Intervention guidelines from the NNSC. Initially organized by the Community Intervention Committee (CIC); participating agencies: Syracuse Police and School District, Onondaga Dept. of Social Services., District Attorney, Probation Dept., Upstate Medical Center, Onondaga Community College, Salvation Army, New Justice Services, the Trauma Response Team, the Center for Community Alternatives, and the Boys and Girls Clubs of Syracuse. The CIC strategy-working group meets monthly to coordinate and align gun violence reduction initiatives as directed by the oversight/Steering committee co-chaired by the Mayor of Syracuse and the Onondaga County Executive.

The Focused Deterrence (TRUCE) strategy implemented has shown some success as individuals on the CORE list receive custom notifications in accordance with the NNSC model. A small number of CORE persons have ceased to engage in gun and/or violent crimes. A modification to this strategy occurred as the data and Finn's research indicated the TRUCE strategy had a limited impact on gun violence in Syracuse. The level of effort to conduct call-ins is significant, and the partnership felt that more could be accomplished through custom notifications. Although the TRUCE model will no longer be utilized, Custom Notifications are still delivered by the Salvation Army case workers in coordination with SPD, Probation, and Parole.

Street Outreach is an additional facet utilized in Focused Deterrence; Street Outreach operations are directed by CNYCAC. CNYCAC organizes bi-weekly meetings that include representatives of the Syracuse Police Department and Syracuse Cure Violence (SNUG). During these meetings, recent gun crime is discussed to include victims, individuals' arrested, and as appropriate, individuals or gangs/groups involved in fueling local violence. In addition to these meetings, an agenda that includes the above incidents, victims, and arrestees, as well as weekly city-wide, SNUG zone and GIVE zone gun crime statistics is provided to the group weekly. Maps of the entire city and the individual SNUG zones are also provided, in which the incidents are plotted and symbolized by the week of occurrence for the preceding month. CNYCAC regularly provides monthly statistics to DCJS for the SNUG and GIVE zones. CNYCAC shares the newest Top Offender ("CORE") list with the outreach group which includes each individual's gang/group affiliation, and addresses. If the top offender has not yet received a Custom Notification letter, one is drafted and provided to the Syracuse GIVE Custom Notification Coordinator at Salvation Army for delivery. A team comprised of The Salvation Army, County Probation, State Parole, and Syracuse Police then personally deliver these letters (in addition to monthly letters for other individuals at risk for being involved in gun violence).

The individuals on the CORE list are frequently discussed at bi-weekly outreach meetings, as events or information arise.

The New York State Department of Criminal Justice Services and the United States Department of Justice continually monitor and evaluate the data methods, the concepts and the procedures used to ensure adherence to policy and regulations at both the State and Federal level.

Key Terminology:

CORE- Chronic Offender Recognition Enforcement.
GIVE- Gun Involved Violence Elimination Initiative.
SNUG- Guns spelled in reverse. (Crime/Trauma Response Intervention Organization)

• **Crime Prevention Through Environmental Design:**

- o Definition: Provides crime prevention methods to an area or specific businesses that deters offenders from attempting criminal activity by identifying and offering crime prevention strategies utilizing environmental design and physical factors. i.e. (placement of security cameras, lighting improvements, landscaping improvements. etc.)

Example:

Crime Prevention through Environmental Design (CPTED)/Hot Spot Policing

The CPTED strategy is closely aligned with Hot Spot Policing, while OCSO and other local police agencies have provided training to their members in this area the Syracuse Police department is at the forefront of this concept and maintains a Hot Spot Policing / CPTED plan. The plan describes OCAC's role in creating the Problem Orientated Police areas and the development of Sweep Areas. Officers assigned to several of the police department's bureaus and divisions are required to conduct an assessment of each of the Sweep Areas. This information is submitted to the CPTED commander, who creates a report that is presented to the Operations group for planning and action. The goal of which is to determine the causes of crime to include CPTED related issues directly from the community.

Community meetings are routinely held after the response phase of every Sweep to educate the community on what was accomplished during the initiative and to help form a neighborhood watch group to keep citizens engaged in their neighborhood. Commanders attend regular meetings of the Neighborhood Watch Association and communicate community concerns to the CPTED coordinator and report the results of CPTED operation to the community.

Each of the Sweep sights is evaluated by CNYCAC for gun and violent crime; in some cases the underlying issue is a quality of life complaint from the community or a non-gun violence crime problem such as burglary/larceny. Officers assigned to Community Policing within the Uniform Bureau conduct pre and post CPTED response surveys. CNYCAC conducts post response analysis to determine the long term impact(s) of each CPTED response. A Multi Agency Service Team (MAST) comprised of city departments such as Parks, Code Enforcement, Public Works and the local power provider National Grid are used to plan and execute the operation.

- **Role of Crime Analysis Center (CAC):**

- o Brief Description: The Central New York Crime Analysis Center is comprised of members from the Syracuse Police Department, the Onondaga County Sheriff's Office, the New York State Police, the Onondaga County District Attorney's Office, Syracuse University Department of Public Safety, and HIDTA, in addition to numerous highly trained analysts that provides data-driven and intelligence-led policing efforts, as well as provide specific investigatory support for law enforcement in the counties of Onondaga, Oswego, and Madison.

Sub-Committee Report:

The Central New York Crime Analysis Center is comprised of members from the Syracuse Police Department, the Onondaga County Sheriff's Office, the New York State Police, the Onondaga County District Attorney's Office, Syracuse University Department of Public Safety, and HIDTA, in addition to numerous highly trained analysts that provides data-driven and intelligence-led policing efforts, as well as provide specific investigatory support for law enforcement in the counties of Onondaga, Oswego, and Madison.

In addition to New York State and local resources, the CNYCAC partnership engages assistance from several federal law enforcement agencies to include ATF, DEA, FBI, US Probation and the United States Attorney's Office. To facilitate prosecutions the Onondaga County District Attorney's office and the United States Attorney have cross-designated assistant district attorneys to prosecute cases at the state and federal level.

New York State Department of Criminal Justice Services directs and monitors the Central New York Crime Analysis Center, which connects with 13 regional Crime Analysis Centers throughout the New York state. All of these centers provide investigative support and information to help police and prosecutors more effectively solve, reduce and prevent crime. Using data-driven processes approved by the New York State Department of Criminal Justices Services the Crime Analysis Center coordinates, expands, and enhances investigative services and provides real time investigative support to law enforcement agencies throughout Central New York.

The John F. Finn Institute routinely analyzes CNYCAC information collected for Public Safety; the FINN institute is the independent academic oversight partner that works with CNYCAC in two ways to advance public safety and security. First, FINN works with criminal justice agencies to organize and interpret existing evidence about what works, and translate that evidence into effective interventions in local contexts. Second, FINN conducts research on criminal justice strategies, programs, and practices to deepen our understanding of what works. The Institute works hand-in-hand with criminal justice agencies to bring social science findings to bear on the development of operational strategies, organizational structures, and management practices, to enhance the extent to which decisions are data-driven, and to conduct research that offers lessons about effective innovations to agencies across the country.

This work is coupled with the institute's scientific expertise and their concern with the practical social issues at hand. The Institute's staff knows how to conduct research that meets scientific standards, and to adapt social research methodologies to real-world settings; they have designed and implemented studies of varying scales, from local to national, and that have employed a wide range of research methods, including surveys of various kinds, in-depth interviews, in-person observation, and statistical analysis of many types. In addition, the Institute's staff is committed to putting its strong blend of theoretical knowledge and research to use in generating findings that are useful to policy-makers and practitioners, framing the issues that confront law enforcement and distilling implications for policy and practice. The Institute does not use criminal justice agencies as laboratories for research; the Institute uses research as a source of guidance for criminal justice agencies.

CNYCAC provides guidance on Offender Focused Deterrence consisting of directed deployment or saturation patrols made up of police officers from SPD, OCSO and NYS Police, these details are deployed, based on results of analysis conducted by CNYCAC on real time violent crime trends. The focus of these details is hot places and hot people. Offender focused deterrence details are selective enforcement details and are not zero tolerance oriented. The New York State Department of Community Corrections along with local federal agencies also participate in these details, by assigning members to various operations.

There are several key concepts utilized to identify, prevent and direct resources to effectively handle criminal activity and enhance public safety, consisting of Problem Orientated Policing (POP)/Hot Spot Policing, Focus Deterrence and Crime Prevention through Environmental Design (CPTED). These evidence-based New York Criminal Justice Service approved strategies are routinely combined to guide law enforcement departments to effectively improve public safety.

Conclusion:

Since 2008, law enforcement agencies in Onondaga County have formally partnered with the Central New York Crime Analysis Center to provide New York State assistance in developing policing efforts and strategies.

This continued partnership directly complies with the New York State Police Reform and Reinvention Collaborative, which suggests that agencies formally partner with NYS Crime Analysis Centers, to provide local law enforcement agencies with assistance, guidance and oversight to develop policing strategies led by data driven and intelligence based means.

Recommendation:

The practices, strategies and guidelines combined with independent academic review establish a strong basis for continuing these approved New York State Criminal Justice Service crime analysis methods and programs. The utilization of evidence based policing results in ability of law enforcement to focus on major crimes/criminal activity vs over addressing minor offences that can alienate residents within a community. However, it should be noted that evidence based policing strategies are not the only means utilized in providing public safety. Law Enforcement agencies consider numerous other factors in deploying police resources, consisting of budget allocations, call volumes, geographic area, agency abilities, and response to community complaints or complying with State/National anti-crime initiatives.

It should be the goal for law enforcement to work together with the community and community leaders to provide better service and promote public safety. Onondaga County Law Enforcement Agencies should make a coordinated effort to increase the community's knowledge and understanding of how and why police agencies deploy police services in the manner that they do by providing Information that is not sensitive in nature through community forums, neighborhood watch meetings, media, and agency web sites on a regular basis. This information should include but not limited to; crime data, deployment strategies, prosecutorial/judicial results and direct community concerns. The sharing of information would enhance transparency, improve public safety and increase community involvement.

TRAINING SUB-COMMITTEE

Chief Mike Crowell co-chair

Supported by:

Chief Thomas Winn:	Chief John Fall:	Montanette Murphy
Tony Callisto:	Dr. Cory Wallack:	Maria Maldonado-Lewis
Carlo Tearney:	Cheryl Giarrusso:	Paul Nojaim
Garrett Smith:	Marla Byrnes:	Cindy Ceiloch
Sarah Reckess:	Maria Lewis:	Monica Williams
Steve Abbott:	Theresa Humennyj:	Alma Bradley
Lisa Alford:	Kirsten Hubel:	Kristine Knutson:
Jessica Caruso	Jennifer Wolf-Pruner	Joe Scripa
Scott Heggelke:	Cheryl Giarrusso	

• Racial Bias in Policing:

- o Purpose:
 - The Training sub-Committee of the Collaborative was tasked to explore Racial/Implicit Bias Training and how to implement that into police training for County law enforcement agencies.

Additionally, EO#203 requires a review of studies addressing systemic racial bias or racial justice in policing. Overlapping topics include recommended training on Implicit Bias and Procedural Justice Programs and Police Culture.

In May of 2015 The President's Task Force on 21st Century Policing studied best practices in policing with efforts to promote effective crime reduction strategies while building public trust. The study provides six pillars:

- Pillar One: Building Trust and Legitimacy
- Pillar Two: Policy and Oversight
- Pillar Three: Technology and Social Media
- Pillar Four: Community Policing and Crime Reduction
- Pillar Five: Training and Education
- Pillar Six: Officer Wellness and Safety

While addressing systematic bias or racial injustice, agencies should review and potentially adopt the concepts of Pillar One.

Pillar One: Building Trust and Legitimacy and nurturing legitimacy on both sides of the police/citizen divide is the foundational principle underlying the nature of relations between law enforcement agencies and the communities they serve. Decades of research and practice support the premise that people are more likely to obey the law when they believe that those who are enforcing it have authority that is perceived as legitimate by those subject to the authority. The public confers legitimacy only on those whom they believe are acting in procedurally just ways. In addition, law enforcement cannot build community trust if it is seen as an occupying force coming in from outside to impose control on the community.

Agencies should focus on building these relationships. Law enforcement culture should embrace a guardian rather than a warrior mindset to build trust and legitimacy both within agencies and with the public. Toward that end, law enforcement agencies should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with rank and file officers and with the citizens they serve. Law enforcement agencies should also establish a culture of transparency and accountability to build public trust and legitimacy. This is critical to ensuring decision making is understood and in accord with stated policy. Law enforcement agencies should also proactively promote public trust by initiating positive non-enforcement activities to engage communities that typically have high rates of investigative and enforcement involvement. Law enforcement agencies should also track and analyze the level of trust communities have in police just as they measure changes in crime. This may be accomplished through consistent annual community surveys. Finally, law enforcement agencies should strive to create a workforce that encompasses a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities.

- o **Brief Overview:** The committee has determined that local law enforcement officers and leaders must continue to be trained and resources allocated to implement racial/implicit Bias.
 1. One of the most common interactions between citizens and law enforcement is the traffic stop. Emphasis and training needs to be implemented for a consistent approach during these types of interaction, providing for a fair, safe, and just outcome for all.
 2. Educate the community through outreach and dialogue on the expectations of police and motorist interaction during traffic stops.
 3. Provide area law enforcement with the opportunity to attend in person implicit bias training by a vetted, nationally recognized subject matter expert.
 4. Establish a database for local law enforcement with information and listings of commercially available on-line training regarding but not limited to: Implicit bias training; Confronting Bias in Law Enforcement; Fair & Impartial Policing; Managing Implicit Bias.

Sub-Committee Report:

The Training Sub-Committee of the Onondaga County Police Reform and Reinvention Collaborative was tasked to explore Racial/Implicit Bias Training and how to implement that into police training for Onondaga County law enforcement agencies.

The committee has determined that local law enforcement officers and leaders must continue to be trained and resources allocated to implement Racial/Implicit Bias Training. Focus has been on the below outlined issues with 4 recommendations of address offered to Onondaga County law enforcement agencies for consideration.

- 1) One of the most common interactions between citizens and law enforcement is the traffic stop. Emphasis and training needs to be implemented for a consistent approach during these types of interaction, providing for a fair, safe, and just outcome for all.**

Committee Recommendation:

- a) In the course of newly hired police officer's field training, provide the officer with training from the Verbal Judo Institute on the tactical 8 step traffic stop approach.
- b) Provide all Field Training Officers (FTO) with the same training so that they can reinforce the use of the tactical 8 step traffic stop approach.
- c) Train all other department members involved in traffic stops in the tactical 8 step traffic stop method.

- 2) Educate the community through outreach and dialogue on the expectations of police and motorist interaction during traffic stops.**

Committee Recommendation:

- a) Create listening opportunities with the community. Have open discussions on the basic principles of a traffic stop in an attempt to identify biases that are present, learn what behavior citizens expect from police during a police traffic stop and as well the behavior police expect from citizens during a stop.

- 3) Provide area law enforcement with the opportunity to attend in person implicit bias training by a vetted, nationally recognized subject matter expert.**

Committee Recommendation:

- a) Allocate department resources to allow for each department member to attend a biennial, in-person implicit bias training session with a nationally recognized speaker.
- b) Encourage the Onondaga Chapter of Chiefs of Police to research and select the speakers. Cost share with each department based on the number of personnel that attend.

4) Establish a database for local law enforcement with information and listings of commercially available on-line training regarding but not limited to:

- Implicit Bias Training
- Confronting Bias in Law Enforcement
- Fair & Impartial Policing
- Managing Implicit Bias

Committee Recommendation:

a) Encourage the Onondaga Chapter of Chiefs of Police to research and recommend additional commercially available on-line or web based interactive implicit bias training for all local law enforcement to choose from.

• **De-escalation Training:**

- o Definition: Communicating, verbally or non-verbally, or through physical contact or action in response to a potential threat in an attempt to stabilize the situation or reduce the immediacy of the threat so that more time, options, and resources can be called upon to resolve the situation.

De-escalation may include the use of such techniques as command presence, advisements, verbal commands or warnings, verbal persuasion, tactical repositioning, or any tactic or force option that in the officer's reasoned judgment is likely to result in a lower level of force being used to accomplish the object at hand. When reasonable and safe under the totality of circumstances, officers should attempt to de-escalate potential threats. Officers should use de-escalation techniques consistent with his/her training whenever feasible and appropriate. Officers are not expected to compromise personal safety in order to de-escalate a situation if it is likely to result in harm to the officer or others. (*SPD Use of Force Policy; sect. 3.13*)

- o Brief Summary: The foundation of de-escalation is grounded in five cornerstones of trust, respect, empathy, ethics and solidarity, as well the universal truths that all people want:
 - to be treated with dignity and respect;
 - to be asked rather than told to do something;
 - to be told why they are being asked to do something
 - to be given options rather than threats
 - a second chance

Sub-Committee Report:

Introduction

In August of 2020, New York Governor Andrew Cuomo directed law enforcement agencies from throughout New York State, to explore and develop plans for police reform and reinvention through a collaborator approach with members of the community. Town of Manlius Police Chief Michael Crowell, president of the Onondaga County Chapter of Chiefs of Police was asked to chair a committee focused on police training, and in turn asked Town of Geddes Police Chief John Fall to engage community members in a focused area of police training around “de-escalation”.

Key Pillars of De-escalation Training

- Use of force by police is reserved as an action of last resort. If use of force is necessary to achieve a lawful objective, immediate efforts at de-escalation are critical once the objective has been met.
- The foundation of de-escalation is grounded in five cornerstones of trust, respect, empathy, ethics and solidarity, as well the universal truths that all people want:
 - to be treated with dignity and respect;
 - to be asked rather than told to do something;
 - to be told why they are being asked to do something
 - to be given options rather than threats
 - a second chance

(NOTE: Also, Onondaga County Sheriff's Chief Custody Deputy Esteban Gonzalez reviewed our material and suggest we add S for Solidary to TREE... stating "TREE (Trust, Respect, Empathy and Ethics) can grow and become TREES (add solidarity) if all of these efforts are executed correctly and consistently into the future. One TREE becomes many TREES with the Solidarity that will naturally evolve between the police and the community." I think "solidarity" is a great principle as we think about connecting to and sustaining relationships with the community.)

- There is no hierarchy of safety as a priority, so officers must approach every situation with their own safety, the safety of their fellow officers, community safety, victim/survivor safety and suspect safety as equally important. The primary mission is to end an incident with no one being injured.
- Today's suspect is a community member who may be tomorrow's victim.
- With post-traumatic stress disorder being so prevalent in today's community, persons formerly identified by law enforcement and through police dispatch as “Emotionally Disturbed Persons” should now be referred to as “Emotionally Impacted Persons” or “Trauma Impacted Persons” in an effort to reframe mental models held by officers responding to call involving person so impacted.

Recommended De-escalation Training Plan

- De-escalation training is necessary:
 - at the recruit training academy
 - for periodic refresher in service training during an officer's entire tenure
 - a prerequisite for selection as a field training officer (at the same rigor as training provided at the recruit academy) and to be provided prior to the New York State (NYS) field training officer training certification program.
 - as a prerequisite for participation in the New York State (NYS) police supervision certification training course
 - use of force instructors and defensive tactics instructions must be cross-certified as de-escalation instructors and de-escalation trainer certification is a prerequisite for any new use of force and/or defensive tactics instructor.
- **Recommended general de-escalation training objectives:**
 - Understanding five cornerstones of de-escalation: trust, respect, empathy ethics and solidarity (TREES)
 - Understand and describe community expectations on police use of force
 - Uncover and rethink mental models
 - Identify theoretical basis for de-escalation and applying a practical application to police responses
 - Develop de-escalation skills and practices
 - Develop rapport building skills
 - Differentiate between the single officer response, the two-officer contact and cover response, and multiple officer response, and understand de-escalation approaches to each type of response.
 - Ability to describe methods of use of time and patience toward decompression
 - List and describe conflict resolution models and skills
 - Define officer awareness and outline its importance in de-escalation
 - Understand implicit bias and its potential for escalating police response
 - Through skills demonstration, evaluation of body-worn camera footage examples. and role play in reality-based scenarios, demonstrate full knowledge, understanding and abilities in de-escalation
- **Recommended components / topics of de-escalation training:**
 - Understanding community expectations around use of force, and the evolving community policing model:
 - emergence of public perception and conscience: from Rodney King to George Floyd
 - perceptions of police militarization
 - challenges with mentally ill in the community
 - key use of force case law

- proactive police/community relationship building
- Public understanding of why officers blade themselves, stand firm or portray themselves in certain situations
- Mental models:
 - police perceptions of the public and community that they service
 - avoiding patterns of dehumanizing others and “us vs. them” approach to policing the community
 - avoid prejudging citizens on appearance, race, economic status
 - one community - trust, respect, empathy, ethics, and solidarity (TREES)
 - shift from “crime fighter” officer mindset to “peacekeeper/guardian” officer mindset (consider use of “Blue Courage” program curriculum – see <https://bluecourage.com/>).
- Basic de-escalation skills:
 - being centered, grounded and resourceful when approaching the scene
 - size up upon initial scene approach, without prejudging prior to arrival
 - basic interpersonal communication skills and strategies
 - reflective and active listening skills
 - rapport building
 - use of “matching and pacing”
 - influence/persuasion skills
 - assertion skills
- Single officer response options and de-escalation tools
 - officer awareness and signs of escalation
 - use of listening and assertion skills
 - having self-control when provoked
 - retreat decisions vs. use of force decisions
 - use of force recovery and de-escalation
- Contact / Cover (two officer) response options
 - team approach, introductions, contact and cover roles and explanation of role to scene participants
 - self-awareness and stress tolerance techniques
 - balance with each other, awareness to body language
 - partner awareness and “tap out – tag in” de-escalation strategies
- Multiple officer responses
 - supervisory decisions on roles, deployment and call-off
 - understanding multiple units, officer may lead to escalation
 - understanding and managing “confirmation bias”
 - avoiding “group think”
- Use of time – decompression opportunities
 - patience and listening
 - however long it takes, no time restraint
 - considering options and resources for incident resolution
 - Identifying when/how to retreat

- Conflict resolution techniques
 - negotiation skills
 - referral options
- Officer awareness and readiness
 - enhancing officers' emotional maturity
 - avoiding hyper vigilance
 - understanding subject body language, as well as possible perceptions of officer body language
 - understanding the impact of implicit bias upon officer actions and reactions
 - becoming physical centered and grounded and emotionally/mentally centered and grounded
 - duty to intervene in officer initiated escalation / excessive force
- **Recommended training hours:**
 - Basic Recruit Academy (and new training initiative for existing officers) - 80 hours
 - Understanding community expectations around use of force, and the evolving community policing model – 4 hours
 - Mental models – 4 hours
 - Basic de-escalation skills – 8 hours
 - Single officer response options and de-escalation tools - 4 hours
 - Contact / Cover (two officer) response options – 4 hours
 - Multiple officer responses – 4 hours
 - Use of time – decompression opportunities – 4 hours
 - Conflict resolution techniques - 4 hours
 - Officer awareness – 4 hours
 - Reality-based de-escalation training and role play – 40 hours
 - Annual refresher in-service training - 8 hours per year
 - classroom refresher – 4 hours
 - practical reality-based de-escalation training and role play – 4 hours
 - Field training officer prerequisite training – same 80-hour program as recruits
 - Supervisor initial training – same 80-hour programs as recruits

Community Outreach and Messaging regarding De-escalation

- Create opportunities for “solidarity” with the community through collective discussion and response using:
 - Community meetings
 - Public service announcements and video
 - Media outreach (e.g. Christy Casciano)

- Include the following themes in outreach:
 - interaction with police, key points on safety, rights and responsibilities for citizens, and rights and responsibilities for police officers
 - how to react to / stay safe during a vehicle and traffic stop by police
 - understanding officer reactions to your behaviors in an encounter with police
- Develop a plan to add curriculum to high school senior government, physical education and/or health classes regarding interaction with police, key points on safety, rights and responsibilities for citizens, and rights and responsibilities for police officers, to include case studies and videos.

Summary

- Timeline of next steps/actions:
 1. Finalize sample lesson plan regarding “TREES” (December 2020)
 2. Develop and conduct surveys at Westhill High School regarding student perceptions and understanding about law enforcement, police interactions, rights and responsibilities and to gauge understanding and determine any understanding gaps (January 2021)
 - The survey should explore the perceptions, expectations, and feelings in general about the police and specifically about any actual interactions they may have had with police.
 - The survey can serve as a template for surveys at other city, sub-urban and rural school districts
 - query school resource officer regarding perception of gaps
 - query Assistant Principal regarding perceptions and gaps
 - query de-escalation committee members regarding perceptions and gaps
 3. Plan and hold community stakeholder meetings to gain concurrence from community members on the overall plan for police de-escalation training, community and school outreach and curriculum for both. (January through April/May 2021)
 4. Submit amended (based upon survey data and community input) police de-escalation training curriculum to the Municipal Police Training Council (MPTC) for adoption into the Division of Criminal Justice Service (DCJS) police training programs (May/June 2021) for:
 - Basic police academy
 - In-service training update
 - Field Training Officer certification training program
 - Police supervisor course

5. Establish a group of certified police instructors to develop police de-escalation training lesson plans. (April/May 2021)
6. Establish a group of educators and law enforcement leaders to develop community and school-based education programs regarding police interaction. (April/May 2021)
7. Certified police instructors group develop police de-escalation training lesson plans for the four aforementioned groups under #3 above, based upon the final approved curriculum (6 to 8 months from approval of curriculum by MPTC/DCJS)
8. Educator and law enforcement leader group to develop community and school-based education programs regarding police interaction (May/June 2021)
9. Begin to deliver community and school presentations on police interaction to community groups and students (2022)
10. Begin to deliver police de-escalation training programs to the various police constituents (2022)

Training and continuing education for police officers is a critical component of ensuring competence and confidence in an ever-evolving field, with increasing demands for professionalism, compassion, and connections to the communities that police officers serve. These recommendations, for a comprehensive de-escalation training and education plan for police officers of all ranks and tenures is one of many steps toward the goal of enhancing trust between the community and the police, and minimizing the likelihood of tragic incidents involving use of force. Likewise, community and school-based outreach, focused upon understanding laws, rights and responsibilities related to interactions with police can be a critical component of improving the experience of citizens when they are stopped by police.

- **Crisis Intervention:**

- o Overview: Law enforcement officers are often the first point of contact for someone who is experiencing a mental health crisis. Because of this, one of the solutions our county has implemented is the introduction of Crisis Intervention Team (CIT) training in our law enforcement departments. (Safety&Justice)

- o Focus Model: Onondaga County Crisis Intervention Team (CIT)
 - General Overview: The CIT Working Group works to improve public safety for community members with mental health issues and de-escalate crisis situations that put community and law enforcement in harm's way. Meeting monthly, the CIT Working Group is made up of local law enforcement agencies, New York State Office of Mental Health representatives, the Onondaga County Department of Adult and Long-Term Care, the City of Syracuse, and health-care agencies and community-based organizations that provide mental health and supportive services.

Sub-Committee Report:

Recommendations for Responding to Mental Health Crisis in Onondaga County

RECOMMENDATIONS

1. Identify a Countywide Coordinator to implement CIT policy and training and facilitate countywide CIT Working Group
2. Support LE agencies as they develop/implement model CIT policy
 - a. CIT Working Group Partners will provide feedback and recommendations to LE agencies on their model CIT policies based on best practices, current trends, and available resources
 - b. CIT Working Group Partners will commit to meeting regularly to discuss countywide CIT efforts, bring in new partners and services, identify gaps in services locally, and share best practices
3. Develop a Partner Program between Law Enforcement and Mental Health Treatment Providers
 - a. Formalize ride along policies & train more mental health providers in LE procedures
 - b. Attend Roll Call to provide updated information on mental health resources in the community
 - c. Explore the creation of a Co-responders Program/Response Team for Mental Health calls, modeled after CAHOOTS in Oregon. This program could utilize mental health providers to respond to 911 calls for service, working with law enforcement to de-escalate situations, provide alternatives to arrest, link community members to existing community resources, and provide field training to law enforcement officers.
4. Plan and Implement a 911 Diversion Program
 - a. Dispatch Mobile Crisis Unit to calls identified as mental health crisis calls
 - b. Develop a 988 call line
 - c. Redesign 911 to flag calls for service as mental health crisis and divert as appropriate (in the works)

- d. Create Emotional Distress Call Assessment form
- e. Create Emotional Distress Caller Workflow
- 5. Create a Menu of Training Opportunities
 - a. Continue to train LE officers from various county LE agencies on CIT
 - b. Train 911 Dispatchers and additional LE support staff on CIT model
 - c. Identify a “refresher” training program for LE officers who have already received CIT training to stay up-to-date
 - d. Identify additional training opportunities for LE in the following areas:
 - i. Veterans/ those suffering from PTSD
 - ii. Elders and those suffering from Alzheimer’s and dementia
 - iii. Cultural competency/ working in communities of Color
 - iv. Deaf/hard of hearing
 - v. English Language Learners
 - vi. People with intellectual disabilities and physical disabilities
 - vii. Co-occurring disorders (substance use disorder and mental health)
- 6. Identify community members who are high-utilizers of police, ambulance services, emergency medicine, crisis services, and emergency shelter services, and develop process for mental health treatment providers to reach out preemptively/ prior to LE contact
- 7. Continue to focus on utilizing the 211 and Crisis Connect hotlines to decrease non-emergency calls to 911, including outreach in the community, with other providers, and with LE
- 8. Formalize Law Enforcement Participation in the countywide Zero Suicide Program
 - a. Adopt the Columbia Scale of Suicide Assessment or another risk tool
 - b. Train LE on Zero Suicide
- 9. Develop Mental Health Supports for LE agencies to address issues of workplace trauma, post-traumatic stress disorder and suicide risk

Pillars

The Onondaga County CIT Working Group has identified three pillars that should guide all law enforcement protocols that seek to improve our work with community members who have mental health issues. These Pillars are:

- Empathy & Connection
 - Programs and policies should strive to deepen connections to community members in need, improve relationships between LE, service providers, and community members, and reaffirm our common humanity. We should strive to support

community members in crisis and de-escalate situations that threaten the safety of community members and law enforcement.

- Community
 - Programs and policies should be designed, implemented and evaluated to understand how they impact all community members, with special attention paid to cultural differences, language barriers, disability, and systemic racism. Programs should be designed and implemented with the goal of improving public trust in institutions and incorporating community feedback. Community-based organizations and law enforcement should strive to link communities in crisis to familiar systems, so that community members recognize programs, people, and process and engage with those services.
- Accountability
 - Programs and policies should be regularly evaluated to understand how they work and where challenges exist. Evaluation must incorporate feedback from the community, service providers, and law enforcement agencies. Emphasis should be placed on incorporating programs and policies that are evidence-based, research-supported, collaborative in nature, and applicable to all community members. Service providers and law enforcement agencies should be prepared to hold each other accountable and identify gaps in services, with an emphasis on finding solutions together.

ALTERNATIVES TO POLICE RESPONSE SUB-COMMITTEE

Linda Ervin co-chair

Supported by:

Chris Ryan	Sarah Reckess	John Boyd	Nicholas DeMartino
Tania Lyons	Jessica Caruso	Julie Corn	Marla Byrnes
Tricia Wittkowski	Mary Kuhn	Vern Williams	Sam Young
Chief Chase Bilodeau	Herb Dunmore	Hon. Derrick Thomas	
Laura Fiorenza	Michael Manfredi		

- **Proper Response to Non-Criminal Calls:** (Alternatives to Police Response)
 - o Brief Overview: There needs to be strengthened collaborations between law enforcement and mobile crisis teams. Several models of response should be explored including:
 - Case Management Model where within the Police department a unit is trained to determine an appropriate response to a call
 - Co-Responder Model which require partnerships between the the police and mental health/addiction professionals
 - CAHOOTS model out of Eugene Oregon which is community based. Dispatchers are trained to recognize non-violent situations with a MH/addiction component and divert those calls from the 911 system. They are available for onsite consultation.

Sub-Committee Report:

Research has shown that a large percentage of non-criminal calls to Police are related to mental health and substance abuse. Other communities in New York and nationally have developed programs to address this fact. Our committee has looked at these programs as well as exploring services currently available in Onondaga County. The following represents our recommendations for a framework to begin to address this issue.

County and State governments are responsible for funding mental health and addiction services. The County is responsible for the coordination and delivery of such services. To that end our broad recommendation are:

- CIT training of County Sheriffs, City, Town and Village Police be should ongoing.

- There needs to be strengthened collaborations between law enforcement and mobile crisis teams. Several models of response should be explored including:

- Case Management Model where within the Police department a unit is trained to determine an appropriate response to a call
- Co-Responder Model which require partnerships between the the police and mental health/addiction professionals
- CAHOOTS model out of Eugene Oregon which is community based. Dispatchers are trained to recognize non-violent situations with a MH/addiction component and divert those calls from the 911 system. They are available for onsite consultation.

- A specific group at the County level should be created and tasked with continuing this discussion, collecting data and evaluating the progress made through the partnerships that will be created and making recommendations for continued improvements.

A 2016 study presented in the American Journal of Preventive Medicine estimated that 20% - 50% of fatal encounters with law enforcement involved an individual with a mental illness. In our community, CPEP (Comprehensive Psychiatric Emergency Program) reports that 23% - 27% of patient presentations are via police. Our County's Emergency Communications Department (911) reports an average of over 7,000 mental health related calls per year. The DeWitt Police Department reports that over 70% of their calls are non-criminal in nature. During our County's public comment meetings, area citizens commented on their concerns about the intersection of individuals with mental illness and police, as well as police response time to criminal calls.

While we explored a number of ways this issue is being addressed in communities across the nation, and might be in Onondaga County, **we have chosen to recommend** a broad model of enhanced collaboration between Law Enforcement and Mental Health Professionals.

In Onondaga County, several mobile mental health/substance use crisis teams already exist and operate out of different agencies. This January, Liberty Resources, Inc. Regional Mobile Crisis Team launched a Countywide 24/7 response team. They have a number of Memorandums of Understanding (MOU) with area Police, homeless shelters and a specific one to serve the City of Syracuse. **We are recommending** a program be developed that will coordinate these various mobile teams, perhaps even considering a unified MOU which includes all County and Local Police Departments, and which utilizes our County Emergency Communications Department (911).

Regionally, Broome County has developed and implemented a 911 Diversion Program since 2017. 911 dispatchers now have a protocol to assess a caller's risk by asking a series of questions and following a flowchart to determine acuity. If the level of harm to the caller is high, law enforcement and EMS will make direct contact with the caller and transport them to

an emergency room. However, if the caller's need is assessed as a non-imminently life threatening mental health crisis, dispatchers can deploy a mobile mental health crisis team, rather than law enforcement. The flowchart also directs certain scenarios to deploy both law enforcement and mental health professionals together. **A pdf explaining this model is attached to this report. (See Appendix H)** We have learned that Broome County is offering training on this model to other Counties in New York State.

Over the past several decades, it has been widely noted that persons with mental health diagnoses make up an increasing percentage of incarcerated individuals, both in penitentiaries and prisons, as well as in jails awaiting adjudication. A call to 911 might be the beginning of that journey. When these individuals become part of the justice system, they lose some of their ability to receive the mental health/substance abuse treatment necessary to lead them towards a path of healing. **Our recommendations** in the service of interrupting that first contact with the criminal justice system are as follows:

- Recognize Onondaga County as responsible for the coordination of a collaborative plan to enhance the relationships and communication between Police Departments and mobile mental health crisis teams. A committee associated with County Mental Health Services would be responsible for overseeing the transition to this model of diversion services. The oversight committee developed for this endeavor shall include, at a minimum, a representative from law enforcement, a licensed mental health professional, a substance use professional, a medical professional, and a public representative. The mental health and/or substance use professional should also represent an area mobile crisis team. Such oversight committee should convene quarterly, at a minimum.
- Critical to this endeavor will be the collection of data as to the efficacy of this model, as well as overseeing the funding streams involved. It will be important to track the number of individuals served and the savings that will accrue to police agencies as they can more effectively focus on responding to serious crimes and on crime prevention (which would serve to address the public's concerns of police response time). Furthermore, as mobile crisis teams aim to prevent unnecessary hospitalizations and arrests, cost savings of those outcomes should also be analyzed.
- **This oversight committee will explore** the Broome County 911 Diversion Program and arrange for training of relevant individuals in law enforcement, mental health and 911 dispatchers in anticipation of implementation in Onondaga County.
- County Law Department will oversee the legal liabilities of all individuals involved in the implementation of such a diversion program, particularly the 911 dispatchers.
- It is further recommended that any mobile mental health professionals involved in this law enforcement/mental health collaboration, be required to arrange for 'ride-alongs' with the goal

of cross sharing critical aspects of both jobs with each other. We feel this is a necessary step to the mutual understanding of, and respect for, the skill sets necessary in each profession.

-The oversight **committee should also develop a regularly occurring** high risk/high utilizer review meeting to identify individuals who frequent the 911/law enforcement/mental health/substance abuse systems **and attempt to develop** comprehensive plans to wrap necessary services around these individuals to prevent their need to rely on aforementioned systems.

These recommendations are only the beginning and the result of only a few meetings which included community member, representatives from Liberty Resources, Dewitt Police, CPEP, NAMI, Emergency 911 and clinical staff from Auburn Prison. Much more work needs to be done to fully explore this critical aspect of police reform.

- **Diversiónary Programs and Courts:**

Brief overview: When working to develop and implement successful strategies specific to diversionary courts and programs, for the purpose of diverting offenders out of the court system, as well as identifying potential and future criminal behavior, we must first ask ourselves a few questions. What drives criminal behavior? What types of crimes are being committed most frequently and by whom?. What types of crimes have the highest recidivism rates? How do we get current and more specifically repeat offenders out of the system?. And more importantly, how do we identify and prevent criminality before it starts. All aspects as well as each department within the criminal justice system must work together to continue to and improve our diversionary court success and do our very best to stop crime before it happens.

Sub-Committee Report:

This report will focus on the necessity to provide increased resources to help our mentally ill, chronic substance abusers and our at risk youth. Also, provide some ways to expand on and improve our diversionary courts (City & Family) in Onondaga County.

When developing strategies to focus on diversionary programs we need first realize who to target. We believe the primary focus must be on our youth.

Police, juvenile detention, Family court, District Attorneys, social workers, etc. must continue and or adopt a mindset that the most important thing for juveniles and youthful offenders is to prevent them from getting into the criminal justice system as well as to divert them out of the system at every stage and every way if possible. It is absolutely imperative to identify and rehabilitate potential at risk youth as early as possible.

A well-funded collaborative between many different but yet related parties working as one cohesive group is ideal. Investing in our youth by investing in a program where groups including but not limited to Probation (specifically PINS or juvenile delinquents), social workers and case workers that focus on adolescent behavioral problems, delinquency and conduct disorders, Family counseling, Center for Community Alternatives, Syracuse City School District, Substance abuse and drug and alcohol counselors, School resource officers, etc.... all working in collaboration and in constant communication to divert youth away from criminality.

Additionally, perhaps we can bring some people from each group together under one roof as a Juvenile Assessment and Resource Center. Many communities are creating such centers where law enforcement can bring youth with low level offenses and behavioral problems and find alternatives to incarceration. We can utilize our trained experts and community partners to assess the causes of the criminal behavior and provide rehabilitation services as an effective diversionary strategy. Once identified, at-risk youth should ideally also be provided with programs within their respective schools which would be tailored to diverting them from the criminal justice system. For examples, programs such as Cadets at School, ROTC, etc.

Recommendations:

1. Each agency should consider conducting studies on who are the at-risk youth.
2. Each agency should consider conducting studies on the feasibility of a Juvenile Assessment and Resource Center.
3. Each agency should consider conducting studies on developing programs similar to ROTC but specific to the local agency.

• Community Court:

Onondaga County has been dedicated to providing alternative programs and courts to individuals who have become involved in the criminal justice system. These programs and courts include, domestic violence court, drug court, human trafficking court, C.A.R.E court, mental health court, and Veteran's court. The District Attorney's office has been dedicated to serving the victims of crimes while simultaneously embracing the expansion of alternative courts, community court being one such example.

- o Brief Overview: Employing a model of restorative justice, community courts seek to counteract the harm done to the community by these low level non-violent offenses through having defendants work to strengthen the communities in which the offenses were committed. Community courts can offer pre-arraignment diversion from the criminal justice system, as well as post-plea alternative sentences including community service, participating in counseling, education and social services.

Sub-Committee Report:

Employing a model of restorative justice, community courts seek to counteract the harm done to the community by these low level offenses through having defendants work to strengthen the communities in which the offenses were committed. Community courts can offer pre-arraignment diversion from the criminal justice system, as well as post-plea alternative sentences including community service, participating in counseling, education and social services.

The sub-committee is discussing how the current community court model in Syracuse City Court could be grown and strengthened to include the ability to handle additional offenses, including misdemeanors, and geographically expanded to work with suburban and exurban Town and Village Courts. Through providing opportunities for community service, and meeting needs such as GED classes and mental health counseling, we envision using the community court process as an opportunity to change the direction of an individual's life, avoid costly and unnecessary incarceration, reduce recidivism, and build public confidence in justice.

The prosecutors, defense lawyers and judge on our committee have begun discussions of ways to use community court to divert low level offenders from the justice system, providing services to both participants and the community. The savings in costs, time and resources, and the benefits of potentially keeping thousands of individuals out of the criminal justice system while strengthening the community, creates the opportunity for a win-win situation.

Background

For more than twenty-five years, the New York State Unified Court System, with support from the U.S. Department of Justice and the Center for Court Innovation, has piloted problem-solving approaches to justice in New York State and beyond through the Community Court model. The nation's first community court launched in Midtown Manhattan to address misdemeanors and quality of life crimes around Times Square, using justice system stakeholders, local businesses, and service providers to integrate social services into the daily operations of a criminal court handling thousands of cases per year.

Since the Midtown Community Court's launch, the community court model has been evaluated and replicated across the United States and the world, using the unique services and needs of the population to drive the structure of the community court. The model, which can offer pre-arraignment or pre-plea diversion as well as post-plea alternative sentences, expands the options available to judges who want to move away from jail or fines to include accountability measures such as substance abuse treatment, mental health services, job training, education access, violence prevention, restorative justice, parenting education, housing assistance, and many other services. Defendants receive supervision, monitoring, and restitution programs like targeted community service in the communities harmed by their crimes. This approach safely reduces the use of jail while addressing the underlying problems that can lead to crime.

Research demonstrates that this problem-solving approach can have a substantial impact, reducing both crime and the use of jail while strengthening communities. For example, Bronx Community Solutions' Alternative to Incarceration Program (ATI) reduced the borough's incarceration rate for misdemeanor defendants by 43 percent prior to the 2020 Bail Reform Initiatives. Its community service program achieves visible, meaningful community restoration while saving the city several hundred thousand dollars per year in public works expenses. In 2019, 72% of all defendants were in compliance with court-mandates. BCS accepts both felony ATI and misdemeanor ATI participants, and internal recidivism data has shown that felony ATI participants were no more likely than the comparison group to be rearrested for a new felony charge. All participants were mandated to ATI after a guilty plea.

Other programs, all of which are offered in the New York City area, have shown similar results. The Staten Island Justice Center's programs, which includes Supervised Release, Driver Accountability Program, mentoring, job training and readiness, community service, and young adult programming, reported 2019 compliance rates that range from 88-94%. Brooklyn Justice Initiative's adult ATI program for adults ages 25 and up reported compliance rates of 88%, and its Young Adult ATI program had compliance rates of 91%. Recent unreleased recidivism data showed that there was not a statistically significant difference between recidivism rates for those who receive programming and those who do not; however, the opportunity to offer programming that supports families and communities and the cost savings to keep community members out of detention tips the balance toward solutions that maintain public safety and strive for real accountability in communities that have deep-seated distrust of the criminal justice system.

The Opportunity

The timing of this review process and proposal is ideal, with new statewide criminal justice statutes becoming effective in January 2020, and the Governor's Executive Order 203 in June of the same year. Also, in 2018, Onondaga County launched a Centralized Arraignment Part to consolidate all arraignments from the county's 28 town and village courts and the Syracuse City Court in one location. All arraignments are now handled by one assigned judge, prosecutor, and defense attorney, dramatically improving the efficiency of the arraignment process and conserving scarce judicial and attorney resources. The new Centralized Arraignment Part offers a natural staging area for Onondaga Justice Initiatives—centralized assessments can take place at the Centralized Arraignment Part, allowing for the speedy diversion of cases as well as referral to established problem-solving courts such as drug court, mental health court, and human trafficking intervention court.

Proposed Programming

The Center for Court Innovation, with the support of the committee members, will lead the planning and implementation of Onondaga Justice Initiatives. This initiative will offer a centralized, court-based screening and referral center to complement the existing Centralized Arraignment Part and will provide judges with a broad array of supervision, social service, and community service options. It will serve up to 2,000 people each year by:

- (1) screening individuals for their risk to community safety and their social service needs;
- (2) expanding supervised release in light of bail reform;
- (3) offering on-site social services to address underlying problems;
- (4) creating a community service program to promote accountability; and
- (5) providing rigorous compliance monitoring.

Onondaga Justice Initiatives will also engage victims and offer comprehensive services to ensure that they are supported and given meaningful opportunities to shape their community's vision of justice.

Individualized assessments. Starting at arraignment, Defendants will be individually assessed using the Criminal Court Assessment Tool, a validated risk-needs assessment instrument developed by the Center with federal funding. This assessment measures the defendant's risk of re-offense and identifies needs, such as unemployment, substance abuse, and mental health issues that may have contributed to the defendant's criminal behavior. It will be used to tailor each defendant's social service mandate to his or her individual needs. Appropriate referrals may be made to social services and civil legal services.

Community service. Onondaga Justice Initiatives will enable judges to sentence defendants to community service with the confidence that they will be supervised, that they will complete their mandates in a timely manner, and that noncompliance will be promptly reported to the court. Community service projects will be designed to repay the community where the offense took place, and to help participants build meaningful skills and feel more invested in their neighborhoods. Staff will work with residents, community groups, and government agencies to create projects that are responsive to local needs. Projects may include staffing food pantries, organizing donated school supplies, or place-making initiatives that reclaim and reimagine local public spaces. To ensure the efficiency of community service operations, staff will operate a 10-seat community service van.

Social services. Onondaga Justice Initiatives will seek to combine accountability with help. Participants will also be linked with social services that address the underlying problems that can lead to criminal behavior. Program staff will develop new programming and leverage the services already offered by existing problem-solving courts to provide on-site interventions that are responsive to defendants' risks and needs. Staff will also provide referrals to community-based partners and will collaborate with local government agencies, non-profits and civil legal

services providers to develop a robust array of services. Onsite and community-based services will include mental health counseling, drug and alcohol treatment, anger management, parenting skills, adult education, employment assistance, job training, and services for specific populations, such as young people and veterans.

Compliance monitoring. Onondaga Justice Initiatives will institute rigorous monitoring mechanisms to ensure participant compliance. Staff will file written reports for each defendant about their progress in social service programming and/or community service projects. Using these reports, judges will be able to schedule hearings for noncompliant defendants. The court will then use graduated rewards and sanctions, such as increases or decreases in programming, to incentivize compliance. Serious or repeated noncompliance may result in the judge imposing a stiffer sentence, including jail if necessary.

Victims. Onondaga Justice Initiatives will work closely with the District Attorney's Office and its Victim Advocate to ensure the needs of crime victims are addressed.

Evaluation. To measure the day-to-day work of Onondaga Justice Initiatives, Center for Court Innovation researchers will gather performance indicators including the average number of days from arraignment- to-referral; number, type, and average length of social service sanctions; number, type, and average length of community service sanction and rate of defendant compliance with each type of social and community service mandate. The Center will also conduct a thorough quantitative and qualitative evaluation of Onondaga Justice Initiatives' impact. To measure its effect on sentences, the evaluation will compare disposition/sentencing practices before and after implementation. To analyze its effect on recidivism, the evaluation will compare one-year re-arrest rates between program participants and a matched sample of similar, non- participating offenders whose cases arose in the year immediately prior to implementation.

Appendix A



OFFICE OF THE MAYOR

MAYOR BEN WALSH

EXECUTIVE ORDER SYRACUSE POLICE REFORM EFFECTIVE JUNE 19, 2020

WHEREAS, the killing of George Floyd, and the subsequent outpouring of grief and concern over police conduct nationwide has led to calls from the Syracuse community for immediate police reform; and

WHEREAS, improving police-community relations and updating key policies to reflect best practices in 21st century policing has been a priority of my administration since taking office; and

WHEREAS, under the leadership of Chief Kenton Buckner, Syracuse has already taken important steps in police reform, including but not limited to the expansion of body worn cameras and the implementation of a new body worn camera policy; the issuance of a revised use of force policy in July 2019; the restructuring and relocating of the department's internal affairs function; enhanced focus on diversity recruitment; and the creation of citizen advisory committees; and

WHEREAS, the Syracuse Common Council has indicated its desire for police reform, and will consider legislation that seeks greater police transparency, which will complement the steps to be taken below; and

WHEREAS, I support the police reforms already passed this month by New York State, including the repeal of Civil Rights Law Sec. 50-a; and

WHEREAS, I recognize the dedication of the members of the Syracuse Police Department, and intend the steps outlined below to better equip officers with the training and policies they need to enhance their ability to protect and serve all members of the Syracuse community equally, and to build the community's trust in our officers; and

WHEREAS, in response to the concerns of the Syracuse community, more action on police reform is urgent, necessary and appropriate; and

WHEREAS, I will engage in a robust community dialogue to further explore and consider areas for reform and improvement over the coming months beyond those set forth below, culminating in a plan and report in the spirit of and in compliance with Governor Cuomo's Executive Order No. 203, New York State Police Reform and Reinvention Collaborative;

Office of the Mayor
233 E. Washington St.
201 City Hall
Syracuse, N.Y. 13202

Office 315 448 8005
Fax 315 448 8067

www.syr.gov/net

GROWTH. DIVERSITY. OPPORTUNITY FOR ALL.

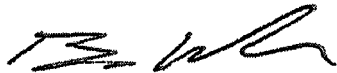
NOW, THEREFORE, as Mayor of the City of Syracuse, by the authority vested in me by the City Charter and applicable laws, and in consultation with the Chief of Police, I hereby direct the following actions as soon as practicable:

1. Review, revise and amend the policies and procedures of the Syracuse Police Department (SPD) to ensure the principles embodied in the New York City Right to Know Act are incorporated into the department's policies and procedures, including but not limited to self-identification to citizens, provision of written identification to citizens, obtaining consent to searches, recording consent and making the record of the consent available to the subject of the search. This will be done in conjunction with legislative action by the Syracuse Common Council, which will seek to codify the Right to Know principles related to the reporting of investigative encounters.
2. Revise SPD's 2019 use of force policy to ensure that it is compliant with recent changes in New York State law, and fully consider any policy changes requested by the Syracuse community.
3. Revise SPD's current body worn camera policy to ensure that officers record the entirety of their presence on the scene of a police encounter.
4. Complete the department's efforts to obtain additional body worn cameras so that all uniformed officers assigned to patrol or who otherwise respond to citizen calls will be equipped with cameras.
5. Develop and implement a plan to deploy dashboard cameras on all SPD marked vehicles.
6. Conduct a complete inventory of all equipment acquired through military surplus programs that are in possession of the SPD; establish policies and procedures regarding the use of such equipment; and establish parameters for future procurement of such equipment.
7. Post on the City of Syracuse and/or SPD's website:
 - a. The collection of documents that together comprise the most recent collective bargaining agreement with the Syracuse Police Benevolent Association (PBA); and
 - b. A comprehensive summary of that collection of documents, which my administration prepared and presented to the PBA for review and acceptance in 2019; and
 - c. The Tentative Agreement reached with the PBA in November 2019, which has not been approved, and which is now the subject of the impasse resolution process set forth in the New York State Taylor Law.
8. Make SPD policies publicly available on the SPD website.
9. Develop a process to ensure legal compliance with New York State's repeal of Civil Rights Law Sec. 50-a and related amendments to the Freedom of Information Law, which require the city to disclose copies of certain police personnel records upon request.
10. Continue to actively oppose any legal attempt to dissolve or otherwise eliminate the judicial consent decree which continues to be a critically necessary tool to improve the diversity of our police department.

11. Review the department's procedure and approval process regarding the application of search warrants that seeks a "no-knock" provision from a court to ensure compliance with Constitutional standards.
12. Continue to improve collaboration with the Syracuse Citizen Review Board (CRB) to ensure the flow of documents and information as embodied in Local Law No. 11. Further, commit to:
 - a. Reviewing the disciplinary recommendations presented by the CRB prior to making a final determination of discipline of an officer; and
 - b. In cases where the Chief issues no discipline, or discipline that is lesser than is that recommended by the CRB, provide to the CRB a written explanation of the reason for such level of discipline or lack thereof.
13. Develop and deliver training on the history of racism in Syracuse and the United States, both in the police academy and during in-service training, such that 100% of the membership of SPD receives this training. Additionally, deliver department-wide training in cultural competency for law enforcement.
14. Continue to review and upgrade the department's recruitment, screening and hiring practices, with an aim to increase the diversity of the department's membership.
15. Research and consider innovative, community-based strategies for responding to non-criminal calls, with a goal of shifting the paradigm from primary police response, to response by non-police professionals in relevant fields.
16. Develop and implement, in coordination with the Syracuse City School District, a new model for school safety and security.

G I V E N under my hand and the Seal of the City of Syracuse this nineteenth day of June in the year two thousand twenty.

BY THE MAYOR



Benjamin R. Walsh, Mayor

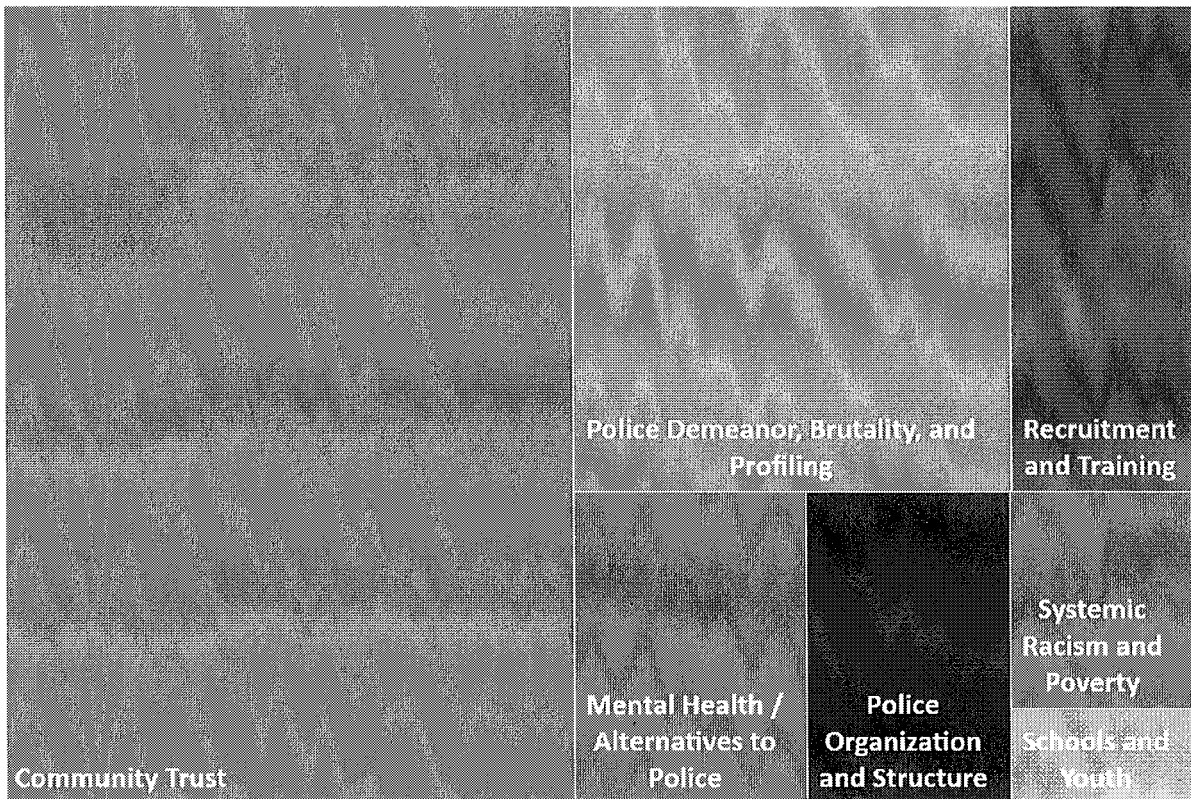
ATTEST:

John P. Copanas, City Clerk

Dated: June 19, 2020

Appendix B

Onondaga County and the City of Syracuse Speaks: Public Comments on Reforming and Reinventing Police



Report to:



Submitted by:



February 8, 2021

The cover picture represents the seven overarching themes from six Community Forums held in Onondaga County and the City of Syracuse in January 2021.

Introduction and Executive Summary

The Police Reform and Reinvention Collaborative (“PRRC”) conducted six community forums in January 2021 to gather public comment about initiatives to be undertaken in Onondaga County and the City of Syracuse to address police reform pursuant to Executive Order No. 203, signed by Governor Andrew M. Cuomo on June 12, 2020. The PRRC engaged InterFaith Works, a Syracuse-based human services non-profit agency, to gather all data based on public comments for each session and to develop this independent report.

The report qualitatively analyzes 211 public comments made by 375 participants about reforming and redefining the role of police in Onondaga County and the City of Syracuse. Seven overarching themes emerged, identified below. For ease of reference, the themes below serve as a table of contents for this report.

Major themes and table of contents

Themes	See Report:
Rebuild Community Trust	Page 9
Address Police Demeanor, Brutality, and Profiling	Page 12
Improve Recruitment and Training	Page 15
Engage Mental Health / Alternatives to Police	Page 17
Enhance Police Organization and Structure	Page 19
Address Systemic Racism and Poverty	Page 21
Engage Schools and Youth	Page 23
Appendix of all comments	Page 25

Rebuild community trust is a complicated theme involving: (1) the recognition of the importance of the police role in our communities, (2) the need for greater accountability structures and transparency of these structures, and (3) efforts to meaningfully rebuild relationship between police and community members.

Address police demeanor, brutality, and profiling is the most prominent theme mentioned during the Community Forums, and was communicated through many shared experiences by black, brown, and people of color of demeaning treatment, brutality, and profiling. No white participants were observed to share similar experiences. Solutions to these challenges will be difficult but may be addressed, at least partially, by the solutions offered in **rebuilding community trust**, above.

Improve recruitment and training addresses participant comments about fostering increasingly diverse police departments that meet or exceed minority representations in our municipalities and our County or about fostering, in the words of one participant, “a diversity mindset” around new hires and trainings.

Engage mental health / alternatives to police. There was resonance across the Community Forums for the need for expanded mental health services to augment, or perhaps replace in certain instances, police interactions with people in mental health crisis.

Enhance police organization and structure. This category reflects the “business process” aspects of policing – numbers and allocations, response times, call response, programs like gun reduction, and the ability to access police records. Good policing models were referenced and positive interactions with police were noted.

Address systemic racism and poverty. The theme of systemic racism and policing could be interpreted to be the major theme of across the Community Forums. This category is best understood as being multi-disciplinary and intergovernmental, at the very least, with “solutions” being ones that are less obvious than other ones addressed more specifically above.

Engage schools and youth. Schools and youth may represent a unique opportunity across the Community Forums: there was very little observed input from youth about their experiences generally and in their schools. As such, the PRRC and the various legislative bodies in Onondaga County may wish to consider a specific engagement of youth perspectives.

Understanding the report

Public participants offered an array of recommendations and suggestions, many of which were drawn from personal and professional experiences with police. There was a perceived need for and recognition of the importance of the police while expressing a simultaneous concern about poor demeanor and profiling, and lack of trust. We observe promise in the form of participant recommendations about building police-community trust and addressing organizational challenges that police departments face, such as responding to people in mental health crisis. We observe opportunities for the Collaborative and the legislatures across Onondaga County to address head-on the many shared stories of poor officer demeanor, profiling, and brutality by participants who identified as black or brown or persons of color.

The themes represent both frequency of their mention but also uniqueness of the theme. For the former category, the theme of “police demeanor, brutality, and profiling” was an obvious theme not just for the frequency but for the stories that were used to illustrate the theme. For the latter, the theme of “schools and youth” received relatively few mentions but is also highly specific. Additionally, it may be important to consider the age of the Community Forum attendees: there appeared to be few youth participants, so “schools and youth” might be a category that is underrepresented in terms of potential reform opportunities.

A different example is “systemic racism and poverty.” Some could suggest that it was perhaps the major theme of all six sessions (many issues, like racial profiling and police demeanor and brutality, affect our black and brown neighbors the most). This is a valid point.

However, issues of demeanor, brutality, and profiling may be able to be addressed in specific ways by the Collaborative and by the legislative bodies that receive this report. For purposes of this report, “systemic racism and poverty,” while referenced less frequently, still represents an important area of consideration that is more complicated: interactions across systems, different levels of government, and perhaps with entities outside the immediate authority of the PRRC and the legislative bodies within Onondaga County. An example of this is the members of the Onondaga Nation, sovereignty, and historical racism.

We encourage the reader to consider the totality of all suggestions made as important elements for addressing police reform and reinvention. There are clear themes that emerge, but we expect that meaningfully addressing police reform and reinvention requires equal consideration of all possible solutions put forth regardless of their frequency.

Acknowledgements

Thank you to Onondaga County Executive J. Ryan McMahon, II, City of Syracuse Mayor Ben Walsh, Onondaga County District Attorney William J. Fitzpatrick, and to the members of the Police Reform and Reinvention Collaborative who developed these sessions and who are working diligently reforming and reinventing police across Onondaga County, and to the Community Forum facilitators, Nodesia Hernandez and Pastor Dr. H. Bernard Alex. Special thanks to Stephanie Martin-Thom, Assistant District Attorney, for her contributions to this report. Finally, we are grateful for the investment by those in our community in the notion of police reform and reinvention and for the many instances of courage it took for people to share deeply personal issues, as well as contributing ideas for the PRRC’s consideration. This is the public’s report.

Syracuse Police Department

Policy Manual

Warrant Service

Officers will remain subject to the policies of the Syracuse Police Department when assisting outside agencies or serving a warrant outside Syracuse Police Department jurisdiction.

607.12 MEDIA ACCESS

Best Practice

No advance information regarding warrant service operations shall be released without the approval of the Chief of Police. Any media inquiries or press release after the fact shall be handled in accordance with the Media Relations Policy.

607.13 TRAINING

Best Practice

The Commanding Officer of the Training Division should ensure officers receive periodic training on this policy and associated topics, such as legal issues, warrant preparation, warrant service and reporting requirements.

Appendix G

City of Syracuse

Gen. Ord. NO. 34-2020

CITY CLERK'S OFFICE

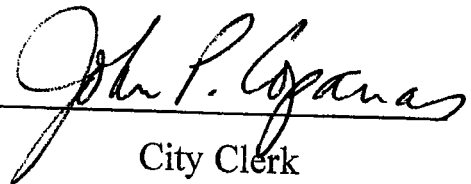
I, JOHN P. COPANAS, City Clerk of the City of Syracuse, New York do hereby certify that the attached is a true copy of an ORDINANCE:

Adopted by the Common Council on

October 13, 2020

Signed by the Mayor on

October 15, 2020


City Clerk

TO:

Mayor
Assessment Commissioner
Aviation Commissioner
Board of Elections
Bureau of Accounts
Citizen Review Board
City Auditor
City School District
Code Enforcement
Neighborhood and Business Development
Finance Commissioner
Corporation Counsel
United States Congressperson
Governor of New York State
New York State Senate
New York State Assembly
New York State Senator
Onondaga County Legislature

Management & Budget Director
Parks & Recreation Commissioner
Personnel & Labor Relations Dir.
Police Chief
Public Works Commissioner
Public Works/Bookkeeper
Purchase Department
Real Estate Division
Research Director
Water Department
Zoning Administration
United States Senator
Department of Engineering
Finance/Treasury
Finance (Water Bureau)
Fire Chief
Grants Management Director
Board of Education

**GENERAL ORDINANCE AMENDING CHAPTER
19, OF THE REVISED GENERAL ORDINANCES
OF THE CITY OF SYRACUSE, AS AMENDED,
ENTITLED POLICE DEPARTMENT, TO CREATE
A NEW SECTION 19-9 TO BE ENTITLED RIGHT
TO KNOW**

BE IT ORDAINED, that Chapter 19 of the Revised General Ordinances of the City of Syracuse, as amended, entitled Police Department is hereby amended to add a new Section 19-9 that shall read as follows:

Section 19-9. Right to Know

Declaration of Legislative Intent and Findings. WHEREAS, the Common Council finds that people of and in the City of Syracuse are unaware of their constitutional right to privacy when interacting with law enforcement officers. The Council further finds that mistrust of law enforcement officers based on real or perceived discrimination hinders law enforcement efforts and is a threat to public safety. In adopting this law, it is the intention of the Common Council to protect the peoples of and in the City of Syracuse's constitutional rights by instituting an affirmative obligation on law enforcement officers to inform those people of their privacy rights when being searched by the police, and to create greater transparency in law enforcement practices. It is also the intention of the Common Council to increase transparency in police practices and to build trust between police officers and members of the public by providing the public with notice of the reasons behind their encounters with the police, and a written record of their interactions with the police in situations that do not result in an arrest or summons. In doing so, it is the Common Council's intention to protect the personal privacy of all people within its

borders, to shield police officers from false claims of wrongdoing, to contribute to the efficiency and effectiveness of our criminal justice system, and to rebuild trust between the Syracuse Police Department and the residents they are sworn to serve.

Chapter 19 of the Revised General Ordinances of the City of Syracuse is hereby amended to read as follows:

Sec. 19-9.- Right to Know

(a) *Definitions.* As used in this section the following words shall have the following meanings:

Department. The terms “department” shall mean the police department of the City of Syracuse.

Law enforcement activity. The term “law enforcement activity” means any of the following activities when conducted by an officer:

1. Noncustodial questioning of individuals;
2. Stops where an officer has an individualized, reasonable suspicion that the person stopped has committed, is committing, or is about to commit a crime and where a reasonable person would not feel free to end the encounter at will;
3. Frisks;
4. Searches of persons or property, including vehicles;
5. Roadblock or checkpoint stops,
6. Home searches;

7. Investigatory questioning of victims or witnesses to crimes; and
8. Traffic stops.

Noncustodial questioning. The term “noncustodial questioning” means the questioning of an individual during an investigation into criminal activity, where such individual has not been detained and is free to end the encounter at will.

Officer. The term “officer” means a sworn police officer of the department.

(b) Upon initiation of a law enforcement activity, an officer shall:

1. Identify himself or herself to the person who is the subject of such law enforcement activity by providing his or her name, rank and command;
2. Provide to such person an explanation of the reason for such law enforcement activity;

(c) At the conclusion of a law enforcement activity that does not result in an arrest or summons, the officer shall:

1. Offer a business card to such person provided that where such person is a minor, the officer shall offer such a business card to the minor or, if present at the scene, to a parent, legal guardian, or responsible adult;
2. Offer to provide to such person the information set forth in paragraph 1 of subdivision b on a hand-written card, when such officer does not have an adequate number of pre-

printed business cards on his or her person at the time of such law enforcement activity;
and

3. Offer to provide to such person the information set forth in paragraph 1 of subdivision b verbally and allow sufficient time for such person to record such information when such officer does not have an adequate number of pre-printed business cards or hand-written cards on his or her person at the time of such law enforcement activity.

(d) Notwithstanding the provisions of subdivision c, an officer shall offer a business card to any person requesting identifying information, or provide such information verbally to such person and allow such person sufficient time for such person to record such information when such officer does not have an adequate number of pre-printed business cards or hand-written cards on his or her person at the time of such law enforcement activity.

(e) The Chief of Police, or the Commissioner of Public Safety, shall develop a plan to ensure that officers have an adequate number of business cards prior to engaging in any law enforcement activity and that such cards be replenished within 30 business days after such cards become available.

(f) Any business cards used by an officer to identify himself or herself to a person who is the subject of law enforcement activity shall be pre-printed and include, at a minimum:

1. The name, rank, shield number, and command of such officer; and

2. The address and phone number for the citizen review board and an indication that the subject of the law enforcement activity may contact the citizen review board to submit comments or complaints about the encounter.

3. The address and phone number for the department's internal affairs unit and an indication that the subject of the law enforcement activity may contact the internal affairs unit to submit a complaint about the encounter.

(g) The Chief of Police or the Commissioner of Public Safety shall develop and provide policy, rules and regulations for its officers, whether in uniform or civilian clothing, with respect to obtaining voluntary, knowing, and intelligent consent prior to the search of a person, or a person's vehicle, home or property, for a search that is based solely on a person's consent to such search, when such search is not conducted pursuant to a warrant, any other exception to the warrant requirement under applicable law, or probable cause, or when such search is not incident to a lawful arrest. Such guidance shall specify conduct for:

1. Articulating, using plain and simple language delivered in a non-threatening manner, that the person who is subject of the search is being asked to voluntarily, knowingly, and intelligently consent to such search, and explaining that such search will not be conducted if such person refuses to provide consent to such search;

2. Securing such consent without threats or promises of any kind being made to such person;

3. Affirming that such person understands the information communicated pursuant to paragraph 1;

4. Refraining from conducting such search where such consent has not been obtained;
and

5. Utilizing interpretation services when seeking consent to conduct a search of a person with limited English proficiency or such person's vehicle, home, or property, including but not limited to the use of bilingual officers and telephonic interpretation, prior to conducting such search.

(h) An officer who seeks consent to conduct a search that is subject to the policy, rules and regulations developed and provided pursuant to subdivision (g) shall:

1. Create an audio and/or video record of the information communicated pursuant to such guidance and such person's response to such information, or a written record reflecting the information communicated pursuant to such guidance to be signed by the person if such person understands the information and consents to a search unless the person refuses to sign. Any such refusal must be documented by the officer;

2. Document the time, location, and date of such search, and the apparent race/ethnicity, gender, and age of the person who was the subject of such search, and such officer's name, command, and shield number; and

3. Provide the person who is the subject of the search written instructions on how to obtain a copy of such record created pursuant to paragraph 1 of this subdivision. Upon receiving a request from such person for a copy of such record, the department shall acknowledge receipt of such request within 5 business days of receiving such request. Such acknowledgement shall include a date by which the department will provide such record or the basis for the denial of such request, provided that such date shall not be longer than 45 days from the date of receipt of such request. If the department is unable to provide such copy or denial to such person within 45 days due to extenuating circumstances, it shall provide such record or denial within 15 days of such 45 days and provide the basis of such circumstances.

(i) Notwithstanding any other provision in this section, an officer shall not be required to comply with this section where:

1. Such officer is engaged in an approved undercover activity or operation, and law enforcement activity is taken pursuant to such undercover activity or operation; or
2. An emergency exists requiring immediate action by the officer to respond to an imminent and substantial risk of physical injury to the officer or any other person or imminent and substantial damage to property, or to forestall the imminent escape of a suspect or imminent destruction of evidence.

3. During searches predicated upon entrance to a public building or facility, location, event or gathering, and where such person's entrance into any such location constitutes implied consent to be searched under an exception to the warrant requirement.

(j) Nothing in this section or in the implementation thereof shall be construed to restrict or limit any activity or proceeding regulated by the criminal procedure law or any other state law.

(k) The Chief of Police or the Commissioner of Public Safety shall develop rules and regulations to enforce compliance with this section.

(l) Commencing within 30 days of the end of the quarter beginning on January 1, 2021, and within 30 days of the end of every quarter thereafter, the department shall post on its website a report of the data collected pursuant to paragraph 2 of subdivision (h), specifically the total number of consent searches conducted during the preceding quarter disaggregated by the apparent race/ethnicity, gender, and age of the person searched; and the total number of instances where an officer sought to obtain a consent to search but did not obtain consent to search during the preceding quarter disaggregated by the apparent race/ethnicity, gender, and age of the person from whom such consent was sought.

(m) Severability. If any portion of this General Ordinance is, for any reason, declared unconstitutional or invalid, in whole or in part, by any court of competent jurisdiction, such portion shall be deemed severable, and such unconstitutionality or invalidity shall not affect the

validity of the remaining portions of this general ordinance, which remaining portions shall continue in full force and effect.

§19-10. Reporting on Investigative Encounters

(a) Definitions. As used in this section, the following terms have the following meanings:

1. Level one investigative encounter. The term “level one investigative encounter” means an officer’s request for information based on an objective credible reason to approach.
2. Level two investigative encounter. The term “level two investigative encounter” means a common law right of inquiry based on an officer’s founded suspicion that criminal activity is afoot.
3. Level three investigative encounter. The term “level three investigative encounter” means a stop and/or frisk based on an officer’s reasonable suspicion that an individual has committed, is committing or is about to commit a felony or misdemeanor.
4. Officer. The term “officer” means a peace officer or police officer as defined in the Criminal Procedure Law who is employed by the city of Syracuse.

(b) Commencing within 30 days of the quarter beginning on January 1, 2021, and within 30 days of the end of every quarter thereafter, the police chief or commissioner of public safety shall

submit to the council and the mayor and post to the department's website a report containing the following information concerning investigative encounters conducted by officers for the previous quarter:

1. The total number of level one investigative encounters based on objective credible

- reasons that escalated to a level two or three investigative encounter;

2. The total number of level two investigative encounters based on founded suspicion;

and

3. The total number of level three investigative encounters based on reasonable suspicion.

(c) The information required pursuant to subdivision a shall be disaggregated by precinct and further disaggregated by:

1. The apparent race/ethnicity, gender, and age of the person involved;

2. The number of persons from whom an officer requested consent to search, further disaggregated by whether consent was granted or declined;

3. The number of persons arrested or issued a criminal or civil summons;

4. The factors leading to the investigative encounter; and

5. Whether a use of force incident occurred in connection with the encounter.

(d) The information required pursuant to this section shall be stored permanently and shall be accessible from the department's website, and shall be provided in a format that permits

automated processing. Each report shall include a comparison of the current reporting period to the prior four reporting periods, where such information is available.

(e) The Chief of Police or the Commissioner of Public Safety shall develop rules and regulations to enforce compliance with this section.

(f) Severability. If any portion of this General Ordinance is, for any reason, declared unconstitutional or invalid, in whole or in part, by any court of competent jurisdiction, such portion shall be deemed severable, and such unconstitutionality or invalidity shall not affect the validity of the remaining portions of this general ordinance, which remaining portions shall continue in full force and effect.

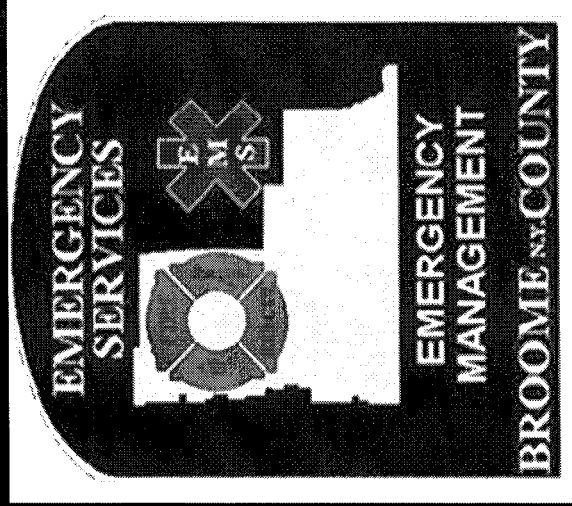
and

BE IT FURTHER ORDAINED, that this ordinance shall take effect December 14, 2020;

and

BE IT FURTHER ORDAINED, that all Sections of Chapter 19 of the Revised General Ordinances, as amended not expressly revised by this ordinance shall remain in full force and effect as written.

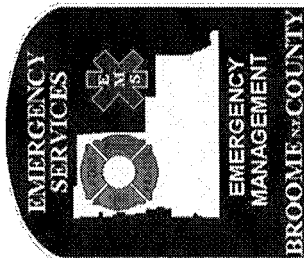
Appendix H



**BROOME COUNTY
911 DISTRESSED CALLER
DIVERSION PROGRAM**

**NYS 911 COORDINATORS
CONFERENCE
OCTOBER 30, 2019**

**Neal Haight
Broome County 911**



LOCATION & NUMBERS



Southern Tier



Demographics

Population – 196,124

Median Age – 39.6

Median Household Income - \$49,064

Poverty Rate – 17.1%

Median Property Value - \$113,100

<https://datausa.io/profile/geo/broome-county-ny>

Calls for Service 2018

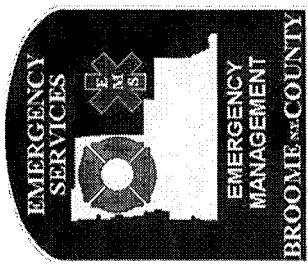
Total Calls – 515,025

911 Calls – 94,217

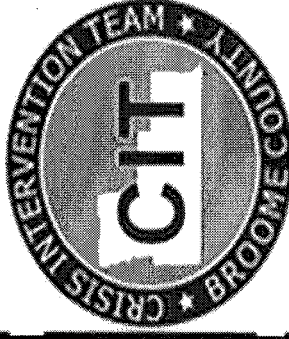
Mental Health 911 Calls – 1557

2% of all 911 calls Mental

Health Crisis



911 DIVERSION COURSE OVERVIEW



911 Diversion

What is it?

Workflow

Risk Assessment

Planning

Identifying Stakeholders

Budgeting

Training Curriculum

Creation

Policy Modifications

Implementation

Training Roll Out

Go Live

Results

Improving the Process

ALTERNATE MENTAL HEALTH RESPONSES

- Process started in 2009 – Albany summit
- Start of 3 prong Mental Health approach
 - Law Enforcement CIT Training
 - Mobile Crisis response Teams
 - 911 Diversion process

WHAT IS 911 DIVERSION?

- To identify and refer qualifying non-emergency mental health-related calls for immediate connection to a counselor
- A better way to handle emotionally distressed callers.
- Enhance the communication skills of Dispatchers
- Reduce stigma and misunderstanding of Mental Illness
- Adds a service option to Dispatchers resources
- Keeps other resources available for other calls

PLANNING

First: Who are the stakeholders?

911

Police / Local Government Units (LGU)

Mental Health Providers / Mobile Crisis Teams

Receiving Hospitals

Anyone in the intersection of a Mental Health Crisis



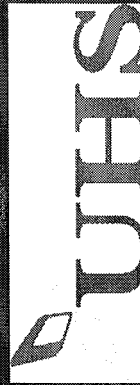
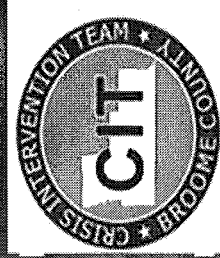
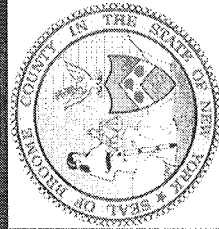
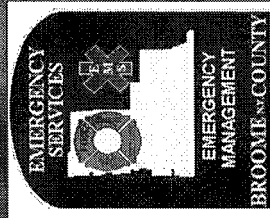
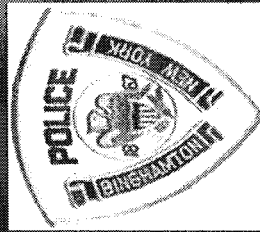
INVOLVED STAKEHOLDERS



MHAST

Mental Health Association
of the Southern Tier, Inc.

47 Broad Avenue Binghamton, NY 13904



LOURDES



Ascension

CARE COMPASS
NETWORK



Office of
Mental Health

Division of
Forensic Services



INSTITUTE FOR
POLICE MENTAL HEALTH &
COMMUNITY COLLABORATION

Director: Dan Kania Ph.D.
Phone: (607) 733-7568 Email: dkania@wscst.org

HOW DID WE SELL IT/ BUY IN

- What is the best for each involved agency/consumer?
- Provide the best possible care for a person in crisis
- Help law enforcement remain available for priority assignments
- Seeks to de-escalate situations and immediately connect consumers with Mental Health Professionals.
- Seeks to reduce the burden on local health care system
- Legal/Risk Management team on board

BUY IN

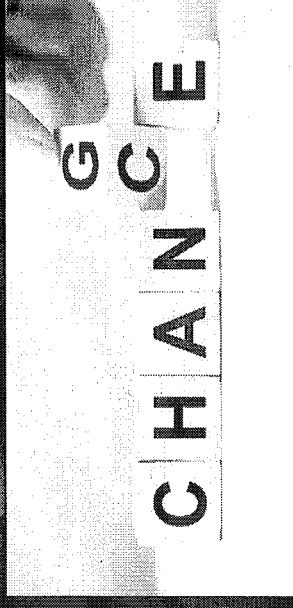
- Houston Police Department has done some tremendous work in this area.
- Assisted with planning during conference calls



POLICY MODIFICATIONS

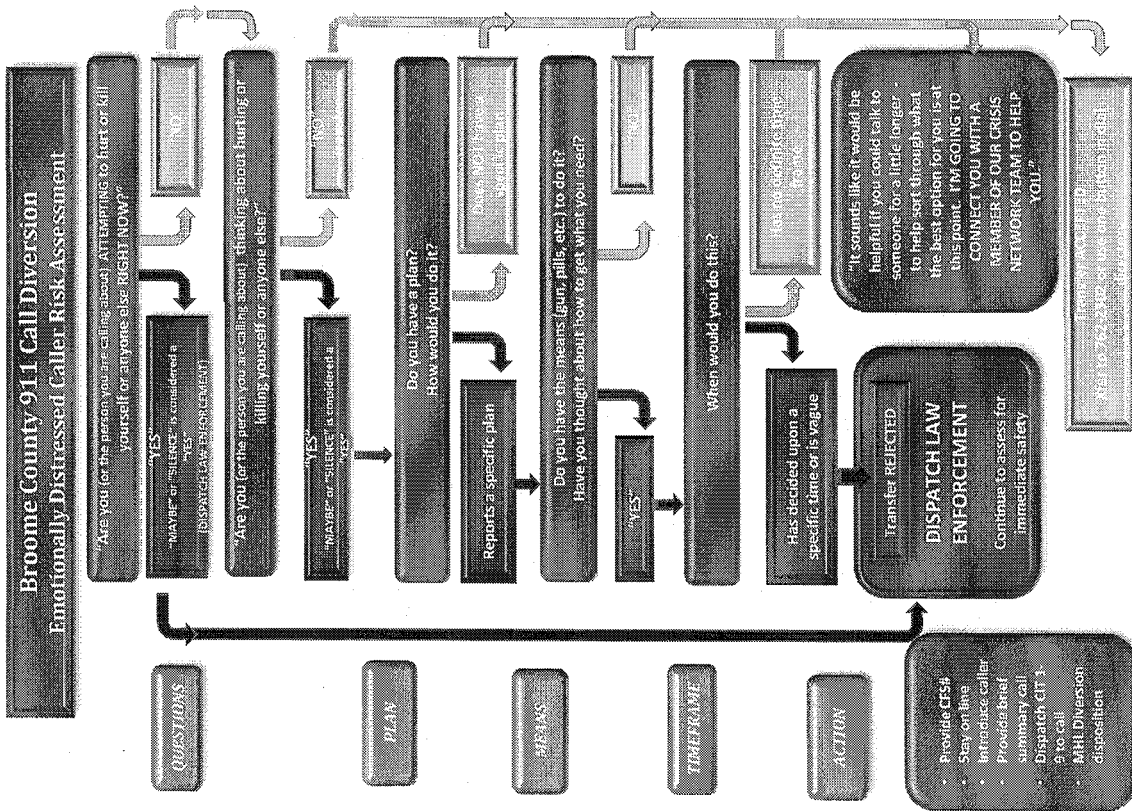
Broome County Emergency Management incorporated the Risk Assessment into their new Policy

We carved out time in the 8 hour training block to thoroughly go over the policy (Local Procedures)



POLICY INCLUDES

- Definition – “Emotionally Disturbed Caller”
- Steps for the call-taker
 - Normal call-taking procedures
 - Utilize Risk Assessment
 - Enter CAD complaint and leave open
 - Use of disposition codes



Empathic Statements

That must be really
frustrating for you

It sounds like you're
feeling really bad.

That sounds:
scary
difficult
upsetting

You're in a tough spot.

That is a lot to deal
with.

I'm sorry to hear that.
It must be
overwhelming.

That is the last thing
you wanted.

It's hard for you to
know what to do.

Let me see if I
understand you.....

Crisis Response Resources

CPEP – (607) 762-2302 / (800) 451-0560
MHAST Mobile Crisis – (607) 766-1369
MHAST “Our House” Crisis Respite
(607) 771-8888 ext 350

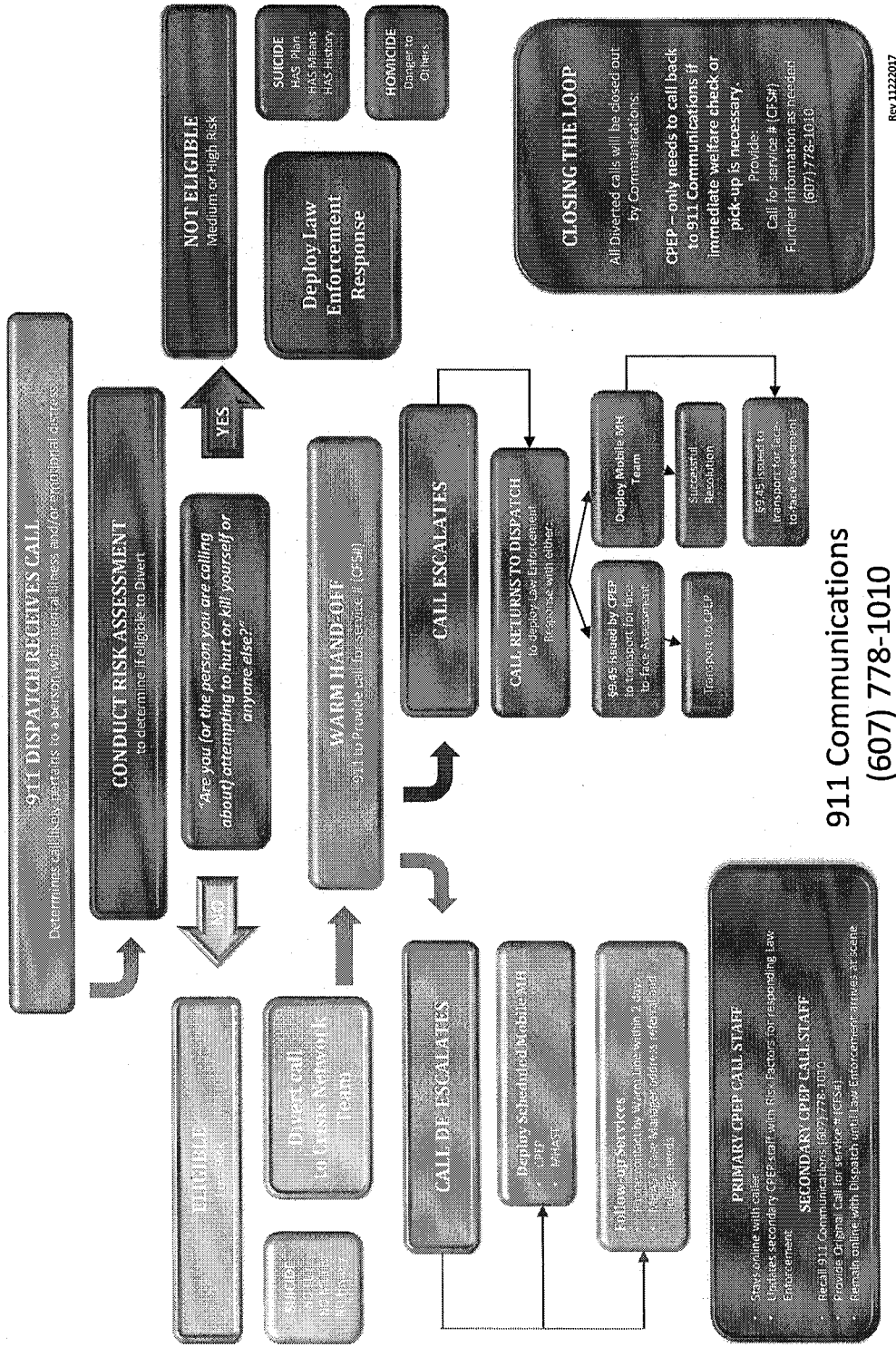
Binghamton Police CIT trained officers
Broome County Sheriff's CIT trained officers
Vestal Police CIT trained officers
Johnson City Police CIT trained officers

REFER TO POCKET GUIDES FOR FURTHER
RESOURCES

POLICY INCLUDES

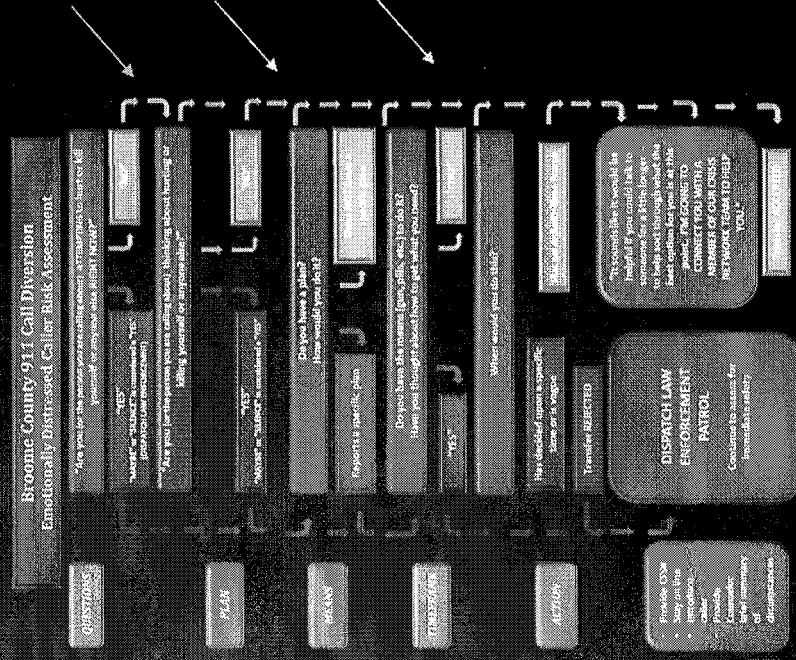
- Steps to transfer caller to crisis line
 - Warm transfer to Crisis Center
 - Caller CAN refuse the transfer
 - When Crisis Center does not answer
- Steps for Crisis Center
 - Accept the call
 - Return call to 911 Center to advise outcome
 - Resolved/response required

Broome County 911 Call Diversion Emotionally Distressed Caller Workflow



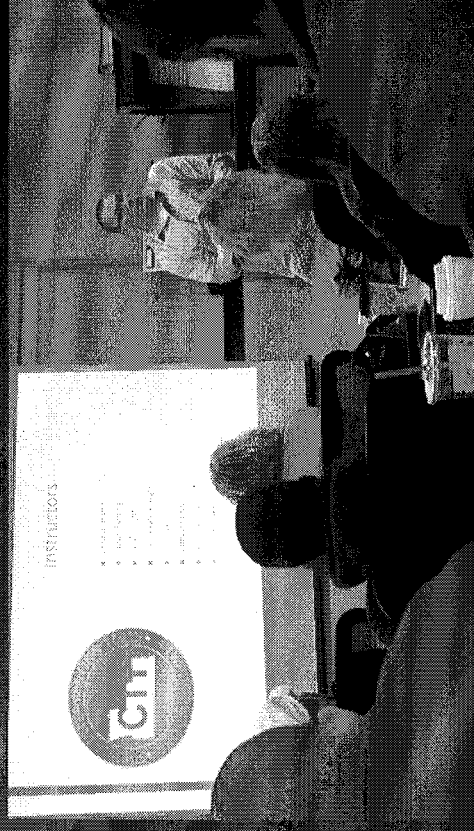
IMPLEMENTATION

- Training took place over a 4 day period in one week in November of 2017
- We started testing the process December 2017.
- We found that we needed to clarify the arrows on the Risk Assessment.
- Went live January 1, 2018
- Trust was established between 911 and Crisis Counselors
 - Initially dispatchers had to leave calls open and counselors had to call back with results
 - This was changed to once the call is transferred, 911 can close out the call and the counselor will only call back if the call escalates or transport is still needed.



TRAINING CURRICULUM

- CIT history and implementation
- Mental Illness overview
- Assessing self harm, Suicidal potential
- Recovery, Treatment, and Medications
- Community Resources
- Active Listening and De-escalation
- Local procedures
- Scenario Based Training



- What did we learn from course evaluations?
- Introduce the Risk Assessment & Policy early
 - Less is more....Medications
 - More Scenario Phone Calls

BUDGETING

SHOW ME THE MONEY!!!!!!!

DSRIP – Delivery System Reform Incentive Payment

3a11 Projects - Behavioral health community crisis
stabilization services

Materials

Food

Instructors

Overtime – 53 Dispatchers (8 Hours)

Broome County's Budget was \$21,000

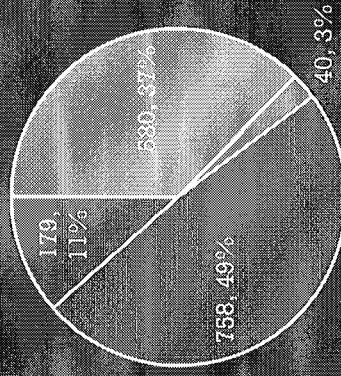
CARE COMPASS
N E T W O R K

Who is my (PPS) Performing Provider System (DSRIP)?

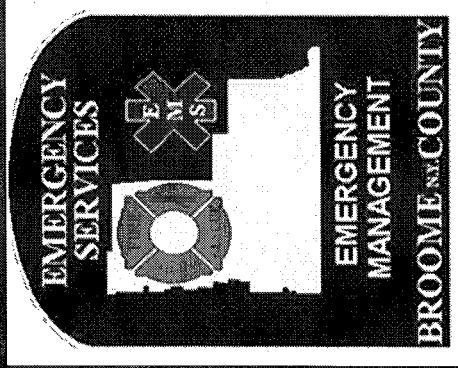
https://www.health.ny.gov/health_care/medicaid/redesign/dsrip/pps_map/index.htm

2018 BROOME COUNTY MENTAL HEALTH CALLS FOR SERVICE

2018 Mental Health Calls for Service 1557 Total



■ Transports to CPEP ■ Crisis Calls Diverted ■ Deescalated by Law Enforcement ■ Deescalated by Mobile Crisis



IMPROVING THE PROCESS

- We are identifying high-utilizers and making efforts to connect them
- Discussions are under way to
 - Divert calls from parents of children with behavioral issues (Parental Coaching)
 - 2nd or 3rd party check the welfare calls (Mobile Crisis)
 - Persons requesting transports to Crisis Center



Recently released Best Practices guide from CIT International

<http://www.citinternational.org/bestpracticeguide>

CRISIS INTERVENTION TEAM (CIT) PROGRAMS:

A BEST PRACTICE GUIDE FOR TRANSFORMING
COMMUNITY RESPONSES TO MENTAL HEALTH CRISES

Reviewed by Experts, Edited & Revised by CIT International
Published by CIT International, 2019



A Publication of CIT International
August 2019





MENTAL HEALTH FIRST AID FOR FIRST RESPONDERS

1.2 million
individuals living with
mental illness are in jail
and prison each year
National Health Awareness

Why Mental Health First Aid?

Mental Health First Aid teaches you how to identify, understand, and respond to signs of mental illnesses and substance use disorders. This 8-hour training will provide you with the skills needed to reach out and support someone who may be developing a mental health or substance use problem and help connect them to the appropriate care. This training focuses on the unique experiences and needs of public safety personnel, giving you the tools to make a difference in your life, the lives of coworkers, the lives of family members, and the lives of those you serve in the community.

Who Should Take the Training:

- Law Enforcement
- Corrections Officers
- Fire Fighters
- EMTs
- Paramedics
- 911 Dispatch Responders
- Other First Responders

Mental Health First Aid Training Instructors:

Mike Hatch, Crisis Intervention Team Coordinator, MHAST
Lauren Greco, Project Manager, Care Compass Network

Christine Paul, Deputy Director, Chenango Health Network

Jamie Hagenbush, Population Health Coordinator, Chenango Health Network

Sgt. Tony Diles, Binghamton Police Department

Rich Shaw, Tompkins County Mental Health

Learn how to apply the ALGEE action plan:

- Assess for risk of suicide or harm
- Listen nonjudgmentally
- Give reassurance and information
- Encourage appropriate professional help
- Encourage self-help and other support strategies

Mental Health First Aid Covers:

- Defuse crises
- Provide mental health literacy
- Combat stigma of mental illness
- Enable early intervention through recognition of signs and symptoms
- Connect people to care

Call us today to see how you can sign-up for this
FREE training!

Contact:

Lauren Greco • (507) 240-2560 • lgreco@carecompassnetwork.org

CARE COMPASS  



CHENANGO HEALTH NETWORK

FREE First Responder Mental Health training

Broome, Tioga, Tompkins, Schuyler,
Cortland, Chemung, Steuben,
Chenango & Delaware Counties

Contact:

Lauren Greco, Care Compass

lgreco@carecompassnetwork.org

NEAL HAIGHT

**BROOME COUNTY
EMERGENCY SERVICES**

(607) 778-3044

NEAL.HAIGHT@BROOMECOUNTY.US

Community Forums

The dates of the forums were January 7, 12, 13, 14, 19, and 20. Each were held via a Zoom platform from 5:00 – 6:30 pm. The forums were initially designed for participants from specific geographic regions of Onondaga County and for the City of Syracuse.

Participants were asked to supply their zip code for later identification between the comment and the municipal police department. This report does not control for City and non-City recommendations due three reasons - inconsistent provision of zip codes, the appearance of geographic mixing for the sessions, and making “global” recommendations about police rather than specific to the commenter’s location. More importantly, the themes that emerged from these sessions appear to be broadly applicable across municipalities within Onondaga County. There are specific references to certain municipalities which are identified in more detail below, but these are derived from the public comments rather than attributable by zip code.

Total attendance across the six Community Forums was 375 participants on a session-by-session basis. Multiple people attended multiple sessions and not everyone attended the entirety of their session. Attendance was determined by Zoom participant lists provided in Excel format, with duplicate names per session deleted. Duplicate entries appear likely due to connectivity interruptions requiring participants to reenter the meeting and thus be logged as a new participant by Zoom.

Table 1: Attendance by session

Date	Attendance
January 7, 2021	55
January 12, 2021	70
January 13, 2021	81
January 14, 2021	68
January 19, 2021	54
January 20, 2021	47
Total Attendance	375

The Community Forums were facilitated by Nodesia Hernandez and Pastor Dr. H. Bernard Alex, each of whom served as the lead facilitator for three sessions each. The sessions were opened by members of the PRRC by setting the framework for each discussion. The sessions were designed and initially conducted to be listening sessions for Collaborative and law enforcement

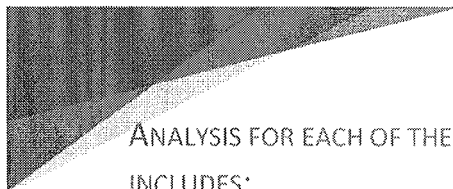
members, but government leaders did address specific inquiries raised by public participants. It was common, for example, for City and County government leaders to indicate if a citizen complaint was received and was being acted upon.

There were a total of 211 separate suggestions made by the public during the six Community Forums, for an average of approximately 35 suggestions per Community Forum. Participants often made more than one suggestion.

Analysis

Offered below in chart and table format is a framework to understand the complicated and interwoven themes that emerged from the six Community Forums. Chart 1 and Table 2, below,

represent the seven Overarching Themes that emerged from analyzing the 211 public comments.



ANALYSIS FOR EACH OF THE SEVEN THEMES
INCLUDES:

- CHART WITH SUB-THEMES
- TABLE WITH SUB-THEME FREQUENCY
- DISCUSSION

The charts and tables that follow (Charts 2-8 and Tables 3-9) are an analysis of each of the seven themes along with the sub-themes for each.

Analysis: Overarching Themes

Chart 1: Overarching Themes

POLICE REFORM THEMES: ONONDAGA COUNTY AND THE CITY OF SYRACUSE

Community Trust	Police Demeanor, Brutality, and Profiling		Recruitment and Training
	Mental Health / Alternatives to Police	Police Organization and Structure	Systemic Racism and Poverty
			Schools and Youth

Table 2: Overarching Themes and Frequency

Themes	Frequency (Percent)
Rebuild Community Trust	101 (48%)
Address Police Demeanor, Brutality, and Profiling	47 (22%)
Improve Recruitment and Training	20 (9%)
Engage Mental Health / Alternatives to Police	16 (8%)
Police Organization and Structure	14 (7%)
Address Systemic Racism and Poverty	9 (4%)
Engage Schools and Youth	4 (2%)
Total comments	211 (100%)

Discussion: These seven themes emerged across analysis of 211 public participant comments (answers by public officials in their official contexts are not included). Details for each of these overarching themes are described below, with corresponding charts and tables for frequency.

Analysis: Rebuild Community Trust

Chart 2: Rebuild Community Trust

Community Trust: Themes and Sub-themes

■ Building Understanding and Relationships ■ Accountability

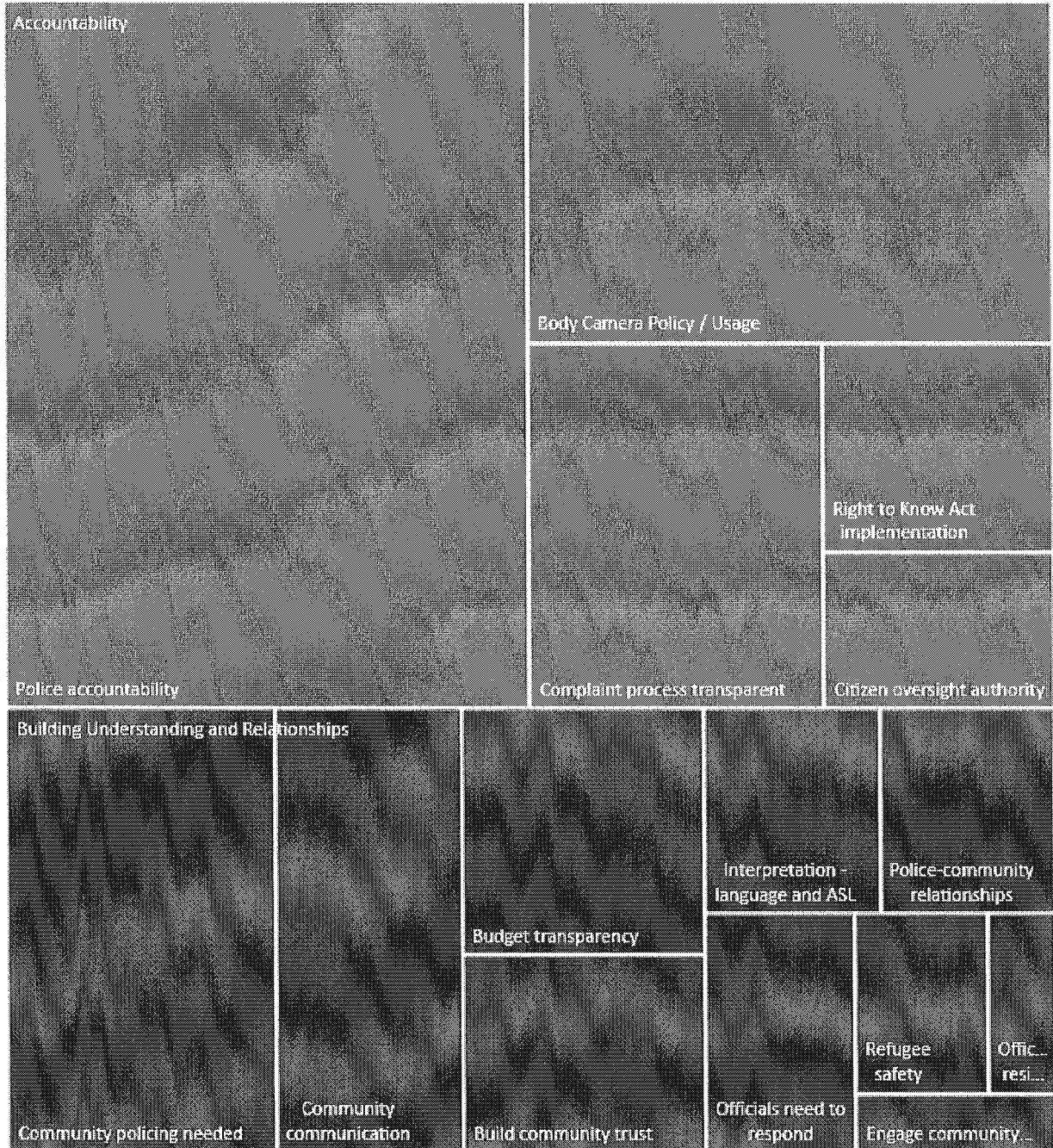


Table 3: Rebuild Community Trust: Sub-themes and Frequency

Accountability	Sub-theme frequency	Building Understanding and Relationships	Sub-theme frequency
Police accountability	31	Interpretation - language and ASL	3
Complaint process transparent	9	Build community trust	4
Citizen oversight authority	3	Police-community relationships	3
Body Camera Policy / Usage	15	Community communication	7
Right to Know Act implementation	4	Officer residency	1
		Refugee safety	2
		Community policing needed	10
		Budget transparency	5
		Engage community leaders	1
		Officials need to respond	3
Total	62	Total	39

Discussion: Two aspects of rebuilding community trust emerged: accountability combined with building understanding and relationships, for the most frequently mentioned and most detailed theme. For accountability, public participants indicated that police are not accountable for their actions and generally spoke to a lack of transparency about the complaint process and relatively new laws and policies, like the Right to Know Act and body cameras. It is worth noting that many participants appreciated the Community Forums as a method to have questions answered, which may be a future-forward strategy the PRRC or legislatures might employ.

The category of building understanding and relationships was varied, but community policing was a clear theme. Participants spoke to the ideals of community policing – officers being less distant and more interactive with the communities they patrol and protect, to build better



POLICE SHOULD HAVE THE PHONE NUMBERS
FOR INTERPRETER AGENCIES, OR USE IPADS
FOR “ON DEMAND” INTERPRETATION,
WHEN RESPONDING TO A CALL INVOLVING
NEW AMERICANS, HISPANICS, OR DEAF
CITIZENS.

relationships. Communication follow-through (often frustration was expressed when initial communications with officers occurred but there was no follow-up). Building relationships and trust are effective ways to combat what might be negative behaviors of a few. When trusted relationships are formed, there may be less inclination to paint an entire police department with the “same brush.”

The sub-theme “citizen oversight authority” was specific to the City of Syracuse Citizen Review Board and the interest to expand its oversight authority.

It was suggested that police accessing language, including ASL interpreters, would greatly facilitate building trust but more fairly addressing matters involving police.

“Officer residency” refers to the perceive need that officers live in the municipality which they patrol.

Analysis: Police Brutality, Demeanor, and Profiling

Chart 3: Police Brutality, Demeanor, and Profiling

Police brutality, demeanor, and profiling: Themes and Sub-themes

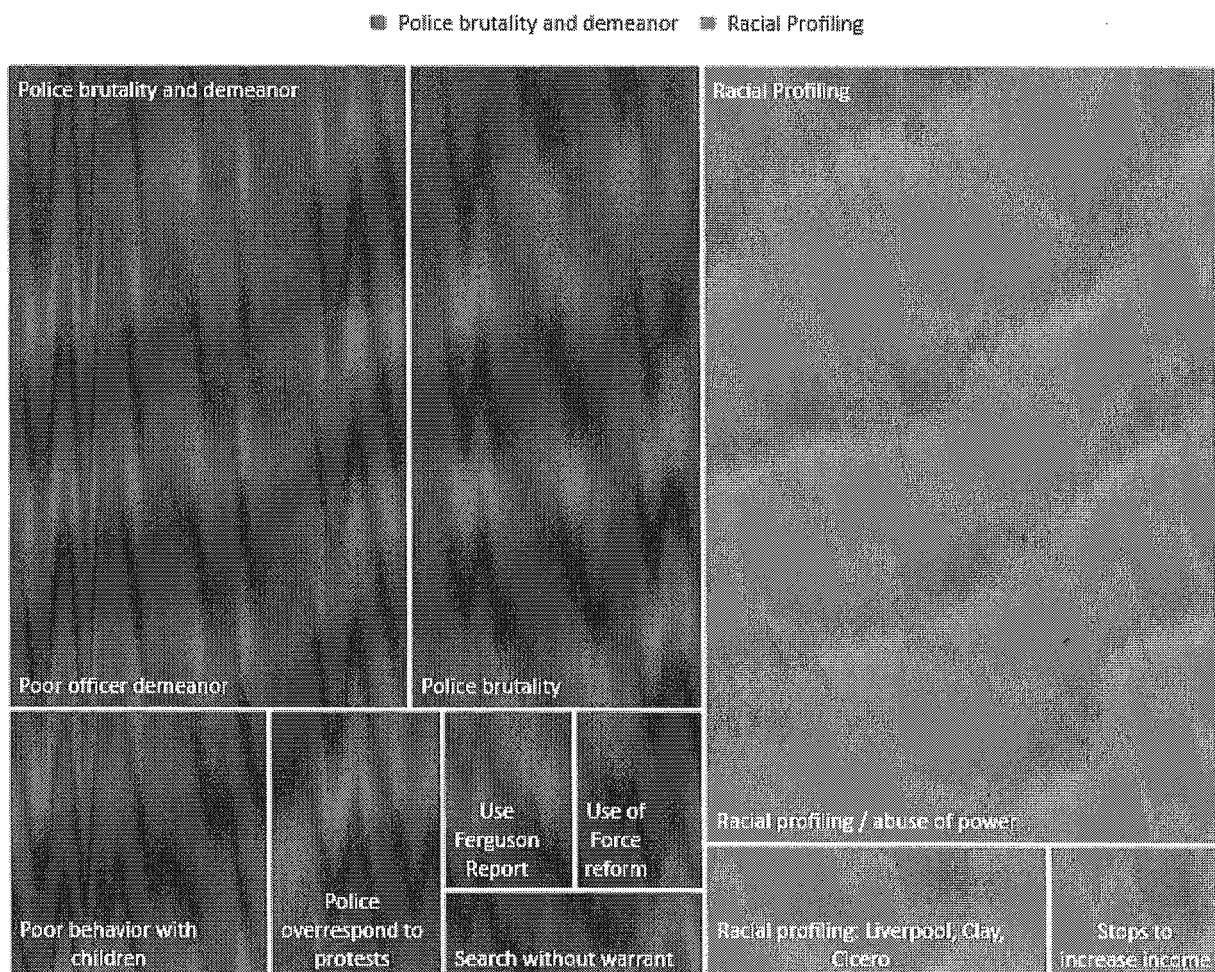



Table 4: Police Brutality, Demeanor, and Profiling: Sub-themes and Frequency

Police brutality and demeanor	Sub-theme frequency	Racial profiling	Sub-theme frequency
Police brutality	8	Racial profiling / abuse of power	17
Poor behavior with children	3	Racial profiling: Liverpool, Clay, Cicero	2
Poor officer demeanor	11	Stops to increase income	1
Police overrespond to protests	2		
Use Ferguson Report	1		
Use of Force reform	1		
Search without warrant	1		
Total	27	Total	20

Discussion: Public comments in this category are among the most challenging to hear, as they involved participants – most, if not all, were people who identified as black, brown, or people of color – having to expose episodes of personal trauma. The stories below are representative of the many experiences shared during the six Community Forums and represent a pattern of experience for black and brown people. There were specific municipalities that were identified during the sessions. An interesting response from several public officials who identify as black or brown – whose remarks are generally not included in this report – was that they now actively use their vehicle’s cruise control to help ensure they do not speed generally, but in certain municipalities. The category of racial profiling in Liverpool would be represented by 5 people if public official remarks are included.




I WAS HEADING HOME ON SATURDAY WHEN
I'M PULLED OVER IN MY VEHICLE. I WAS
PUSHED TO THE GROUND AND CUSSSED AT.

I'M PULLED OVER ALL THE TIME. PEOPLE
DON'T SPEAK UP BECAUSE WE GET NUMB TO
THIS TYPE OF TREATMENT. THIS TIME THE
OFFICER PUT HIS HANDS ON ME, WHICH
WAS DIFFERENT. I'M NOT A BAD GUY — I
HAVE A SON, I WORK IN PHOTOGRAPHY.

THE COLOR OF MY SKIN, MY MUSIC, MY
CLOTHES SHOULDN'T GET ME PULLED OVER.

WE ARE GETTING TIRED OF IT. WE GET
TICKETS, YOU GET MONEY. SOMETHING HAS
TO CHANGE.



I HAVE CONVERSATIONS WITH MY SON
ABOUT WHAT TO DO IF PULLED OVER
BY POLICE WHICH MY WHITE FRIENDS
DO NOT HAVE: PUT YOUR HANDS ON
THE STEERING WHEEL, NO SUDDEN
MOVES, DON'T ARGUE, DON'T REACH
FOR YOUR PHONE, COMPLY WITH
ORDERS, "YES, SIR' AND 'YES,
MA'AM.'"

Analysis: Recruitment and Training

Chart 4: Recruitment and Training

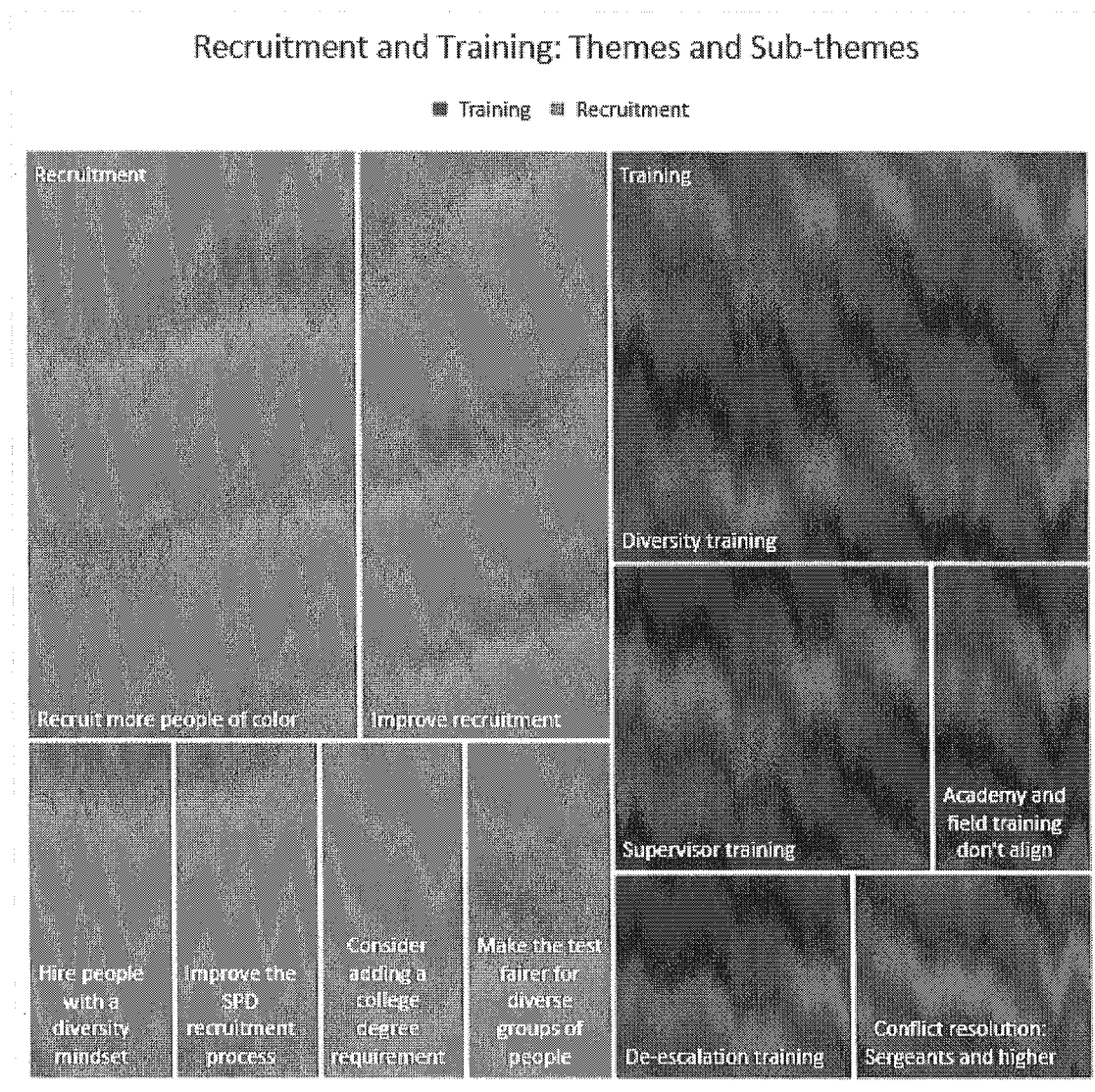


Table 5: Recruitment and Training: Sub-themes and Frequency

Recruitment	Sub-theme frequency	Training	Sub-theme frequency
Recruit more people of color	4	Academy and field training don't align	1
Hire people with a diversity mindset	1	De-escalation training	1
Improve recruitment	3	Diversity training	4
Improve the Syracuse Police Department recruitment process	1	Supervisor training	2
Consider adding a college degree requirement	1	Conflict resolution: Sergeants and higher	1
Make the test fairer for more diverse groups	1	Conflict resolution: Sergeants and higher	1
Total	11	Total	9

Discussion: The themes for recruitment and training address the underlying participant comments about fostering increasingly diverse police departments that meet or exceed minority representations in our municipalities and our County or about fostering, in the words of one



A GREAT NUMBER OF PEOPLE OF COLOR ARE TOLD THEY AREN'T QUALIFIED TO WORK FOR POLICE DEPARTMENTS — NO JOB EXPERIENCE, OUTSTANDING MEDICAL BILLS — THINGS THAT SHOULDN'T ORDINARILY DISQUALIFY PEOPLE. THESE ISSUES NEED TO BE ADDRESSED.

participant, “a diversity mindset” around new hires and trainings. It is worth noting the comments oriented to police supervisors and those in ranks of Sergeant and above: these comments are intended to identify specific targets for training to address some of the officer behaviors articulated in the theme of **police demeanor, brutality, and profiling**, above, and to provide support for those supervisors to engage in culture change around accountability for poor demeanor.

Analysis: Mental Health

Chart 5: Mental Health

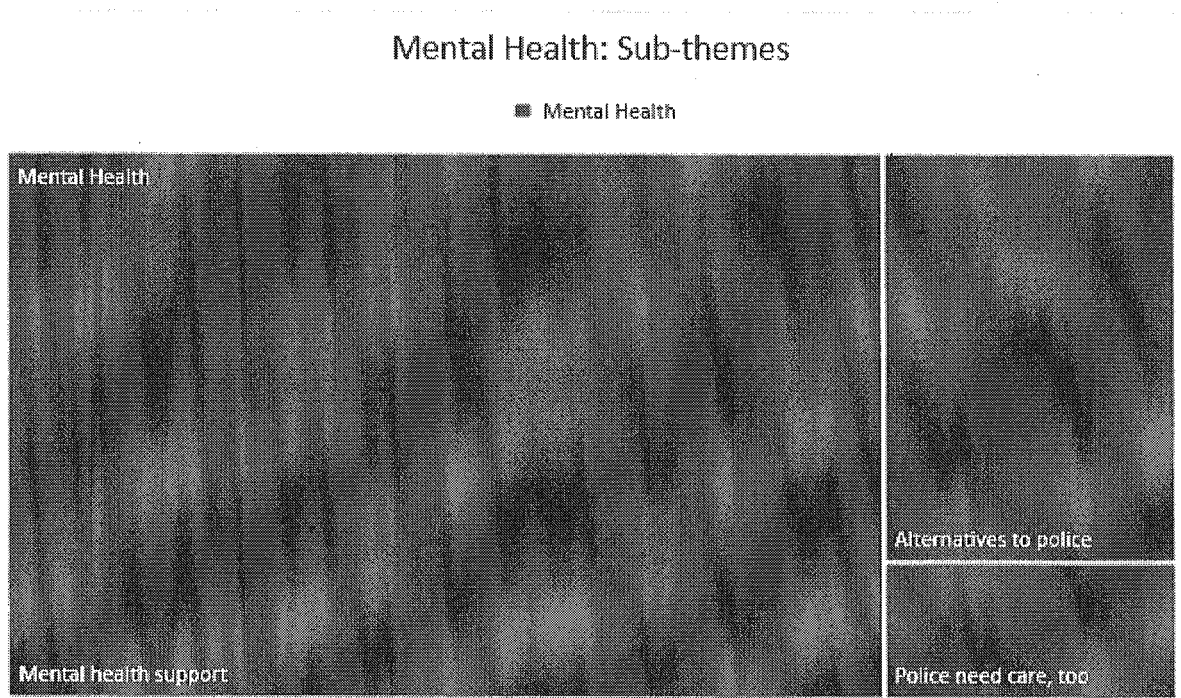



Table 6: Mental Health

Sub-theme	Frequency
Mental health support	12
Alternatives to police	3
Police need care, too	1
Total	17



THERE SHOULD BE MORE INVESTMENT IN
COUNSELING IN OUR BLACK AND BROWN
COMMUNITIES RATHER THAN A STRONG
POLICE PRESENCE.

Discussion: There was resonance across the Community Forums for the need for expanded mental health services to augment, or perhaps replace in certain instances, police interactions with people in mental health crisis. In this context, the idea of Crisis Response Teams was raised. Some participants felt that police budgets should be reduced and these new funds should be directed towards expanded mental health

services to produce better outcomes. It was noted that police officers may need mental health care, too, due to the stressors of their work.

Analysis: Police Organization and Structure

Chart 6: Police Organization and Structure

Police Organization and Structure: Sub-themes

■ Police Organization and Structure

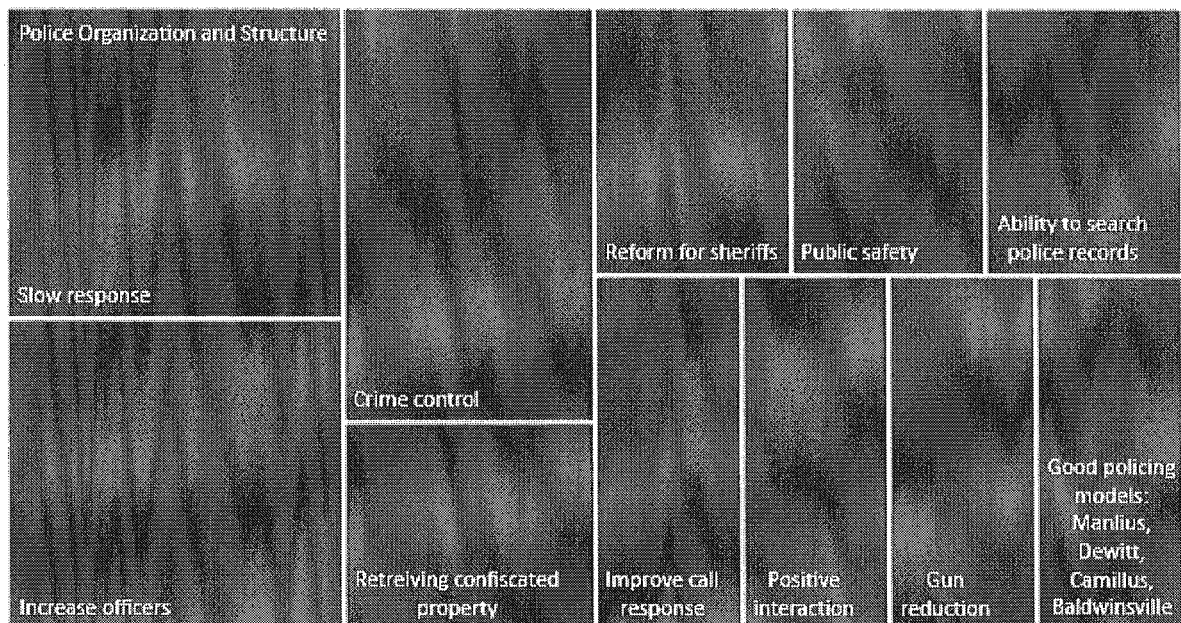


Table 7: Police Organization and Structure: Sub-themes and Frequency

Themes	Frequency
Slow response	2
Increase officers	2
Crime control	2
Reform for sheriffs	1
Public safety	1

Ability to search police records	1
Retrieving confiscated property	1
Improve call response	1
Positive interaction	1
Gun reduction	1
Good policing models: Manlius, Dewitt, Camillus, Baldwinsville	1
Total	14

Discussion: This category reflects in many ways the “business process” aspects of policing – numbers and allocations, response times, call response, programs like gun reduction, and the ability to access police records. Good policing models were referenced: Manlius, Dewitt, Camillus, and Baldwinsville. It was here, too, that positive interactions with police were noted. It is worth noting that there were some mentions of neutral encounters with police, being neither good nor bad. When these neutral comments arose, they sometimes took the form of “I’ve never had a reason to be afraid of the police.”



WE HAD A BREAK-IN A FEW WEEKS AGO
AND WE RECEIVED A QUICK RESPONSE FROM
SPD AND A STATE TROOPER, WHICH WAS A
VERY POSITIVE AND PROFESSIONAL
RESPONSE.



IN MY NEIGHBORHOOD THE RESPONSE TIME
IS 10-15 MINUTES. ABYSMAL.

Analysis: Systemic Racism and Poverty

Chart 7: Systemic Racism and Poverty

Systemic Racism and Poverty: Sub-themes

■ Systemic racism/poverty

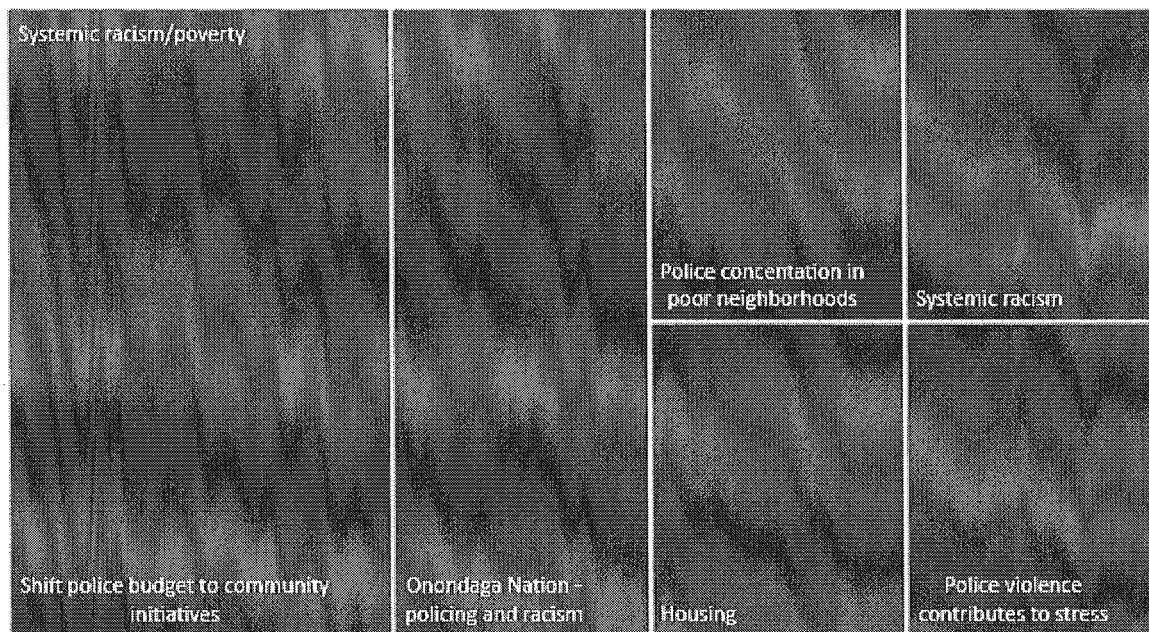
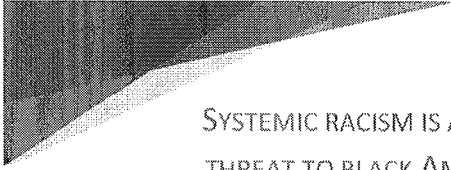


Table 8: Systemic Racism and Policing

Sub-theme	Frequency
Onondaga Nation - policing and racism	2
Police concentration in poor neighborhoods	1
Systemic racism	1
Housing	1
Police violence contributes to stress	1
Shift police budget to community initiatives	3
Total	9

Discussion: As mentioned in the introduction above, the theme of systemic racism and policing could be interpreted to be the major theme of across the Community Forums. This category is best understood as being multi-disciplinary and intergovernmental, at the very least, with “solutions” being ones that are less obvious than other ones addressed more specifically above, such as trainings on diversity and inclusion.



SYSTEMIC RACISM IS A PUBLIC HEALTH
THREAT TO BLACK AMERICANS ... BAD
INTERACTIONS WITH POLICE AFFECT OUR
COMMUNITY'S MENTAL HEALTH AND
SUICIDE RATES.



WHY DOESN'T A SINGLE POLICE OFFICER
CARRY "CONSENT TO POLICE" THE STOLEN
LAND OF THE HAUDENOSAUNEE?

Analysis: Schools and Youth

Chart 8: Schools and Youth

Schools and Youth: Sub-themes

■ Schools / youth

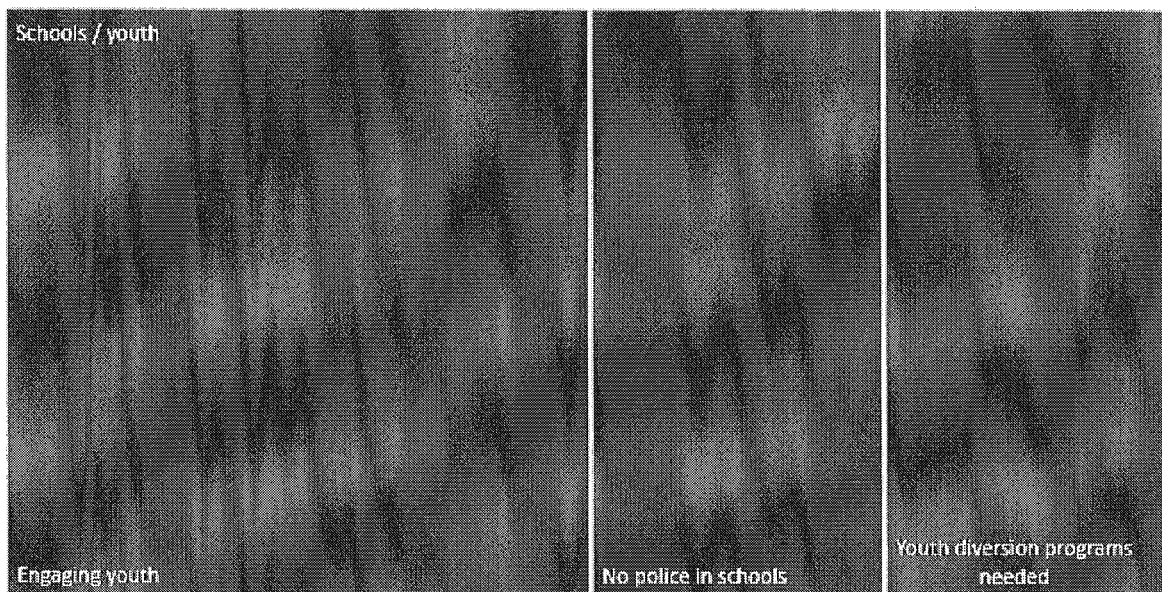
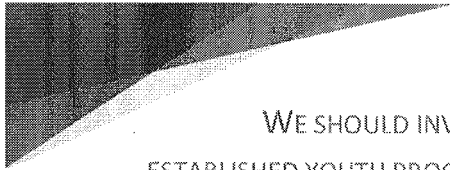


Table 9: Schools and Youth

Sub-theme	Frequency
No police in schools	1
Youth diversion programs needed	1
Engaging youth	2
Total	4

Discussion: Schools and youth may represent a unique opportunity across the Community Forums: there was very little observed input from youth about their experiences generally and in their schools. While there were examples offered of observing youth and police interactions – none of these were positive – it was unclear about how youth themselves react to police. As



WE SHOULD INVEST IN ALREADY-
ESTABLISHED YOUTH PROGRAMS WORKING
TO DIVERT YOUTH FROM THE JUSTICE
SYSTEM ALREADY ESTABLISHED.

such, an opportunity for the PRRC and the various legislative bodies in Onondaga County to consider is specific engagement of youth perspectives. It is worth noting that “no police in schools” is a reference to not wishing to see police in schools, rather than an observation to address a possible lack of police presence in schools.

Appendix: Total Community Forum themes, arranged in alphabetical order

Abuse of Power by the Police
Abuse of power by the Police
Alternatives to policing in poor communities
Apply recommendations of Ferguson Report
Being kept informed of the Collaborative's progress
Better Recruitment programs
Body Camera Policy
Body Camera policy
Body Camera should on on the whole shift
Body Camera Usage
Body Camera Usage
Body Camera Usage
Body Camera Usage
Body Camera Usage
Body Camera Usage and Responsibility
Body camera use questions.
Body cameras – keep them on
Body cameras – process should be transparent
Body cameras for Onondaga Sheriff needed
Body cameras questions
Body cameras should always be on
Budget
Budget
Building Trust with the Community
Call Response
Citizen Treatment
Citizen Treatment
Citizen's Rights
Clarifying CRB roles with the community
Communication follow through is lacking
Community communication
Community communication
Community Communication lacking
Community communication: follow up on conversations
Community Engagement
Community leaders get more detailed responses
Community Policing
Community Policing
Community policing

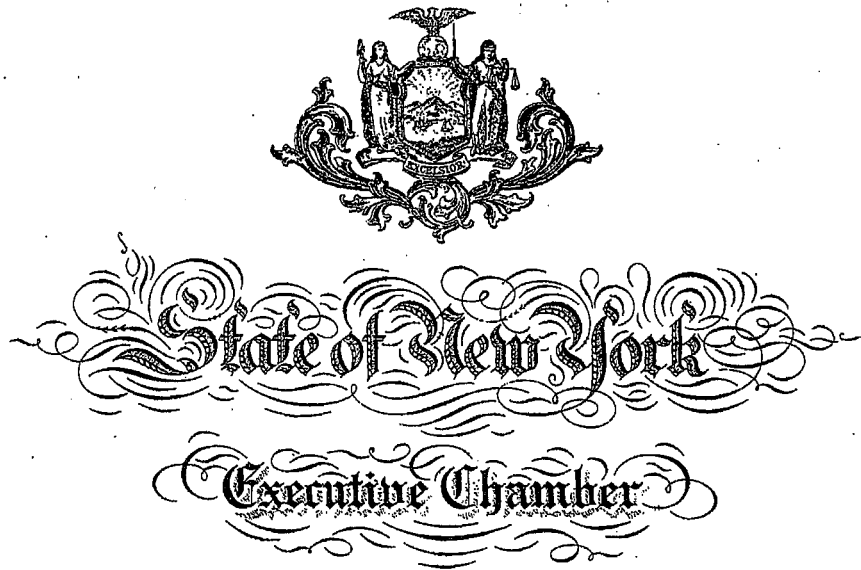
Community Policing
Community policing - knowing officers in your district. Different definition from current application.
Community Policing
Community Policing
Community Policing
Community Policing
Complaint process needs to be more clear, transparent, accessible
conflict resolution with community members by Sergeants and higher level police
Cost of police presence during protests
CRB – seeks more legislative authority
CRB needs greater authority and transparency
Crime control
Crime is increasing
De-escalation training for officers
Diversion programs for youth away from criminal justice system
Diversity Recruitment
Diversity Training
Diversity Training
Diversity Training and Recruitment
Diversity Trainings
Education requirements: college degree for police?
Fair test
Fighting Poverty
Filing a complaint
Filling a Complaint
Filling a Complaint
Filling a Complaint (in B'vile and Liverpool)
Filling a Complaint
Follow Police Progress
Forums – needs officials to respond
Good models for suburban policing are Manlius, Camillus, Baldwinsville, Dewitt
Gun reduction
Hiring officers with a diversity mindset.
Housing
How do citizens get back confiscated property
Identifying officers – black tape over badges?
Increase number of police in Brewerton.
Increase Policing
Internal affairs – dismisses complaints by people of color
Interpreter access – language and ASL
Invite more pastors and community leaders to participate in forums
Knowing someone high up in police ends low-level encounters
Lack of communication

Lack of police follow up / explanation of process
Lack of trust
Lack of trust
Language Barriers
Liverpool, Clay, Cicero - areas where black and brown people are profiled
Mental Health
Mental Health Resources
Mental Health response as alternative to policing
Mental health response as alternative to policing.
Mental Health Response Team
Mental Health Response Team
Mental Health Response Team
Mental Health Response Team
Mental Health Response Team
Mental Health Services in the Community
Mental health support and better interactions
More mental health supports in school
Most officers act professionally
New officers – academy training and field training do not align
Onondaga Nation – racism and sovereignty
Onondaga Nation – U.N. Declaration on Rights of Indigenous Peoples (UNDRIP) principles applied
Open accountability of police to restore trust
People know the Officers
Perception that more stops increases municipalities budgets.
Police Accountability
Police Accountability
Police Accountability
Police Accountability
Police Accountability
Police Accountability
Police Accountability
Police accountability
Police accountability
Police Accountability
Police Accountability
Police Accountability
Police Accountability
Police Accountability
Police Accountability
Police accountability lacking
Police accountability needs to be more severe
Police Accountability
Police Accountability
Police Accountability
Police Accountability

Police Accountability
Police Accountability
Police Accountability
Police Accountability lacking
Police Accountability/Responsibility: Liverpool
Police and mental health – CIT teams to respond, not police
Police and refugees
Police Behavior with Children
Police Behavior
Police brutality
Police brutality
Police brutality
Police brutality
Police brutality
Police brutality
Police brutality and investigation
Police Demeanor
Police demeanor – supervisor training
Police demeanor - why they do what they do
Police demeanor disrespectful/demeaning to public
Police Discipline
Police discipline
Police Discipline
Police facing low consequences
Police Mental Health
Police officer residence isn't in the city
Police recruiting – people of color
Police response to peaceful protests too aggressive
Police Response
Police should not be in schools
Police stops for no reason
Police treatment of children
Police violence contributes to increases in anxiety and stress.
Police-Community relationship building
Police-community Relationship building
Police-community Relationship with people of color
Poor officer demeanor
Poor police demeanor
Poor police demeanor
Positive interaction with SPD and Trooper in terms of response and deameanor
Poverty and Housing
Providing language / ASL translation in the field
Public Safety

Publish SPD trainings and costs
Racial bias and being stopped
Racial Profiling
Racial Profiling
Racial Profiling
Racial Profiling
Racial Profiling
Racial Profiling
Racial Profiling
Racial Profiling
Racial Profiling
Racial Profiling
Racial Profiling: Liverpool
Recruitment
Recruitment of minorities
Recruitment strategies (specifically for young people from SCSD)
Reduce SPD budget by half and reallocate to community initiatives
reform use of force
Resources
Resources
Right to know – let people know name and badge number
Right to Know act implementation status (now law to identify crime and officer, not just left to training)
Safety for refugees
Safety of the citizens filling complaints
Search without Warrant
Searching Police records
Seeking full roll out of Right to Know act
Seeking Support
Sheriff Reform
Slow Response
SPD recruitment process is not as organized as State Troopers
Spreading Awareness of Citizens' Rights
Supervising the Police
Supervisor training for officer demeanor
Supervisors holding officers accountable for demeanor
Systemic Change/ Budget
systemic racism is a public health threat
Targeting citizens
Timing
Town of Clay police
Unaddressed police complaints
Youth engagement
Youth Engagement

Appendix C



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.

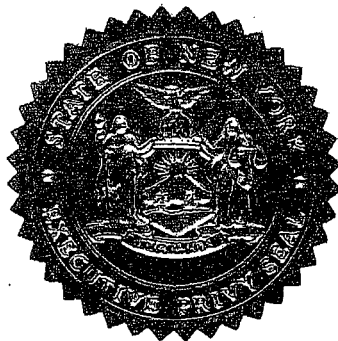
The political subdivision, in coordination with its police agency, must consult with stakeholders, including but not limited to membership and leadership of the local police force; members of the community, with emphasis in areas with high numbers of police and community interactions; interested non-profit 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.



GIVEN under my hand and the Privy Seal of the

State in the City of Albany this

twelfth day of June in the year two

thousand twenty.

BY THE GOVERNOR

Secretary to the Governor

Appendix D



Volume 1, Article 4 – Rules of Conduct

Section 3.00

Use of Force

3.00 **PURPOSE AND SCOPE:**¹

The purpose of the Syracuse Police Department ("Department") Use of Force Policy ("Policy") is to provide guidelines on the reasonable use of force for officers of the Department as part of their sworn duty to protect and serve the public of the City of Syracuse. The policies set forth in this section are operational guideposts and the Department's policy shall also include the standards, techniques and requirements contained within the instruction provided to officers as part of their basic, in-service, and on-the-job training. While there is no way to specify the exact amount or type of reasonable force to be applied in any situation, every member of this department is expected to use these guidelines to make such decisions in a professional, impartial and reasonable manner.

The Department and this Policy recognize and respect the value and sanctity of human life and the dignity to be accorded to the citizens the Department is sworn to protect. This Policy equally protects the welfare and safety of the Department's officers who place themselves in danger on a daily basis. Vesting officers with the authority to use reasonable force and to protect the public welfare and themselves requires monitoring, evaluation and a careful balancing of these interests.

3.10 **GENERAL GUIDELINES:**

- A. Any use of force by officers shall be consistent with the governing legal and constitutional standards set forth in the Supreme Court's decision in *Graham v. Connor*.
- B. Officers shall use only that amount of force that reasonably appears necessary given the facts and circumstances perceived by the officer at the time of the event to accomplish a legitimate law enforcement purpose.
- C. The reasonableness of force will be judged from the perspective of a reasonable officer on the scene at the time of the incident, rather than with the 20/20 vision of hindsight. Any evaluation of reasonableness must allow for the fact that officers are often forced to make split-second decisions about the amount of force that reasonably appears necessary in a particular situation, with limited information and in circumstances that are tense, uncertain, and rapidly evolving.
- D. Given that no policy can realistically predict every possible situation an officer might encounter, officers are entrusted to use well-reasoned discretion in determining the appropriate use of force in each incident.
- E. It is also recognized that circumstances may arise in which officers reasonably believe that it would be impractical or ineffective to use any of the tools, weapons, or methods provided by the Department. Officers may find it more effective or reasonable to improvise their response to rapidly unfolding conditions that they are confronting. In such circumstances, the use of any improvised device or method must nonetheless be reasonable and utilized only to the degree that reasonably

appears necessary to accomplish a legitimate law enforcement purpose.

- F. While the ultimate objective of every law enforcement encounter is to avoid or minimize injury, nothing in this Policy requires an officer to retreat or be exposed to possible physical injury before applying reasonable force.
- H. This Policy shall be interpreted consistently with the provisions set forth in Article 35 of the N.Y.S. Penal Law.

3.10 DUTY TO INTERCEDE:

- A. Any officer present and observing another officer using force that is clearly beyond that which is objectively reasonable under the circumstances shall, when in a position to do so, intercede to prevent the use of unreasonable force. An officer who observes another officer use force that exceeds the degree of force permitted by law shall promptly report these observations to a supervisor.

3.11 MEDICAL TREATMENT/EVALUATION:

- A. Officers shall assess and observe subjects for injuries as soon as reasonably practical and feasible following the use of force.
- B. Officers shall promptly request medical assistance for subjects who exhibit signs or symptoms of injury or illness, or otherwise request medical assistance as soon as reasonably practical and feasible following the use of force.
- C. Officers shall render emergency first aid within the limits of their individual skills, training and available equipment until professional medical care providers arrive on the scene, if necessary and feasible under the circumstances.

3.12. FACTORS USED TO DETERMINE THE REASONABLENESS OF FORCE:

- A. When determining whether to apply force, a number of factors should be taken into consideration to determine the existence of a threat, as time and circumstances permit. These factors include, but are not limited to:
 - 1. the immediacy and severity of the threat to officers or others;
 - 2. the seriousness of the suspected offense or reason for contact with the subject;
 - 3. whether the subject appears to be resisting, attempting to evade arrest by flight, or is attacking the officer;
 - 4. the conduct of the subject being confronted, as reasonably perceived by the officer at the time;
 - 5. dynamics between the officer and subject (e.g., age, size, physical condition, skill level, injuries sustained, level of exhaustion or fatigue, the length or duration of the encounter, the number of officers available vs. subjects, etc.);
 - 6. whether the subject exhibits any pre-assault indicators, such as verbal aggression, posture change, physiological changes consistent with stressor events, target glance, undirected over-compliance, aggression directed at another person or an inanimate object, kinetic body movements, physical non-compliance, defensive or offensive physical posturing, or any combination;
 - 7. a subject's escalation of verbal, physical, or emotional response;

8. the relative physical leverage, or position of physical advantage or disadvantage, created by the proximity or positioning of the officer and subject;
9. nature and/or location of the incident, including whether a domestic disturbance or dispute is involved;
10. whether the subject exhibits any effects of drug or alcohol use;
11. the subject's mental state or capacity;
12. the subject's proximity of weapons or dangerous improvised devices;
13. the degree to which the subject has been effectively restrained and his/her ability to resist despite being restrained;
14. the availability of other options and their possible effectiveness;
15. the training and experience of the officer;
16. the potential for injury to officers and others;
17. the risk and reasonably foreseeable consequences of escape;
18. the apparent need for immediate control of the subject or a prompt resolution of the situation;
19. whether the subject's conduct no longer reasonably appears to pose an imminent threat to the officer or others;
20. environmental factors;
22. whether the subject is known to have a propensity for violence;
23. any other exigent circumstances, which include such circumstances that would cause a reasonable person to believe that a particular action is necessary to prevent physical harm to an individual, the destruction of relevant evidence, the escape of a suspect, or some other consequence improperly frustrating legitimate law enforcement efforts; and/or
24. any other circumstances, which a reasonable officer perceives as a result of training or experience to pose a threat of harm.

3.13 DE-ESCALATION:

- A. "De-escalation" is communicating, verbally or non-verbally, or through physical contact or action in response to a potential threat in an attempt to stabilize the situation or reduce the immediacy of the threat so that more time, options, and resources can be called upon to resolve the situation. De-escalation may include the use of such techniques as command presence, advisements, verbal commands or warnings, verbal persuasion, tactical repositioning, or any tactic or force option that in the officer's reasoned judgment is likely to result in a lower level of force being used to accomplish the objective at hand. When reasonable and safe under the totality of circumstances, officers should attempt to de-escalate potential threats. Officers should use de-escalation techniques consistent with his/her training whenever feasible and appropriate. Officers are not expected to compromise personal safety in order to de-escalate a situation if it is likely to result in harm to the officer or others.

3.14 USE OF FORCE AUTHORIZATION AND LIMITATIONS:

- A. Officers are authorized to use objectively reasonable force to accomplish lawful objectives, including but not limited to:
 - 1. effecting an arrest or prevent the escape from custody of a subject whom the officer reasonably believes has committed an offense;
 - 2. effecting an investigatory stop or detention where there is reasonable suspicion to believe that criminal conduct has occurred or is ongoing;
 - 3. where there is a reasonable basis to believe the subject poses a physical threat to an officer or others, including the subject;
 - 4. taking subjects into protective custody, including civil custody, when authorized by law, such as persons who are a danger to themselves or others or persons incapacitated by intoxicating agents;
 - 5. preventing a subject from committing suicide or inflicting serious physical injury upon themselves;
 - 6. assisting a licensed medical provider in providing necessary medical treatment; or
 - 7. overcoming resistance to a police order.
- B. The authorized use of physical force should cease when the officer reasonably perceives that the purpose necessitating the use of force has ceased.

3.15 DRAWING OR DISPLAYING WEAPONS:

- A. Officers may only draw and display firearms where there is a reasonable belief there is a possibility of danger to the officer or others, or to ensure the safety of any person.

3.16 DEADLY FORCE AUTHORIZATIONS AND LIMITATIONS:

- A. DEFINITIONS:
 - 1. Deadly Physical Force - Physical force that, under the circumstances in which it is used, is readily capable of producing death or serious bodily injury.
 - 2. Serious Physical Injury - Physical injury that creates a substantial risk of death or causes death or serious and protracted disfigurement, protracted impairment of health, or protracted loss or impairment of the function of any bodily organ.
 - 3. Reasonable Belief - Those facts and circumstances within the knowledge of the individual which would make a reasonable and prudent person tend to believe that the facts and circumstances are true.
- B. An officer is authorized to use Deadly Physical Force when it is objectively reasonable under the totality of the circumstances. Use of Deadly Physical Force is reasonable when:
 - 1. the officer reasonably believes or perceives the subject has a weapon or is attempting to access a weapon and it is reasonable to believe the subject intends to use it against the officer or third person(s);

2. the officer reasonably believes or perceives the subject is capable of causing serious bodily harm or death to the officer or third person(s) even in the absence of a weapon and it is reasonable to believe the subject intends to do so;
 3. it is necessary to protect the officer or third person(s) from what is reasonably believed or perceived to be an immediate threat of death or serious bodily harm; or
 4. it is necessary to prevent the escape of a fleeing subject when the officer has probable cause to believe that the subject has committed, or intends to commit, a felony involving serious bodily harm or death and the officer reasonably believes that there is an imminent risk of serious bodily harm or death to the officer or third person(s) if the subject is not immediately apprehended.
- C. Officers shall warn of their intent to use Deadly Physical Force where feasible.
- D. The use of Deadly Physical Force against subjects to prevent the destruction of property is not authorized.
- E. An officer's intentional discharge of a firearm is presumed to be the use of deadly physical force.
- F. The use of other weapons and/or force, including but not limited to impact weapons, may, under certain circumstances, also constitute the use of deadly physical force depending on the manner in which such weapon or force is used.

3.17 SHOOTING AT OR FROM MOVING VEHICLES:

- A. Discharging a firearm at or from a moving vehicle is prohibited unless an officer reasonably believes or perceives that any occupant(s) of the vehicle are using or are about to use deadly physical force against the officer or another person, and the officer reasonably believes there are no other reasonable means available to avert the threat posed by the vehicle or its occupants.
1. When confronted by an oncoming vehicle, officers should not position themselves into the path of the vehicle, and should make every attempt to move out of the path of an approaching vehicle instead of discharging their firearm at the vehicle or any of its occupants.
 2. Officers should not discharge their firearm at a vehicle when it is reasonable to believe that the vehicle may contain an innocent occupant or when it is reasonably foreseeable that doing so may cause the vehicle to careen out of control and injure an innocent bystander.
 3. Officers should not discharge their firearms at any part of a vehicle in an attempt to disable the vehicle.

3.18 WARNING SHOTS:

- A. Officers shall not fire warning shots.

3.19 CHOKEHOLD:

- A. "Chokeholds" shall be defined as any techniques that use mechanical or physical force to restrain, incapacitate or disable a person by applying force or pressure to an individual's neck which creates a substantial risk of restricting breathing (airflow) or circulation of blood to and from the brain.

- B. Officers shall not use chokeholds unless it is reasonable to believe there is an imminent threat of serious physical harm or death to an officer or a third person.

3.20 DEADLY PHYSICAL FORCE AGAINST AN ANIMAL:

- A. Deadly physical force may be used against an animal, when:
 - 1. an animal is attacking or otherwise presenting an imminent threat to the safety of the officer or another person;
 - 2. an animal is badly injured, diseased, threatening, or destructive; or
 - 3. the animal is preventing an officer from accomplishing a lawful objective.

3.21 PROHIBITED USES OF FORCE:

- A. Force shall not be used by an officer for the following reasons:
 - 1. to extract an item from the body or cavity of a subject without a warrant, except where exigent circumstances are present (for body cavity searches see the Strip Searches and Body Cavity Searches policy, Volume 1, Article 73, Section 73.14;
 - 2. to coerce a confession from a subject;
 - 3. to obtain physical evidence from a subject for the purpose of scientific testing absent a court order; or
- B. Force shall not be used against subjects who are handcuffed or restrained unless it is necessary to prevent injury or escape, or to otherwise overcome resistance posed by the subject.
- C. Force shall never be used to torture, unlawfully coerce or punish a subject.

3.22 CONCEALMENT OF EVIDENCE ORALLY OR BY INGESTION:

- A. In general, officers may use reasonable force to lawfully seize evidence and to prevent the destruction of evidence. However, while officers may use reasonable force to prevent a person from swallowing evidence or contraband, once the subject has placed the potential evidence in his/her mouth, officers may not use physical force to attempt to remove or extract the evidence. Once a subject has ingested potentially harmful evidence such as narcotics, an officer shall request immediate medical attention.

3.23 TRAINING:

- A. The Training Division shall design and implement training programs relative to the legal standards and generally accept police practices and techniques governing the use of force as part of police work. The Training Division will ensure that each officer receives in-service training annually on the Department's "use of force" related policies and procedures, and demonstrates proficiency with the weapon(s) each officer is assigned and authorized to use. Use of force training may include such topics as firearms qualification and training, defensive tactics, constitutional use of force principles, threat assessment, reality-based training, Taser training, and verbal and non-verbal communication skills.

3.24 USE OF FORCE REPORTING AND EVALUATION:

- A. Compliance with the standards contained within this Section shall be monitored by the Office of the Chief of Police through the procedures contained within the Use of Force Reporting and Investigation Policy contained at Volume I, Article 4, Section 4.00.

3.25 PROHIBITED USE OF POLICY:

- A. This Policy is for internal use only to provide operational guideposts and does not, and is not intended to, define any applicable legal standard, but in many instances defines conduct that exceeds current standards. Nothing in this Policy is intended to create or does create an enforceable legal right, duty of care, or private right of action. Any corrective action or discipline taken in response to violation of this Policy is subject to the exclusive discretion of the Office of the Chief of Police.

POLICY REVISION HISTORY

NO	SECTION REVISED	DATE ISSUED	G.O. #
1	Policy name change and Sections 3.00 through 3.25 updated to current Department procedures.	07/01/2019	2019-10
2			
3			
4			
5			

Policy is applicable to the following New York State Accreditation Standard(s):
20.1: Necessary Force (Critical Standard); 21.1: Review of Firearms Use; 21.2: Review of Force Causing Injuries; 32.4: Use of Less Lethal Substances/Devices; 40.2: Supervisor Responsibilities.

Appendix E

Body Worn Cameras

424.1 POLICY

The purpose of this policy is to provide Syracuse Police Department Officers (hereinafter, "Members(s)" or "Officer(s)") with instructions on when and how to use body-worn cameras (BWCs) so that Officers may reliably record their contacts with the public in accordance with applicable law.

It is the policy of the Syracuse Police Department (SPD) that Officers shall activate the BWC when such use is appropriate to the proper performance of the individual Officer's official duties and where the recordings are consistent with policy and law. This policy does not govern the use of surreptitious recording devices used in undercover operations.

424.2 DEFINITIONS

Activate/Deactivate - The procedure in which an officer "double taps" their Body Worn Camera to begin or end the recording process.

Body Worn Camera (BWC) - Overt mobile audio and video-capture device issued by SPD designed to be worn by SPD Members in the course of their duties.

Buffering - Occurs immediately when the BWC is powered on and constantly records in 30 second intervals. After the first 30 seconds the BWC begins to record the next 30 seconds and erases the first 30 seconds. This buffering cycle continues until the camera is activated for an event. After activation the recording will begin when the last 30 second buffering cycle began. During the 30 second buffering period all audio is disabled. When the BWC is deactivated after an event, the aforementioned buffering cycle continues until the BWC is activated again.

Note: When viewing any BWC footage the audio during the first 30 seconds will always be disabled.

BWC Program Manager - A sworn supervisory Member assigned to the Division of Technology & Program Management who is responsible for the supervision and coordination of the administrative duties within the Division of Technology & Program Management relating to the BWC program.

BWC Recording - Audio and video recordings and associated metadata from BWCs.

BWC System - The body-worn camera and all associated equipment and software installed on SPD workstations and/or laptops.

BWC System Administrator - A sworn Member of SPD's Division of Technology & Program Management who has been granted full access and data management rights within the BWC data storage system. He/she can assign and track equipment, control passwords, oversee needed repairs, delete non-evidentiary recordings, conduct audits and quality control reviews, and act as a liaison with BWC representatives.

Syracuse Police Department

Policy Manual

Body Worn Cameras

Critical Incident - An unusual occurrence or event that requires a coordinated law enforcement response to protect identified potential victims, general public safety, and police. This includes barricaded armed subjects, active killers or snipers, hostage situations, violent protests, demonstrations or other civil disturbances, transportation disasters (e.g., plane crash, train derailment, etc.), weather disasters, and major HAZ MAT situations.

Digital Media Evidence (DME) - BWC recordings and associated metadata that may be utilized as evidence.

Docking Station - Hardware connected to SPD's network that is designed to offload recordings contained on the BWC.

Enforcement Related Activities - Situations during an Officer's official duties that include, but are not limited to:

- (a) Calls for service;
- (b) Detentions/Stops of Persons and Vehicles (includes street stops, traffic stops, persons on bicycles, and field interviews;
- (c) Search Warrants;
- (d) Arrests & Prisoner Transports (including the issuance of appearance tickets and mental hygiene arrests);
- (e) Pursuits (both vehicle and foot);
- (f) Investigatory activities;
- (g) Confrontational/adversarial citizen contacts;
- (h) Use of Force (use of physical force or deadly physical force);
- (i) At an officer's discretion, if they feel the situation could result in an issue where recording would be beneficial.

Metadata - Data entered into or generated by the BWC that provides context or additional information about BWC recordings.

Serious Incident - Any incident or event which involves use of deadly physical force by a police Officer or results in serious physical injury or death to any person as a result of police action or involvement, including use of force or deadly physical force, vehicle or foot pursuits, motor vehicle accidents, other accidental injury or death, or any death or serious physical injury occurring while in police custody.

Prohibited Recording - An event or incident for which BWC recording is prohibited.

Tag - The process used to label an individual BWC recording using Evidence.com software and issued equipment in accordance with retention categories established by SPD and with the assigned DR#.

Syracuse Police Department

Policy Manual

Body Worn Cameras

Turn On/Turn Off - The process in which an officer powers on their body camera (which puts the BWC into permanent "buffering mode") and off which completely powers down the BWC (which ceases the "buffering mode").

424.3 USE OF BWCS

- (a) SPD will utilize BWCs in accordance with law, this policy, and other applicable Department policies and procedures.
- (b) BWCs, all associated equipment and software, and all recordings and other data produced by the BWC system are the sole property of SPD and exist for the sole use of SPD.
- (c) Members who are issued BWCs will use them in accordance with this policy and other applicable Department policies and procedures.
- (d) Members may use BWCs only for official SPD duties. Members may not use BWCs for personal reasons, additional employment, or any other non-SPD purpose.
- (e) BWC recordings will not replace required reports or the required documentation.
- (f) No video or audio recording produced by a BWC will be copied, duplicated, downloaded, converted, or retained except as authorized for official SPD purposes.
- (g) Members will not post BWC recordings to the Internet, social media sites, or the media, or otherwise disseminate BWC recordings in any way unless specifically authorized to do so by Department policy.
- (h) SPD will review and retain BWC recordings in accordance with the retention schedule established in Appendix A of this policy.
- (i) No SPD employee will change the settings and functions of a BWC or alter the operation of any BWC or attempt to do the same unless assigned as a System Administrator and specifically authorized to do so by Department policy.
- (j) No SPD employee will use an electronic device or any other means in order to intentionally interfere with or alter the capability or operation of a BWC or any component of the BWC system.
- (k) No SPD employee will alter, tamper with, delete, damage, or destroy any BWC or BWC recording or attempt to do the same unless assigned as a System Administrator and specifically authorized to do so by Department policy.
- (l) No SPD personnel will wear or use a privately owned BWC or any other BWC not issued by the Department, while performing any duties on behalf of SPD.
- (m) The Division of Technology & Program Management will be responsible to administer SPD's BWC Program.

424.4 ASSIGNMENT OF BWCS

- (a) The following personnel will be assigned BWCs as available:
 - 1. Members as designated by the Chief of Police or their designee.

Syracuse Police Department

Policy Manual

Body Worn Cameras

2. Other personnel as directed by the Chief of Police or their designee.
- (b) Members not assigned a BWC, but wishing to voluntarily use one, may request voluntary assignment of a BWC by submitting an Inter-Department Memo to Chief of Police through their chain of command. The Chief of Police will determine whether to issue the BWC in consultation with the Member's Commanding Officer and taking into account the availability of BWCs.
- (c) The BWC Program Manager will determine if a Member who is assigned a BWC and is expected to be absent from full duty for a period exceeding one month (e.g. injury, illness, limited duty, military leave, leave of absence, etc.) should be collected and returned to the pool of spare BWCs.

424.5 RECORDING REQUIREMENTS AND RESTRICTIONS

- (a) Members assigned a BWC will turn the BWC into the ON position for the Member's entire shift. Members will activate it and record all activities and all contact with persons in the course of performing police duties as soon as it is safe and practical to do so, as set forth in this policy.
 1. Members will activate recording of the BWC upon being dispatched and prior to commencing any self-initiated activity involving police/citizen contacts.
 2. Members will immediately activate the BWC when required unless it is not safe and practical (e.g. the Member cannot immediately activate the BWC due to an imminent threat to the Member's safety, physical resistance, flight, or factors rendering immediate activation impractical.) In such cases, the Member will activate the BWC as soon as possible.
- (b) Once activated, the portable recorder should remain on continuously until the member reasonably believes that their direct participation in the incident is complete or the situation no longer fits the criteria for activation. Recording may be stopped during significant periods of inactivity such as report writing or other breaks from direct participation in the incident.
- (c) Exceptions to Recording Requirements.
 1. Sensitive Locations. Members will not record with BWCs in the following locations unless Members anticipate or are engaging in a law enforcement activity as defined in this policy:
 - (a) Victim support or advocacy agencies;
 - (b) In any courtroom or grand jury room;
 - (c) Locker rooms, bathrooms, or other locations where persons are expected to be disrobed or in a state of undress.
- (d) Prohibited BWC Recording. Members will not activate or record with a BWC under the following circumstances and will deactivate and stop recording if any of these circumstances arise:
 1. Members shall not record a victim of a sex offense;

Syracuse Police Department

Policy Manual

Body Worn Cameras

2. Members shall not record with BWCs, internal police conversations either openly or surreptitiously, including conversations among Members or other SPD employees, conversations between supervisors and subordinates, conversations relating to personnel matters including, but not limited to performance evaluations, selection interviews, discipline, or counseling;
 3. Members shall not record with BWCs, conversations with representatives of the Syracuse Police Benevolent Association (PBA) that are related to the PBA's duty to represent its Members or any official union meeting;
 4. Members shall not record with BWCs, interviews relating to Department investigations being conducted by the Office of Professional Services (OPS) or by any other section performing similar functions (e.g. "farmed-out" OPS investigations);
 5. Members shall not record with BWCs while in a locker room or bathroom in a SPD facility or while using any bathroom at any location;
 6. Members shall not record with BWCs, personal non-police conversations with other Members or other City employees that do not occur in the course of an official police duty (e.g. conversations during personal breaks);
 7. Members shall not utilize BWCs in lieu of using the designated recording facilities in an approved interview room while recording custodial interviews or interrogations. However, in the event of a malfunction or other unavailability of a designated recording facility, a supervisor may authorize the use of a BWC if necessary to comply with established recording requirements. In such cases, the Member will note the circumstances in their report, including the identity of the approving supervisor;
 - (a) In the event that a BWC is used to record a custodial interview or interrogation, the investigating Member will secure the assistance of the Division of Technology & Program Management to limit access to the BWC recording as needed.
 8. Members shall not record with a BWC while attending internal SPD meetings, and other law enforcement meetings with Members of the Onondaga County District Attorney's Office (OCDAO).
- (e) Civilian Requests to Record. If a civilian requests that their interaction be recorded, Members will do so unless it is prohibited under this policy.
- (f) Special Circumstances
1. Members are not required to record meetings or conversations with compensated confidential informants, street sources, or non-compensated informants.
 2. Members are not required to wear or use BWCs while engaged in undercover activities, decoy operations, plainclothes surveillances, or other non-uniform and covert police activities.

Syracuse Police Department

Policy Manual

Body Worn Cameras

3. Members will not record with BWCs roll calls or operational briefings unless directed by a supervisor. If BWC recording is authorized the supervisor will clearly inform Members that the BWC(s) are recording.
4. Members responding or assigned to a Critical Incident will follow the BWC recording requirements in this policy to the extent feasible under the circumstances or follow supervisory directives regarding the use of BWCs.
5. Emergency Response Team (ERT) Members who are assigned a BWC (e.g. SWAT, Bomb Unit, Crisis Response Unit etc.) shall ensure that the BWC is on and recording for the duration of their operational activities, unless it would compromise undercover officers and/or confidential informants, and permission to operate without BWCs is granted by the Chief of Police.
 - (a) If such permission is granted, it shall be documented in relevant police reports.
6. Personnel assigned to crowd control situations, including protests, demonstrations, and civil disorder situations, will record with assigned BWCs unless otherwise directed by a Commanding Officer or the Chief of Police or their designee.
7. Members assigned to a Command Post will record with a BWC only if specifically directed to do so by the Incident Commander or the Chief of Police or their designee. If BWC recording is authorized, the Incident Commander will clearly inform all persons in the Command Post that BWC(s) are recording.
8. Members may use the BWC to record Department training activities if authorized by the Commanding Officer of the Training Division, or the Commanding Officer of a Specialized Unit during that Unit's training activities, or the Chief of Police or their designee.
9. Members assigned a BWC will activate the BWC and record during raids, search warrant executions, and arrest warrant executions, and continue to record in accordance with standard policy (e.g. guarding prisoners and transports), unless it would compromise undercover officers and/or confidential informants, and permission to operate without BWCs is granted by the Chief of Police.
 - (a) If such permission is granted, it shall be documented in relevant police reports.
 - (b) Members will check their assigned BWCs prior to the operation to ensure they are working properly; if not, the Member will replace the BWC before the operation commences.
 - (c) Operational plans will note which participating Members are assigned BWCs.
 - (d) During pre-operation briefings, supervisors will remind Members assigned BWCs to activate and record during the operation.
10. Members assigned a BWC will record while guarding prisoners (e.g. at a hospital or a police facility) subject to the following guidelines:

Syracuse Police Department

Policy Manual

Body Worn Cameras

- (a) Members will record whenever in the direct presence of the prisoner, and during all conversations or interactions with the prisoner;
- (b) Members will adhere to the following procedures for long-term prisoner guard details (e.g. in excess of one (1) hour) at a hospital or medical facility:
 - 1. Members are not required to record when not in the direct presence of the prisoner, and not otherwise conversing with or interacting with the prisoner (e.g. prisoner is sleeping in the hospital).
 - 2. Prior to having direct contact or interaction with the prisoner, the Member will activate the BWC and record the contact or interaction.
 - 3. Members will monitor the charge level and remaining storage capacity of the assigned BWC during the prisoner guard detail. If the charge becomes low, the BWC is nearing its storage capacity, or any other problems arise with the proper operation of the BWC, the Member will notify a supervisor, who will make appropriate arrangements (e.g. arrange a switch to another BWC) as soon as possible to ensure the Member has a functioning BWC for the duration of the prisoner guard assignment.
- (c) In all situations, if the Member stops recording during a prisoner guard assignment in accordance with this policy, the Member must resume recording as soon as possible if he/she anticipates or commences an enforcement activity.
- (g) Recording Notice Guidelines
 - 1. Uniformed members shall wear the BWC in a conspicuous manner or otherwise notify persons that they are being recorded, whenever reasonably practicable.
 - 2. If an individual asks a Member if he/she is being recorded by a BWC the Member will answer truthfully unless factors exist that would render such notice unsafe or impractical.
 - 3. Members should, as practicable, inform personnel from other law enforcement agencies and other first responders that the Member or Members are interacting with (e.g. firefighters, emergency medical personnel, etc.) that the Member or Members are recording with a BWC.

424.6 RECORDING STATEMENTS

- (a) Proper documentation shall be made anytime the BWC captures a video statement from a suspect. The video statement shall not take the place of a written statement where applicable. Proper documentation shall include all required reports.
- (b) If an officer is in an approved interview room with audio-visual recording, that is functioning properly, the BWC shall be turned off.

424.7 EMPLOYEE ACCESS TO BWC RECORDINGS

- (a) Employees may review and use BWC recordings only for official SPD duties to include:

Syracuse Police Department

Policy Manual

Body Worn Cameras

1. Members may view BWC recordings from their assigned BWC if available to assist in accurate report writing.
 - (a) Note: The purpose of using BWC recordings in writing reports is to maximize the accuracy of the report – not to replace the Member's independent recollection and perception of an event.
 2. Conducting criminal investigations.
 3. Conducting supervisory duties.
 4. Preparing for testimony relating to their official police duties.
 5. Managing the BWC recordings (e.g. tagging).
 6. Training upon approval of the Commanding Officer of the Training Division, the Commanding Officer of a Specialized Unit, or the Chief of Police or their designee.
 7. Assist with training and evaluation in the Department's Field Training and Personnel Evaluation Programs.
 8. Performing other official SPD duties as authorized by Department policy or by the Chief of Police or their designee.
- (b) Department Investigations of Members:
1. Personnel assigned to the OPS will be given direct access to the BWC System and are authorized to access and copy BWC recordings as needed to perform their duties.
 2. Prior to being disciplined for performance issues or misconduct, Officers will be permitted to view any BWC footage that was used by the Department in its investigation of the conduct, as well as specific BWC footage that the Officer believes is reasonably related to their performance issue or misconduct that is the subject of the Department investigation.

424.8 PROCEDURE FOR USE OF BWCS

- (a) Members will adhere to the following procedures for use of the BWC unless stated otherwise in this policy:
1. Only members who have received mandatory training as established by the Department and have been issued BWCs will use them. Members will use only the BWC assigned to them or BWC assigned to them by a supervisor or System Administrator;
 - (a) Additional training may be required at periodic intervals to ensure the continued effective use and operation of the equipment, proper calibration and performance, and to incorporate changes, updates, or other revisions in policy and equipment.
 2. In operating the BWC, Members will follow the procedures outlined in this policy and training they have received;

Syracuse Police Department

Policy Manual

Body Worn Cameras

3. Members utilizing a BWC shall maintain the equipment per the manufacturer's guidelines. Upon reporting for duty, members will retrieve their BWC from the assigned docking station and check its operation to ensure it is charged, working properly, and the clip is not damaged. If there is any problem with the BWC, the Member will notify a supervisor. The supervisor will replace or arrange for a replacement if available, in accordance with current procedures;
 4. Members shall then turn the BWC into the ON position and shall then affix the BWC to the outermost garment of uniforms in the center of their torso, in accordance with training. At no time during the officer's shift shall he/she turn the BWC into the OFF position except under the special provisions set forth in this policy;
 5. Request to View BWC Recording. Members are prohibited from allowing civilians to view BWC recordings. An Officer who receives a civilian request to view footage should refer the citizen to the City's Law Department, FOIL Officer;
 6. If the BWC malfunctions or other problems arise during the tour of duty, the Member will notify a supervisor as soon as possible. The supervisor will replace the BWC or arrange for a replacement if a spare is available. The Member whose BWC malfunctioned or was not operating properly shall submit a helpdesk ticket to helpdesk@syracusepolice.org detailing the malfunction or problem;
 7. During the tour of duty, members will monitor the charge level on the BWC and utilize the USB to ensure that the BWC is charged and operational;
 8. In the event a Member becomes ill or injured during the tour of duty, a supervisor will retrieve the BWC and arrange to return it to the docking station. The supervisor will notify a BWC System Administrator and assist in providing information needed by the System Administrator to categorize any untagged recordings;
 9. Members will place their BWCs into docking stations prior to, or at the end of, their tour of duty and will not remove BWCs from the police facility while off duty.
- (b) Members will adhere to the following procedures for BWC replacement:
1. Whenever a member determines an assigned BWC is malfunctioning or inoperable, or if a BWC is lost, damaged, or stolen, the Member will notify a supervisor. If spare BWCs are available, the supervisor will ensure the Member obtains a replacement BWC. The BWC will be replaced with an operable BWC immediately unless, due to exigent circumstances, the Member cannot be immediately released to obtain a replacement. In such cases, the supervisor is responsible to ensure the Member obtains a replacement BWC as soon as possible;
 - (a) Members will follow standard policies and procedures for Department issued equipment that is lost, damaged, or stolen if applicable.
 2. During normal business hours (Monday – Friday, 0700hrs - 1500hrs), members will contact the BWC Program Manager or another Member of the Division of Technology & Program Management to arrange for a replacement if

Syracuse Police Department

Policy Manual

Body Worn Cameras

spare BWCs are available. The malfunctioning, inoperable, or damaged BWC (provided it was not damaged as a result of a criminal action), shall be brought to the Division of Technology & Program Management;

3. Replacement requests made during non-business hours should be submitted as a helpdesk ticket to helpdesk@syracusepolice.org. If spare BWCs are available, Division of Technology & Program Management personnel shall arrange to replace the Member's BWC as soon as practicable.
 - (a) Members shall place the malfunctioning, inoperable, or damaged BWC (provided that it was not damaged as a result of a criminal action) in the docking station and Division of Technology & Program Management shall collect the BWC as soon as practicable;
 - (b) If necessary, Division of Technology & Program Management personnel will ensure that any footage on the BWC is properly tagged and uploaded to Evidence.com.

424.9 DOCUMENTATION OF BWC RECORDINGS AND MALFUNCTIONS

- (a) Members will document the existence of pertinent BWC recordings in various Department reports and forms in accordance with training. When a BWC is utilized during a call of service, officers shall note the following statement on the first line of the narrative section of the incident report: "This incident was captured on a Body-Worn Camera". Officers shall also note on the arrest and other related reports when recordings were made during the incident in question. BWC recordings are not a replacement for written reports.
 1. The primary officer will document in their incident report that the incident was recorded with a BWC and identify any other officers who were also on scene with a body camera.
 - (a) a. If the incident requires reports from other responding officers, those officers shall note in their supplemental report that a BWC was used during the incident.
 - (b) b. If evidence captured on a BWC is submitted as part of any criminal case, officers shall hand-write "Body-Worn Camera Used During Arrest" on the top of the D.A.'s Case Checklist.
- (b) In the event a member cannot access or retrieve a recording due to a camera or system malfunction (e.g., "corrupt file" or other malfunction), the following steps will be taken:
 1. The Member shall notify an on-duty supervisor of the malfunction and document the circumstances in the appropriate report, if any (e.g., Incident Reports, Arrest Reports etc.);
 2. During normal business hours, the Member or supervisor shall notify a BWC System Administrator of the malfunction and seek assistance to resolve the problem;
 3. If there is not an urgent need to access or retrieve the recording during non-business hours, the Member or supervisor will forward an email to the Division

Syracuse Police Department

Policy Manual

Body Worn Cameras

of Technology & Program Management at helpdesk@syracusepolice.org, describing the problem and noting the name of the Member assigned the BWC; the serial number of the BWC, the date, time, location, and DR# of the involved recording(s); and the nature of the incident(s) recorded;

4. If there is an urgent need to access or retrieve the recording during non-business hours, the supervisor will notify the on-call tech. The on-call tech will consult the BWC Program Manager and determine whether to immediately call in the Manager or other System Administrator;
5. Once notified of a system malfunction, a System Administrator will take steps to retrieve the recording(s) in question and/or the BWC system vendor as needed. If the recording is potential evidence, the System Administrator will complete an Inter-Departmental Memo under the original event DR# documenting the malfunction, the efforts made to retrieve the recording, and the results of those efforts.

424.10 EVIDENTIARY BWC FOOTAGE

- (a) All BWC footage uploaded to Evidence.com is considered evidence.
 1. BWC footage is uploaded to Evidence.com through the following methods:
 - (a) When the BWC is docked at docking station;
 - (b) Through the Evidence Synch application.
- (b) Only personnel who have completed the Department's approved training course are allowed to access Evidence.com to view or download BWC footage.
- (c) When BWC footage is needed for evidence in a criminal case or investigation, authorized users will follow the following procedures:
 1. Determine the identity of all involved officers;
 2. Search Evidence.com for any associated BWC media using multiple search parameters to verify that they have located all relevant files;
 - (a) If any of the BWC footage is improperly labeled (e.g. category etc.), the user will immediately notify a System Administrator who will ensure that the correction is made.
 3. Create a digital media file "case folder" within Evidence.com and then add all relevant/associated BWC media into the folder;
 4. View all of the applicable BWC media.
 - (a) In all cases where authorized SPD personnel viewed BWC footage as part of a criminal case or investigation, a reason for such viewing should be noted within the comment section of Evidence.com and if necessary, supplemental reports shall be completed noting that the footage exists, that it was viewed, and the purpose for the viewing.

Syracuse Police Department

Policy Manual

Body Worn Cameras

424.11 SUPERVISOR/COMMAND STAFF RESPONSIBILITIES

- (a) Through periodic inspections, supervisory/command staff personnel shall ensure that Officers equipped with BWCs utilize them in accordance with Department policy and the procedures set forth in this policy.
 - 1. If any deviation from policy is discovered, the supervisor's findings will be documented on an Inter-Department Memo and forwarded up the chain of command.
- (b) Supervisors/Command staff may review BWC recordings:
 - 1. To review an officer's performance and/or professional development;
 - 2. To facilitate training of an officer;
 - 3. To Investigate meritorious conduct or reports of misconduct.

424.12 BWC PROCEDURES FOR SERIOUS INCIDENTS

- (a) In the event of a Serious Incident as defined in this policy personnel will adhere to the following procedures:
 - 1. As soon as the scene is rendered safe and under control, an uninvolved responding supervisor will:
 - (a) Identify which, if any, of the involved and witness members have an assigned BWC;
 - (b) Take possession of the BWCs as soon as possible and ensure that it is no longer recording. The supervisor will maintain possession of the BWCs until directed by the Incident Commander or ranking Commanding Officer on scene to turn them over to a designated person;
 - (c) Document, in an Inter-Departmental Memo, the following information:
 - 1. Identity of the member(s) from whom a BWC was taken;
 - 2. Serial number(s) of the BWC(s) taken;
 - 3. Date, time, and location the supervisor took possession of the BWC(s);
 - 4. Identity of the Incident Commander or ranking Commanding Officer who directed the supervisor to turn over the BWCs;
 - 5. Person who took possession of the BWCs from the supervisor, to include the date, time, and location this occurred.
 - 2. The Incident Commander or Ranking Commanding Officer will ensure that a supervisor responds to the hospital to retrieve any BWC assigned to an injured Member who has been removed from the scene for medical treatment.
- (b) Members assigned a BWC who respond to the scene of a Serious Incident will activate and record with the BWC in accordance with this policy. Also, such Members may utilize their assigned BWCs to record the scene as they deem appropriate or as

Syracuse Police Department

Policy Manual

Body Worn Cameras

directed by higher authority. Members will document use of their BWCs in accordance with this policy and training.

- (c) The Incident Commander or Ranking Commanding Officer will determine the urgency of retrieving BWC recordings from the BWC(s). If deemed urgent, he/she will arrange for a BWC System Administrator to respond immediately to assist. For example, if an unknown subject injures an Officer or a potentially dangerous subject is at large, it may be imperative to retrieve BWC recordings as soon as possible to:
 - 1. Identify the perpetrator and/or accomplices;
 - 2. Determine the type of weapon(s) involved;
 - 3. Identify witnesses;
 - 4. Identify other crucial information (e.g., description of suspect vehicle, direction of escape, etc.).

424.13 ADMINISTRATION OF THE BWC PROGRAM

- (a) The Division of Technology & Program Management will be responsible to administer SPD's BWC Program. The duties and responsibilities of the Division of Technology & Program Management in performing this function include, but are not limited to:
 - 1. Liaison with BWC vendor(s) including return, repair, and replacement of BWCs;
 - 2. Maintaining an accurate and up-to-date inventory of BWCs to include personnel and location assigned;
 - 3. Providing access or copies of BWC recordings to SPD personnel and components as authorized by Department policy or the Chief of Police or their designee;
 - 4. Coordinating with the Office of Legal Affairs, the response within SPD to subpoenas, court orders, Freedom of Information Law (FOIL) requests, and other requests for copies of BWC recordings in accordance with established procedures;
 - 5. Re-categorizing, assigning secondary categories, and assigning security levels to BWC recordings;
 - 6. Redacting sensitive, confidential, privileged, or otherwise protected portions of BWC recordings as needed;
 - 7. Responding as directed to serious incidents or other events to assist with access to, and/or copies of, BWC recordings;
 - 8. Conducting quarterly audits to assess compliance with established policies and procedures relating to the BWC Program and coordinating additional audits by designated SPD personnel;
 - 9. Compiling reports and documentation relating to the BWC Program;
 - 10. Coordinating the review of stored BWC recordings in accordance with established policies and procedures;

Syracuse Police Department

Policy Manual

Body Worn Cameras

11. Reviewing the BWC program, technology, systems, policies, and procedures and recommending improvements;
 12. Managing the Department's Evidence.com account;
 13. Liaison and communication with individuals and organizations in the community on the BWC program;
 14. Other duties related to the BWC Program as assigned by the Chief of Police or their designee.
- (b) The Commanding Officer of Division of Technology & Program Management will ensure that a sworn supervisory Member assigned to Division of Technology & Program Management will serve as the BWC Program Manager. The BWC Program Manager will be responsible to supervise and coordinate the administrative duties within the Division of Technology & Program Management relating to the BWC Program.

424.14 REVIEW, RETENTION, COPYING AND DELETION OF BWC RECORDINGS

- (a) BWC recordings will be reviewed and retained in accordance with the attached Retention Schedule.
- (b) The retention periods set forth in Paragraph A above may be extended in the event of an active criminal investigation or prosecution or threatened or active civil litigation or legal matter. In the event the Division of Technology & Program Management is put on notice by the OCDOA, a District Attorney of another jurisdiction, or the Corporation Counsel, it will take steps to suspend the document retention schedule for the video(s) identified in the request.
- (c) Deletion of Recordings "Recorded in Error."
1. In the event a member mistakenly or inadvertently records an activity or event that should not have been recorded under Department policy (e.g., the member inadvertently activates the BWC during a bathroom break), the member will tag the recording as "Recorded in Error."
 2. Members requesting immediate deletion of the erroneous recording will forward an email to Division of Technology & Program Management at helpdesk@syracusepolice.org as soon as possible. The member should identify the recording in question by date, time, location, and DR# (if any) and explain the circumstances for the immediate deletion.
 3. The Commanding Officer of Technology & Program Management Division will:
 - (a) Determine whether the recording was done in error;
 - (b) If recorded in error and there is no reason to retain the recording (see below), delete the video from the BWC System or arrange for a System Administrator to do so;
 - (c) If not recorded in error (e.g., recorded in accordance with policy), re-categorize the recording to the appropriate category or arrange for a System Administrator to do so;

Syracuse Police Department

Policy Manual

Body Worn Cameras

- (d) Notify the requesting member by email of the disposition of the request;
 - (e) Ensure the Division of Technology & Program Management maintains a file of all documentation relating to deletion requests.
4. Circumstances may arise in which an event or activity may be recorded in error under Department policy, but cannot be deleted because it may constitute evidence or may trigger a legal disclosure or retention requirement. Accordingly, if a deletion request involves a recording that may need to be retained for legal reasons, the Commanding Officer of the Division of Technology & Program Management will:
- (a) Consult such other persons as needed (e.g., Corporation Counsel, the District Attorney, other SPD personnel, etc.);
 - (b) If determined that the recording cannot be deleted for legal reasons, re-categorize the recording to the appropriate category or arrange for a System Administrator to do so;
 - (c) Limit access to the recording in the BWC System or arrange for a System Administrator to do so;
 - (d) Notify the requesting member by email of the disposition of the request.
- (d) Recordings from BWCs shall be stored by the BWC vendor in the BWC System.

See attachment: Retention Schedule

424.15 INTERNAL SPD COPIES OF BWC RECORDINGS

- (a) Copies of BWC recordings will be provided to SPD members only for official SPD functions as needed. SPD members who receive copies of BWC recordings will not disseminate or display them unless authorized by the Chief of Police or their designee.
- (b) Members may make or request copies of BWC recordings as follows for operational Department use (e.g., criminal investigations, crime analysis, etc.). If the Member is not authorized to make a copy of the recording in question, a supervisor or a System Administrator may provide a copy of the recording. Any questions or concerns whether the copy should be provided will be referred to the Commanding Officer of the Division of Technology & Program Management or the BWC Program Manager.
- (c) Members who want a copy of a BWC recording for non-operational Department use (e.g., training) will submit an Inter-Departmental Memo to their supervisor who shall submit the request through the chain of command explaining the intended use of the copy. The request shall be forwarded to the Office of the Chief of Police for review. If the Chief of Police or their designee determines that there is a valid non-operational use for the BWC recording, the Chief of Police or their designee will authorize a System Administrator to provide a copy.

Syracuse Police Department
Policy Manual

Body Worn Cameras

424.16 DISCLOSURE OF BWC RECORDINGS IN LEGAL PROCEEDINGS

- (a) Criminal Cases Prosecuted by the Onondaga County District Attorney's Office (OCDAO).
 - 1. The Division of Technology & Program Management shall coordinate with OCDAO to access and/or obtain BWC recordings on Evidence.com needed for criminal prosecutions undertaken by OCDAO.
 - 2. OCDAO will directly provide defendants with copies of BWC recordings in criminal cases as it deems necessary.
 - 3. OCDAO will be responsible for any required redactions in BWC recordings it provides to defendants.
 - 4. In the event OCDAO needs assistance in obtaining BWC recordings needed for criminal prosecutions, Division of Technology & Program Management personnel will assist as needed to ensure necessary BWC recordings are obtained by OCDAO.
- (b) Other Criminal Cases.
 - 1. Requests by other prosecuting offices (e.g., U.S. Attorney's Office, New York State Attorney General's Office, etc.), will be referred to the Chief of Police or their designee for review.
 - 2. If approved by the Office of the Chief of Police, the Division of Technology & Program Management will identify BWC recordings that may be responsive to the request and provide copies of the requested recordings to the OCDAO.
 - 3. The Division of Technology & Program Management will be responsible for any necessary redactions as requested by the OCDAO.
- (c) Defense Subpoenas or Demands in Criminal Cases.
 - 1. Defense subpoenas or demands for BWC recordings will be referred to the Division of Technology & Program Management.
 - 2. The Division of Technology & Program Management will consult with the Corporation Counsel and the OCDAO.
 - 3. The Division of Technology & Program Management will identify BWC recordings that may be responsive to the defense subpoena or demand.
 - 4. The Division of Technology & Program Management will provide copies as advised by the Corporation Counsel and/or the OCDAO.
 - 5. Prior to providing any copies, the Division of Technology & Program Management will review the BWC recording and determine if any redactions may be required. The Division of Technology & Program Management will consult with the Corporation Counsel and the OCDAO and follow legal guidance regarding any required redactions.

Syracuse Police Department

Policy Manual

Body Worn Cameras

424.17 CIVIL, ADMINISTRATIVE AND PUBLIC REQUESTS FOR ACCESS TO BWC RECORDINGS

- (a) BWC recordings may be subject to requests for release under New York's Freedom of Information Law (FOIL) (Public Officers Law, Article 6; §§ 84 -90). FOIL is based upon a presumption of access that requires agencies to make all records available, except to the extent that records or portions thereof fall within one or more grounds for denial appearing in the statute. BWC recordings may also be the subject to subpoenas, court orders, or other demands for BWC recordings in civil, administrative, or other non-criminal proceedings. All FOIL and other requests related to civil, administrative, or other non-criminal proceedings will be referred to Office of the Corporation Counsel.
- (b) The Office of Legal Affairs will consult with the Corporation Counsel in such cases.
- (c) The Division of Technology & Program Management or the Office of Legal Affairs will identify BWC recordings that may be responsive to the request.
- (d) Prior to providing any copies, the Division of Technology & Program Management will review the BWC recording, determine if any redactions may be required, and confirm with Corporation Counsel through the Office of Legal Affairs.
- (e) The Division of Technology & Program Management through the Office of Legal Affairs, will provide copies as advised by the Corporation Counsel.

424.18 BWC RECORDING REVIEWS

At least on a monthly basis, command officers or supervisors shall randomly review two BWC recordings per subordinate to ensure that the equipment is operating properly, that the Officers are using the devices appropriately and in accordance with policy, and identify any areas in which additional training or guidance is required.

Attachments

Retention Schedule.pdf

Appendix A – Body Worn Camera Retention Schedule

Category	Retention Period
ABC -ABC Violation	6 years
ABDT -Abduction, Kidnapping	Permanent
AIRC -Aviation Complaint	6 years
AIRE -Aircraft Emergency / Crash	Permanent
ALRB -Alarm-Burglary	6 years
ALRM -Alarm-All Other	6 years
ALRP -Alarm-Call for Police	6 years
ALRR -Alarm-Robbery	6 years
AMBU -Ambulance Call	6 years
ANML -Animal Complaint	25 years
ARSN -Arson- Permanent	Permanent
ASLT -Assault	25 years
ASTC -Assist a Citizen (non-criminal)	6 years
ASTO -Assist Other (non-police agency)	6 years
ASTP -Assist Police Agency	6 years
BCHK -Bad Check	25 years
BDOG -Barking Dog	6 years
BIO -Biological Call	25 years
BOAT -Boat (Distress, Speeding, etc.)	6 years
BOMB -Bomb Threat or Explosive Device-	Permanent
BURG -Burglary	25 years
CALL -Call for the Police (unknown nature)	6 years
CEXP -Child Exploitation	25 years
CHLD -Child Abuse, Abandoned, Left alone etc.	25 years
CIVC -Civilian Complaint Against Police	6 years
CIVL -Civil Process	6 years
CMIS -Criminal Mischief	25 years
COP -Community Oriented Policing	6 years
DEMO -Demonstration (Protest)	25 years
DETL -Detail	6 years
DISP -Dispute (Civil disagreement)	6 years
DIST -Disturbance	25 years
DOA -Dead Body	Permanent
DOMI -Domestic-Injury	25 years
DOMP -Domestic-Physical	25 years
DOMV -Domestic-Verbal	25 years
DOMW -Domestic-Weapon	25 years
DOWN -Person Down (unknown reason)	6 years
DRUG -Drug Complaint	25 years
DRWN -Drowning	Permanent
DWI -Driving While Intoxicated	25 years
ELEV -Elevator Problem	6 years
ESCA -Escape From Custody	25 years
ESCT -Escort	6 years
EXPL -Explosion	25 years
FGHT -Fight	25 years

Appendix A – Body Worn Camera Retention Schedule

Category	Retention Period
FIRE -Fire	Permanent
FLUP -Follow-up	25 years
FORG -Forgery	25 years
FRAD -Fraud	25 years
FUME -Fume (odor)	6 years
FWAR -Follow-up Warrant	25 years
FWKS -Fireworks Complaint	6 years
GAMB -Gambling	25 years
GAP -Gun Amnesty Program	Permanent
GRAF -Graffiti	25 years
HARR -Harassment	25 years
HAZD -Hazardous Condition	6 years
HELP -Officer Needs Assistance	Permanent
HOMI -Homicide	Permanent
HUNT -Hunting/Hunter Complaint	6 years
IDEN -Identity Theft	25 years
INDA -Industrial Accident	Permanent
INFO -Information	6 years
INTX -Intoxicated Person	6 years
IOD -Injury On Duty	25 years
JUVS -Juvenile Problem	6 years
LARC -Larceny	25 years
LEWD -Lewdness	6 years
LIFE -Project Life Saver	Permanent
LOCK -Lockout Residence or Automobile	6 years
LOCL -Local Law Violation	6 years
LOCO -Train Derailment / Accident	25 years
LOIT -Loitering	6 years
LOUD -Noise Complaint	6 years
MAIL -Mail-in Complaint	6 years
MEDV -Medivac / Helicopter (OCSO)	6 years
MEGL -Megan's Law	25 years
MENA -Menacing	25 years
MENT -Possible EDP	25 years
MISC -Miscellaneous Complaint	6 years
MISP -Missing Person	Permanent
MVCB -Motor Vehicle Collision Bus	Permanent
MVCC -Motor Vehicle Collision Injuries / Structure	Permanent
MVCD -Motor Vehicle Collision Damage	25 years
MVCH -Motor Vehicle Collision Left Scene/Injuries	Permanent
MVCI -Motor Vehicle Collision Injuries	Permanent
MVCL -Motor Vehicle Collision Left Scene	6 years
MVCP -Motor Vehicle Collision w/ Possible Injuries	Permanent
MVCS -Motor Vehicle Collision Structure Involved	25 years
NOTI -Notification	6 years
OVRD -Overdose (accidental overdose)	25 years

Appendix A – Body Worn Camera Retention Schedule

Category	Retention Period
PCHK -Property Check	6 years
PDAM -Property Damage	25 years
PFCK -Public Facility Property Check	6 years
PINJ -Personal Injury	6 years
POI -Point of Information	6 years
PROP -Property Lost / Found	Permanent
PROS -Prostitution	25 years
PROW -Prowler	6 years
RAPE -Rape	25 years
REND -Reckless Endangerment	25 years
ROBB -Robbery	25 years
SHOT -Shots Fired	25 years
SNOW -Snow Complaint	6 years
SRST -School Related Shooting Threat	Permanent
STAB -Stabbing	Permanent
STAT -Status Check	6 years
STOP -Traffic Stop	25 years
SUIC -Suicide	Permanent
SUMM -Summons	6 years
SUSI -Suspicious Incident	25 years
SUSP -Suspicious Person	25 years
SUSV -Suspicious Vehicle	25 years
SUSW -Suspicious Person with a Weapon	25 years
SXOF -Sex Offense	25 years
TRAF -Traffic Problem	6 years
TRAN -Transport	6 years
TRES -Trespass	6 years
VEHA -Abandoned Vehicle	6 years
VEHD -Disabled Vehicle	6 years
VEHL -Located Stolen Vehicle	25 years
VEHP -Parking Complaint	6 years
VEHR -Repossessed Vehicle	6 years
VEHS -Stolen Vehicle	25 years
VEHT -Towed Vehicle	6 years
WARP -Warrant Processed	25 years
WARR -Warrant Served	25 years
WIRE -Wires Down	6 years
WMD -Weapons of Mass Destruction	Permanent
WTRP -Water Problem	6 years
XING -School Crossing	6 years

Appendix F

Warrant Service

607.1 PURPOSE AND SCOPE

Best Practice

This policy establishes guidelines for the planning and serving of arrest and search warrants by members of this department. It is understood that this policy cannot address every variable or circumstance that can arise in the service of a search or arrest warrant, as these tasks can involve rapidly evolving and unique circumstances.

This policy is intended to be used in conjunction with the Operations Planning and Deconfliction Policy, which has additional guidance on planning and serving high-risk warrants.

This policy is not intended to address the service of search warrants on locations or property already secured or routine field warrant arrests by patrol officers.

607.2 POLICY

Best Practice **MODIFIED**

It is the policy of the Syracuse Police Department to balance the safety needs of the public, the safety of department members, privacy interests and other relevant factors when making decisions related to the service of search and arrest warrants. All warrants shall be executed pursuant to the requirements of CPL 690.

607.3 SWAT TEAM COMMANDER

Best Practice **MODIFIED**

The SWAT Team Commander or authorized designee (see the Operations Planning and Deconfliction Policy) shall review all risk assessment forms with the involved supervisor to determine the risk level of the warrant service.

The SWAT Team Commander or authorized designee will also have the responsibility to coordinate service of those warrants that are categorized as high risk. Deconfliction, risk assessment, operational planning, briefing and debriefing should follow guidelines in the Operations Planning and Deconfliction Policy.

607.4 SEARCH WARRANTS

Best Practice **MODIFIED**

Officers should receive authorization from a supervisor before preparing a search warrant application. Once authorization is received, the officer will prepare the affidavit and search warrant, consulting with the applicable prosecuting attorney as needed. The officer will also complete the risk assessment form and submit it, along with the warrant affidavit, to the appropriate supervisor. Based on the score from the risk assessment form, the supervisor may consult with the SWAT Team Commander for review and classification of risk (see the Operations Planning and Deconfliction Policy).

Syracuse Police Department

Policy Manual

Warrant Service

607.5 ARREST WARRANTS

Best Practice **MODIFIED** NYSLEAP - 8.4 - 8.12 (B)

If an officer reasonably believes that serving an arrest warrant may pose a higher risk than commonly faced on a daily basis, the officer should complete the risk assessment form and submit it to the appropriate supervisor and the SWAT Team Commander for review and classification of risk (see the Operations Planning and Deconfliction Policy).

If the warrant is classified as high risk, service will be coordinated by the SWAT Team Commander. If the warrant is not classified as high risk, the supervisor should weigh the risk of entry into a residence to make an arrest against other alternatives, such as arresting the person outside the residence where circumstances may pose a lower risk.

607.5.1 FUGITIVES FROM JUSTICE

Agency Content

For the guidelines and procedures for the arrest and processing of fugitives from justice who are apprehended by the Syracuse Police Department see below.

See procedure for FUGITIVES FROM JUSTICE

607.6 WARRANT PREPARATION

State **MODIFIED**

An officer who prepares a warrant should ensure the documentation in support of the warrant contains as applicable:

- (a) Probable cause to support the search or arrest, including relevant dates and times to demonstrate timeliness and facts to support any request for nighttime, no-knock or all persons present warrant execution (CPL § 690.35).
- (b) A clear explanation of the affiant's training, experience and relevant education.
- (c) Adequately supported opinions, when relevant, that are not left to unsubstantiated conclusions.
- (d) A nexus between the place to be searched and the persons or items central to the investigation. The facts supporting this nexus should be clear and current. For example, the affidavit shall explain why there is probable cause to believe that a particular person is currently residing at a particular location or that the items sought are present at a particular location.
- (e) Full disclosure of known or suspected residents at the involved location and any indication of separate living spaces at the involved location. For example, it should be disclosed that several people may be renting bedrooms at a single location, even if the exact location of the rooms is not known.
- (f) A specific description of the location to be searched, including photographs of the location, if reasonably available.
- (g) A sufficient description of the items to be seized.

Syracuse Police Department

Policy Manual

Warrant Service

- (h) Full disclosure of any known exculpatory information relevant to the warrant application (refer to the *Brady* Information Policy).
- (i) If an “all persons present” endorsement is requested, the affidavit shall describe the type of premises (e.g., private or public access), the anticipated number and behavior of the persons expected at the time of warrant execution and whether persons with no connection to the suspected activity may be present (CPL § 690.15).

607.6.1 NO-KNOCK WARRANT APPLICATIONS

Agency Content

Under a limited set of circumstances a member may make an application for a search warrant and request that a search warrant authorize the executing police officer(s) to enter a premises to be searched without giving notice of their authority and purpose (CPL § 690.35(4b)).

Any search warrant application requesting a No-Knock provision, must be reviewed and approved by a command officer (i.e. lieutenant or above) prior to being submitted to the Court.

Authorization must be granted by the Chief of Police or a Deputy Chief prior to the execution of any No-Knock search warrant.

Any member making such application to a court shall articulate that there is reasonable cause to believe that:

- (a) The property sought may be easily and quickly disposed of, or;
- (b) The giving of such notice may endanger the life or safety of the executing officer or another person, or;
- (c) In the case of an application for a search warrant as defined in paragraph (b) of subdivision two of section 690.05 for the purpose of searching for and arresting a person who is the subject of a warrant for a felony, the person sought is likely to commit another felony, or may endanger the life or safety of the executing officer or another person.

607.7 HIGH-RISK WARRANT SERVICE

Best Practice **MODIFIED**

The case supervisor or the authorized designee shall coordinate the service of warrants that are categorized as high risk with the SWAT Team Commander or their authorized designee. The SWAT Team Commander or their authorized designee shall have sole authority in determining the manner in which the warrant will be served, including the number of officers deployed. The SWAT Team Commander shall prepare an operational order prior to each high-risk search warrant that must be approved by the ERT Commander prior to execution.

The member responsible for directing the service should ensure the following as applicable:

- (a) When practicable and when doing so does not cause unreasonable risk, video or photographic documentation is made of the condition of the location prior to execution of a search warrant. The images should include the surrounding area and persons present.

Syracuse Police Department

Policy Manual

Warrant Service

- (b) The warrant service is audio- and video-recorded when practicable and reasonable to do so.
- (c) Evidence is handled and collected only by those members who are designated to do so. All other members involved in the service of the warrant should alert one of the designated members to the presence of potential evidence and not touch or disturb the items.
- (d) Persons who are detained as part of the warrant service are handled appropriately under the circumstances.
- (e) Reasonable care provisions are made for children and dependent adults (see the Child and Dependent Adult Safety Policy).
- (f) A property receipt listing all items seized is prepared and a copy provided to the person in charge of the premises if present. Alternatively, the property receipt shall otherwise be left in a conspicuous place.
- (g) A copy of the search warrant is left at the location.
- (h) The condition of the property is documented with video recording or photographs after the search.

607.8 EXPLOSIVE BREACHING

Agency Content

Explosive Breach: The use of an explosive breaching charge configured using explosive and non-explosive materials to create an opening through a door, window, wall, or other barriers, to allow access for personnel or resources.

Under a limited set of circumstances, Explosive Breaching may be authorized where there is a need to gain access to a structure or vehicle, and where, after a careful analysis, it is determined to be the safest and most efficient method of entry. In those cases, a specially trained Explosive Breacher will be responsible for the construction, placement, and detonation of all explosive breaching charges.

Examples of cases where explosive breaching may be considered include, but are not limited to entering a structure or vehicle to affect the rescue of hostages, entering a structure to safely execute a high-risk search warrant, or entering a vehicle or structure to rescue trapped officers or citizens.

Absent exigent circumstances that require an immediate response (e.g. - active shooters or hostage rescue), explosive breaching must be authorized by the Chief or Deputy Chief of Police.

607.9 DETENTIONS DURING WARRANT SERVICE

Best Practice

Officers must be sensitive to the safety risks of all persons involved with the service of a warrant. Depending on circumstances and facts present, it may be appropriate to control movements of any or all persons present at a warrant service, including those who may not be the subject of a warrant or suspected in the case. However, officers must be mindful that only reasonable force

Syracuse Police Department

Policy Manual

Warrant Service

may be used and weapons should be displayed no longer than the officer reasonably believes is necessary (see the Use of Force Policy).

As soon as it can be determined that an individual is not subject to the scope of a warrant and that no further reasonable suspicion or safety concerns exist to justify further detention, the person should be promptly released.

Officers should, when and to the extent reasonable, accommodate the privacy and personal needs of people who have been detained.

607.10 ACTIONS AFTER WARRANT SERVICE

Best Practice

The supervisor shall ensure that all affidavits, warrants, receipts and returns, regardless of any associated cases, are filed with the issuing judge or magistrate as soon as reasonably possible, but in any event no later than any date specified on the warrant.

607.11 OUTSIDE AGENCIES AND CROSS-JURISDICTIONAL WARRANTS

Best Practice MODIFIED

The Deputy Chief of the Investigations Bureau or authorized designee will ensure that cooperative efforts with other agencies in the service of warrants conform to existing mutual aid agreements or other memorandums of understanding and will work cooperatively to mitigate risks including, but not limited to, the following:

- Identity of team members
- Roles and responsibilities
- Familiarity with equipment
- Rules of engagement
- Asset forfeiture procedures

Any outside agency requesting assistance in the service of a warrant within this jurisdiction should be referred to the Deputy Chief of the Investigations Bureau or authorized designee. The Deputy Chief of the Investigations Bureau or authorized designee should review and confirm the warrant, including the warrant location, and should discuss the service with the appropriate supervisor from the other agency. The Deputy Chief of the Investigations Bureau or authorized designee should ensure that members of the Syracuse Police Department are utilized appropriately. Any concerns regarding the requested use of Syracuse Police Department members should be brought to the attention of the Chief of Police or the authorized designee. The actual service of the warrant will remain the responsibility of the agency requesting assistance.

If officers intend to serve a warrant outside Syracuse Police Department jurisdiction, the Deputy Chief of the Investigations Bureau or authorized designee should provide reasonable advance notice to the applicable agency, request assistance as needed and work cooperatively on operational planning and the mitigation of risks detailed in this policy.

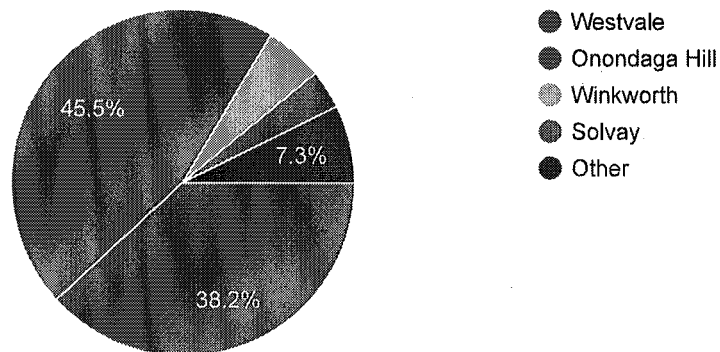
Appendix I & I.2

Police Perceptions and Knowledge

111 responses

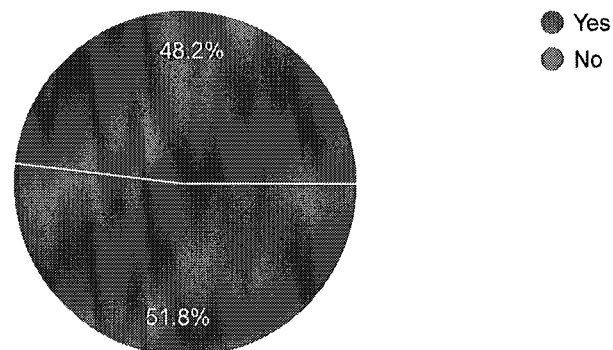
Which neighborhood do you consider the location of your primary residence?

110 responses



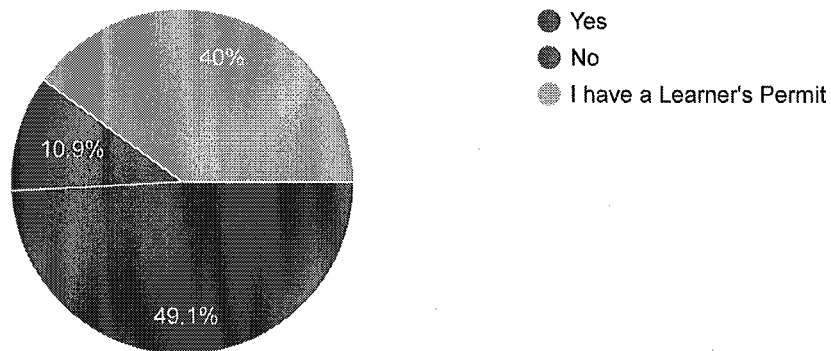
Do you have a part-time job?

110 responses



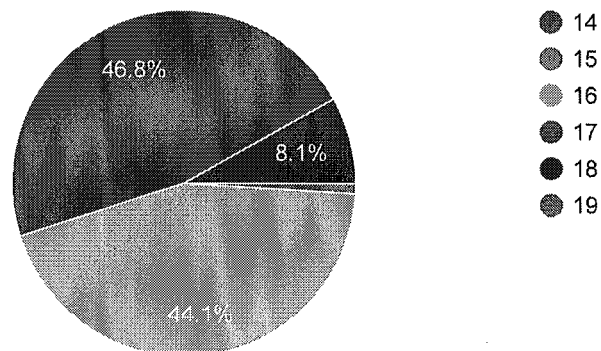
Do you have a driver's license?

110 responses



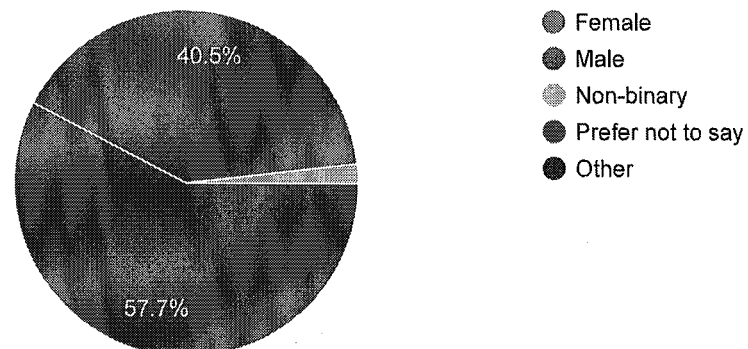
How old are you?

111 responses



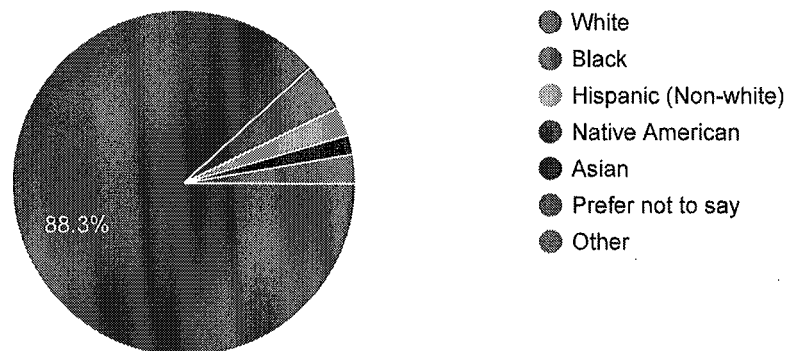
What is your gender identity?

111 responses



What is your racial identity?

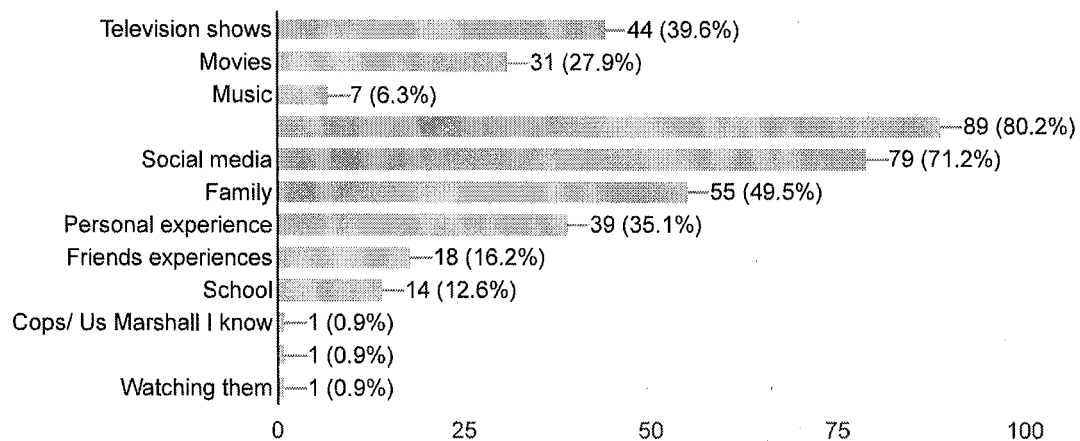
111 responses



Perception

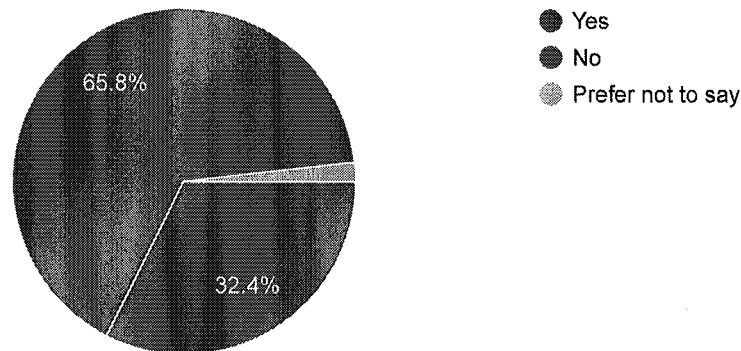
Where does your perception of police come from? (Please choose up to 3)

111 responses



Have you ever had an interaction with the police? (You have personally been questioned, searched, pulled-over, or interviewed by a police officer)

111 responses



If yes, please explain (not required) with any details that you are willing to share.

31 responses

hostile and like we were the aggressors. We later found out they responded to a call about "an aggressive black man threatening me" from the man who chased me and my younger brother into the house. He was talking about my older brother who came out to talk him into leaving who had never once left the front porch. I didn't appreciate being treated as a threat or my eleven year old brother at the time. I don't like having to step in front of him because I'm afraid you will be uncomfortable.

No i have not

N/A

Leaving a party

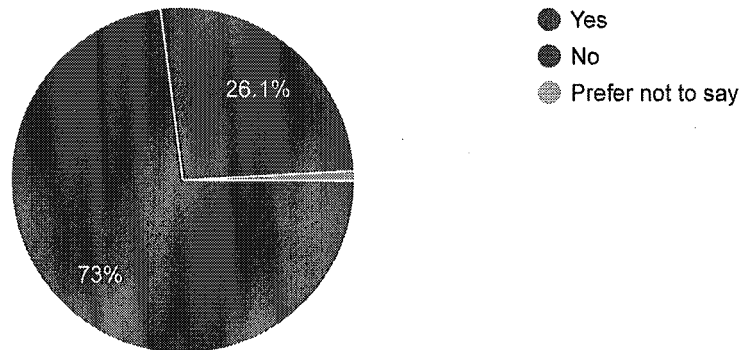
I was pulled over for having a temporary registration

nah

Car accident

Have you ever witnessed a police interaction in person? (You have seen a friend, family member, or citizen questioned, searched, pulled-over, or interviewed by a police officer)

111 responses



If yes, please explain (not required) with any details that you are willing to share.

46 responses

N/A

a kid was tackled and his car searched at my old school

My mom and I got in an accident and I had to call the police to report the accident, the police personally didn't come but the NYS troopers did to handle it.

speeding tickets

My dad got pulled over for speeding

Both of my parents have gotten pulled over for speeding/running red lights, friends parents have been stopped for fighting at a hockey game

I was in the car with my parents when they got pulled over a couple years ago

I've seen cars pulled over on the highway being searched.

What can a police officer do to earn your respect?

104 responses

not be entitled

Kind and respectful, be less intimidating.

Just be a nice down to earth Pearson and not think they are above the law

state their cause and have respect for me, not have a big head and think they are superior just because of my age/gender

Being respectful and kind no matter the situation

Do their job with honor and respect and understand the consequences of the actions they take.

Keep things in control and be calm and just

Be respectful to me

What could a person do to stay safe during an interaction with a police officer?

101 responses

DO NOT OVERREACT.

Keep their hands visible and listen to directions

Back away and agree to whatever they say, you can still get justice even if they're wrong in court and you could probably sue them for all I know

just respect them

comply

Go along with everything the police say

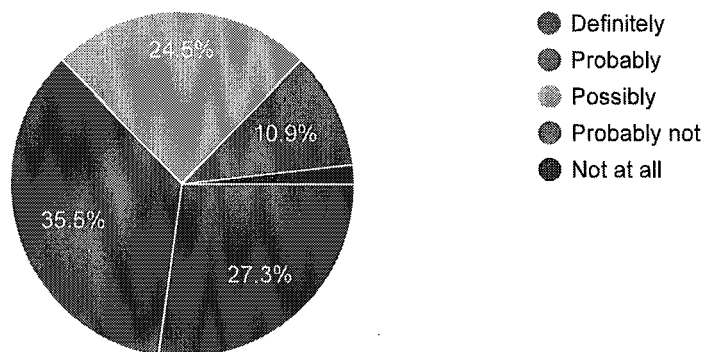
do as youre told dont mouth off

show both of their hands

OTHER

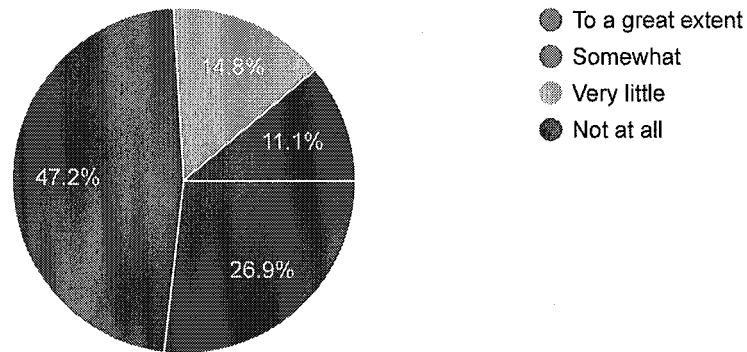
Do you perceive police officers as being prepared to support your community?

110 responses



To what extent do you think the police officers know about cultural factors that might impact their interactions with you?

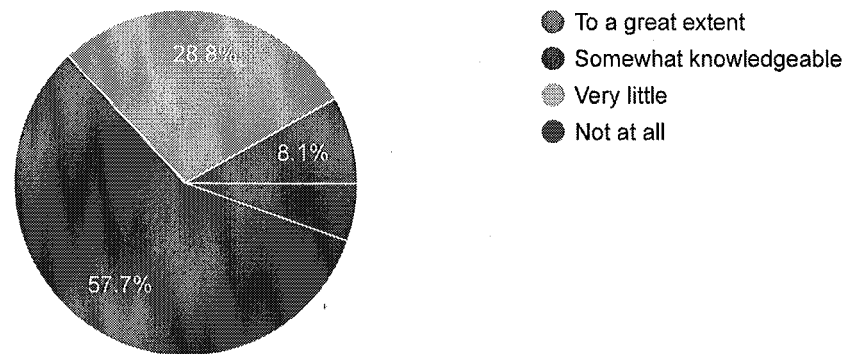
108 responses



Knowledge

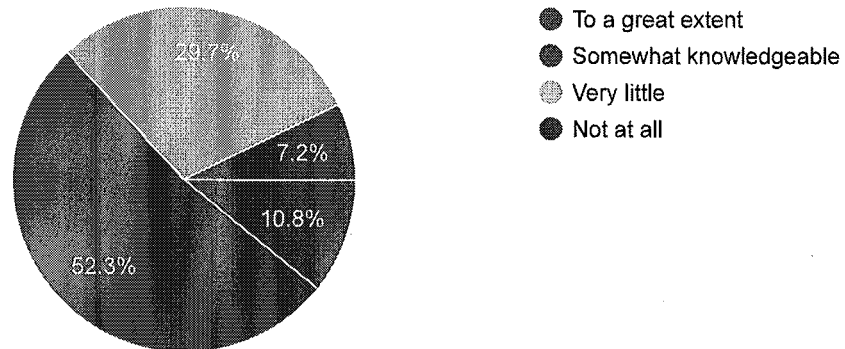
How knowledgeable are you with how police are trained?

111 responses



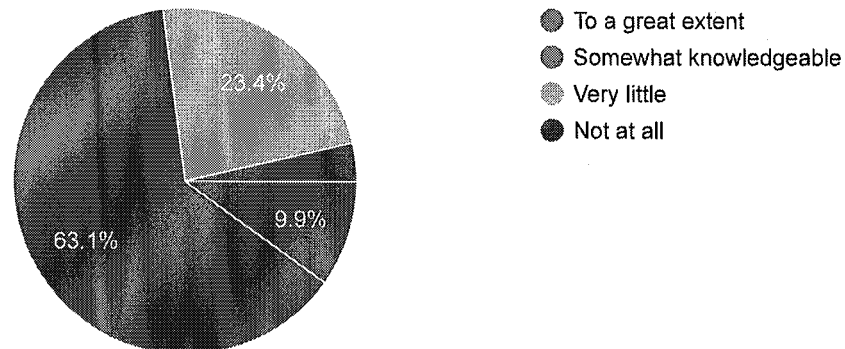
How knowledgeable are you about police procedures and protocol?

111 responses



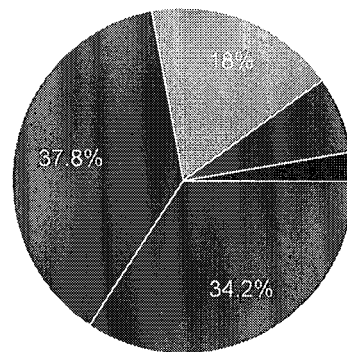
How knowledgeable are you about police equipment?

111 responses



How prepared do you feel in your ability to manage an interaction with a police officer?

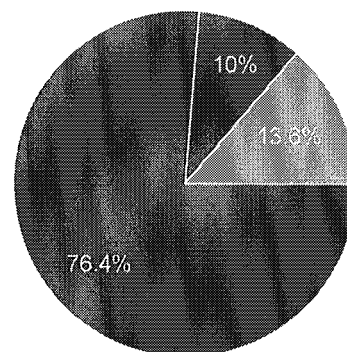
111 responses



- Fully prepared
- Somewhat prepared
- Not sure
- Somewhat unprepared
- Not prepared at all

Do you feel that you have someone you can talk to if you have questions about policing?

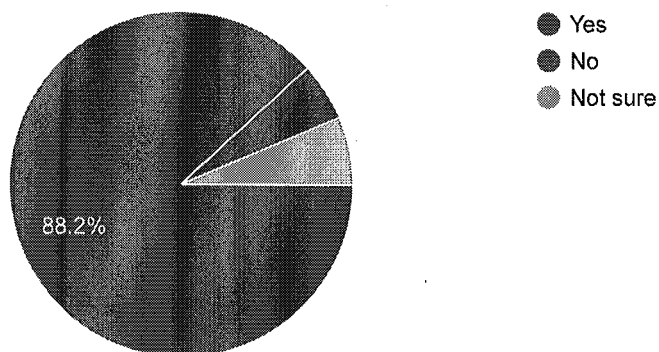
110 responses



- Yes
- No
- Not sure

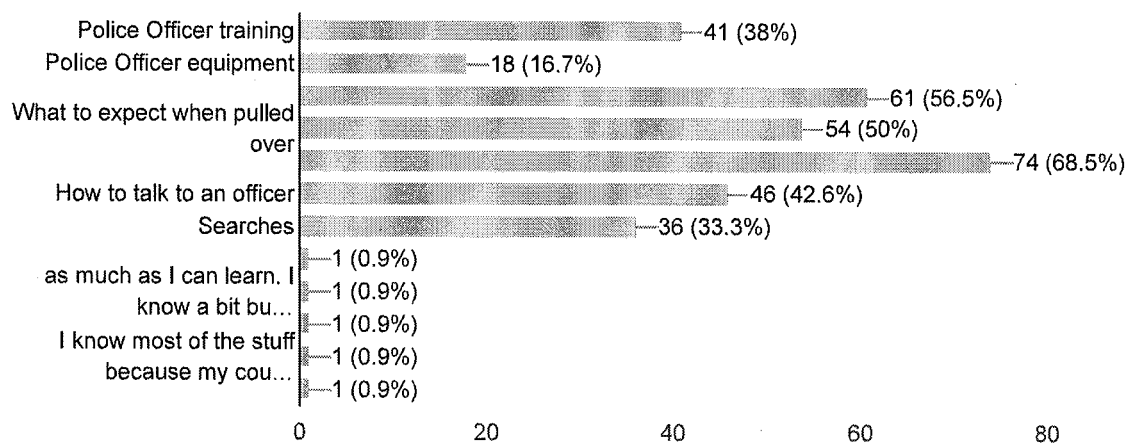
Do you feel that you have someone you can talk to if you were to have an interaction with a police officer?

110 responses



What would you like to know more about? (Select your top 3)

108 responses



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Google Forms

Question #9

If yes, please explain (not required) with any details that you are willing to share.31 responses

n/a

Pulled over

He just asked what me and my friends were doing and then said ok be careful have a good night

I was pulled over for having a headlight out

I have been pulled over by an officer. He was very friendly and calm which helped me remain calm and not cry and panic.

ive been in a car thats been pulled over, have met officers

He was nice was just doing his job

Me and my younger brother were chased into our house by a man on drugs. We called the police and the sheriffs answered. When they showed up, they responded very hostile and like we were the aggressors. We later found o ur they responded to a call about "an aggressive black man threatening me" from the man who chased me and my younger brother into the house. He was talking about my older brother who came out to talk him into leaving who had never once left the front porch. I didn't appreciate being treated as a threat or my eleven year old brother at the time. I don't like having to step in front of him because I'm afraid you will be uncomfortable.

No i have not

N/A

Leaving a party

I was pulled over for having a temporary registration

nah

Car accident

was riding my bike in a pizza places parking lot and they very respectfully asked us to move so we arent in the way of traffic.

Got pulled over for speeding twice. First time was on the thruway and the officer gave me a ticket that wouldn't effect my driving record. And the second time the officer let me off with a verbal warning.

honestly it went better than I was expecting and Ive been taught how to deal with police a little bit and my family says because i'm brown and have black friends things can be harder but he was nice and understanding and kind to me when i got pulled over.

I was involved in an accident so we just had to file a police report. The cop was very polite and we had no problems with him

Prefer not to say.

I was a witness to a crime

A couple of traffic stops and after an accident

I've had a couple of interactions with the police mostly to ask if I had seen or had taken part in some crime, there are some stolen cars in the neighborhood. Not once did an officer accuse me or try to abuse his/her power against me most of the time they were very polite.

a party

Pulled over for speeding, officer was very nice when I was respectful and everything went smoothly. He liked my cooperation he let me off without a ticket but with a warning.

none

I was with a friend who's friends were being stupid so they stopped me in the mall and I explained to them the situation and how uncomfortable I was and they understood and left me be

no

during an investigation of vandalism

Question #11

If yes, please explain (not required) with any details that you are willing to share.46 responses

N/A

a kid was tackled and his car searched at my old school

My mom and I got in an accident and I had to call the police to report the accident, the police personally didn't come but the NYS troopers did to handle it.

speeding tickets

My dad got pulled over for speeding

Both of my parents have gotten pulled over for speeding/running red lights, friends parents have been stopped for fighting at a hockey game

I was in the car with my parents when they got pulled over a couple years ago

I've seen cars pulled over on the highway being searched.

pulled over car with friend and family

havent known what it was about

My neighbor down the street has many officers outside because she was hiding two drug dealers.

They were selling drugs

accidents, speeding, etc.

my friend and i got into a car accident and the police officer had to come to file a report

My dad got pulled over

My mom and older brother have been pulled over by police while driving.

Mother got in an accident and police came to assist

Seen people pulled over, dad has been pulled over

nah

Friend pulled over

my parents and friends have gotten pulled over while i am in the car, again they were incredibly friendly and respectful

my mom was pulled over for turning right on red and didnt see the no right on red sign

the police were kinda rude and abrupt, when my friend was being nice and answering his questions the police was rude.

My friend was questioned for parking in a school parking lot past dark.

Prefer not to say.

Pulled over for speeding or "not stopping" at a stop sign. One of the officers let us off with a warning, the other gave a ticket.

Police have showed up to parties and I saw someone in the back of a cop car.

Me and my sister were playing and yelling and police thought it domestic abuse from the sound of it

I've been with my parents a few times when I was younger when they got pulled over for speeding or not stopping at stop signs for long enough.

I've seen many cars being searched and been in the car while my parents and siblings have been stopped

Pulled over for speeding in a "school zone" with no sign indicating one

Someone was pulled over for a bad taillight. We were notified, and sent on our way.

I have been in the car when my aunt was pulled over.

someone pulled over

Friends or parents have gotten pulled over it was pretty layed back nothing harsh

I have seen people being pulled over on the side of the road.

n/a

I have been in the car when my parents have been pulled over.

none

police went to the side with a black person. instead of the driver

I've seen countless people pulled over and police action on a knife fight

pulled over and searched

no

i saw my friend get pulled over

a few times my vehicle has been broken into or our property was tampered with and we had to call the cops, if a incident happens in our rental property, being pulled over for speeding

Question #12

What can a police officer do to earn your respect?104 responses

not be entitled

Kind and respectful, be less intimidating.

Just be a nice down to earth Pearson and not think they are above the law

state their cause and have respect for me, not have a big head and think they are superior just because of my age/gender

Being respectful and kind no matter the situation

Do their job with honor and respect and understand the consequences of the actions they take.

Keep things in control and be calm and just

Be respectful to me

Have respect and not be forceful or judgemental

I already have respect for police officers, but I remember the officer who pulled my mom over for a broken taillight was very kind and that's always nice

Remain calm and respectful

understand the unjust system they're in, find solutions to fix it. don't misuse their power or pretend they are above others as humans.

use probable cause, calmly speak and not abuse their power

-wear a mask -greet everyone and speak to everyone the same

Always be respectful and speak professionally, no matter the person.

Show respect and equality towards every individual no matter race, gender identity, culture, etc.

be polite and understanding

Do his job correctly

Treat people equally

Nothing they already have my respect

Approach me politely, instead of aggressive

Be different. I know I'm some cases going against a protocol or something can cost you your job but if you can, be different. Stand out and stand up.

just being nice and welcoming

Nothing the officer dose what he needs to do and people need yo respect that

Be considerate and listen to what you have to say

Understand people and listen to their story without prejudging unless it is a life threatening matter

Be patient and kind

Be understanding and patient with everyone even if things get difficult.

Be patient and give clear instructions

Be nice

Yes but that much

treat ALL people the same. i dont think it's appropriate for police officers to discriminate against black people and "people who don't belong in this country". it's disgusting to think that people get treated a certain way for the color of their skin or the way they look. EVERYONE is equal. no race should be superior to the other.

Treat the people they're interacting with with respect, follow protocol, be polite

respect me

nothing

Be polite, calm, friendly presence

Be educated on racism, ableism, autism, mental health in general

they have my respect. I believe that they should get more respect than they do currently for having to deal with the "politics" of their job.

To treat me like a normal person because I talk to them like they're a normal person.

Ill respect them more if theyre more respectful to me.

they have to respect us first. They are so quick to judge someone.

Be respectful to everyone and not use their power to their advantage, especially respecting of those of other ethnicities and supporting black lives matter.

do their job the right way

Be fair and reasonable.

Do their best in perceiving a situation the right way; using extreme force only when they deem it absolutely necessary for their safety. Not holding biases or treating people differently because of the way they look.

Understand that there are flaws in the police system that need to be changed.

Understand that there are laws in the police system that need to be changed or more enforced.

Be respectful and do the right thing in the certain situation.

Do their job the right way and use guns as a last priority

Not abuse their power, not pull over/give tickets for mild cases just to meet their quota for the month, protect people's rights

Be understanding and not jump to conclusions

Not kill members of my community needlessly

Follow the law and help protect people.

Be mildly respectful at least

Do their job, be respectful

A police officer can earn my respect from doing their job to the best of their ability without unnecessary violence and also using their positions to good in the community such as engaging with the younger groups of people in a positive way.

Listen and be respectful also

Don't overreact in situations

Treat all citizens fairly and with respect. Not use their power in a way that negatively affects others.

Treat me with the same respect they're asking for

Be open to police reform and de-escalation.

Quit.

Most of them already have my respect for taking a dangerous job, the only reason I will lose respect for an officer is if they abuse their power.

be respectful to me and listen

treat everyone equally, don't make assumptions about someone because of their skin tone

Be friendly

Be friendly

Try to be more comfortable with the person and make them feel like a friend

Talk in a friendly and not aggressive manner

They already have my respect until something changes.

treat everyone the same, no matter skin color, gender, mental state, etc

Act like a civil human and not act like they are above the law

treat minorities, elderly and people with disabilities with respect

They can respect all people equally

Make peace not violence

Be polite and make the situation as calm as it can be.

Treat people of all colors and races the same and do their job according to the law.

Hear me out and be understanding and kind.

treat everyone equally

Make sure to treat everyone with the same respect.

do the right thing

Understand that there is systematic racism evident in American life, including life in Onondaga County while also present in government organizations which includes police departments. And not shoot unarmed people or use excessive force when unnecessary. And be well versed in the systematic racism of society and how to combat it.

Help people

They already do

be chill and don't be too rough on the person

Treat people in a non racist manner

public protection

They already have it

Be respectful and understanding.

Be respectful

Reach out to everyone and say a simple "hello" when walking past them. Treat everyone equally no matter the color of their skin or gender.

Be respectful and compassionate towards the other person even if they aren't to you. Some people have bad days every now and then, so give that person patience and have an open mind.

They all ready have mine.

i dont know

do well

Be respectful to all human beings and do just perform the job well.

Be respectful but at the same time stern.

Don't act like they are above everyone they're just like us

not treat me like im nothing

stop killing innocent people

OTHER (4)

Question #13

What could a person do to stay safe during an interaction with a police officer?101 responses

listen to them

Have respect for the officer, be polite and abide by the law and their demands.

respect them and not talk back

Do what they say

Communicate and stay as calm as possible.

Be calm and cooperative

Answer politely and listen to the officer

Listen to the officer and do exactly what they say without any objections

Cooperate with them and don't be dramatic or do things that look like you want to harm the officer

Follow all rules and directions

respect the officer but also know your rights

always show your hands, speak calmly

-comply entirely -explain fully any questions -study the rights afforded to them and to the officers

Do as the police ask/say and be cooperative

don't try to fight back or do anything dangerous

Be calm don't get violent

Stay calm and do what they were told

Um this is a tough one I don't know maybe do what they say be respectful and don't resist.

Show your hands at all time, or ask before moving your hands

The tone of your voice very much sets the tone of a situation. I already know you're an authoritative figure. You don't need to lower your voice or speak louder when talking to me. And when speaking to someone who is small and you are unaware of their age, please lighten your tone. You don't know how old they are. Same for taller people. My 13 year old brother is 5'7 and some people think he's a lot older than he is. Just try and talk to us like normal people. We know that you have power you don't need extra acts to show it.

keep there hands where the police officer can see them

Just keep youre hands were the police officer can see them

Remain calm and listen to the police

Give them attention, be respectful,

Record it

Listen to the officer and follow their rules.

Do what they are asked

Nothing

i feel like there is no way to stay safe. i mean look at the world. we had protest and riots because police officers are shooting black people becuae they feel scared to be around them. that's such bull crap. if you feel unsafe being a police officer because you know your gonna have an in counter with black people, DONT BECOME ONE. it's so easy.

Abide by the law

keep your hands in sight, remain calm and respectful

keep hands on steering wheel & answer with straight answers and maybe record if you feel unsafe

idk

Be honest, not make any unauthorized gestures or movements

listen to what they are telling you to do and be respectful to them.

Keep your hands out of your pockets. If you make the officer feel safe then the situation will be a better environment for both parties involved.

comply and be respectful

listen to the police.

Be respectful and non-aggressive.

be polite

Be open and honest, don't act suspicious.

A person can make sure that they follow what the officer asks them to do, is respectful of the officer when speaking to them, and doesn't resist.

Stay calm and follow instructions

Stay calm, keep hands where they can see them, cooperate, and don't talk back.

Remain calm and respectful

Do everything told by the officer.

Be sensible, follow the police officer's orders without complaint. (The fact that you have to ask this question... the people shouldn't be afraid of the police, and it really should be the officer's responsibility to not overreact or instigate violence. Of course there are exceptions, but they're the exceptions, not the majority)

Stay calm and respectful

Stay quiet, cooperate, pray

Listen to the police officer

Follow instructions as best as possible

Stay calm, they are just doing their job to keep you safe

A person could do anything they can to make sure they do not look dangerous or cause any miscommunications/misinterpretations on the police officer's behalf.

don't pull out a weapon

Keep hands visible and remain calm

Be upfront with their actions.

Know your rights so you can tell if the officer is doing something wrong

I think it's dependent on race.

Stay calm, polite, don't do anything against the law in front of the officer, and have common sense.

Be white.

Be respectful as you would be with anyone else and answer their questions or do what they say.

be calm and respectful

remain calm, listen to the police, don't resist

Don't resist

Be respectful

Do what they say

Be respectful and listen to the officers orders within reason

Put their hands on the wheel

stay calm and be cooperative

if the officer is being threatening start recording and press charges if needed

do exactly what the officer says and make no sudden movements

Not disrespect the officer

A person shouldn't have to worry about staying safe with someone who is supposed to keep peace.

Be calm and don't lie to them.

do what the police officer asks

Keep your hands where they can see them and follow their directions and be patient and don't lose your cool.

listen and do exactly what the officer is telling them to do

Record the interaction.

remain still and do what they ask

That all depends on the location, time, person and officer.

Listen to what they say

DO WHAT THEY TELL YOU!!!!

do what the officer says and keep your hands where they can see them.

Be calm

respect police

They should already feel safe, but do what they say/ask, and be kind

Stay in place and cooperate with the officer.

Be respectful, make sure the police can always see your hands, do not lie or run away. Do not move your body in a way that could seem threatening to the police.

Always show your hands and talk respectfully to the officer.

Listen to what they say.

not be disrespectful or violent

listen

Do not overreact.

Keep their hands visible and listen to directions

Back away and agree to whatever they say, you can still get justice even if they're wrong in court and you could probably sue them for all I know

just respect them

comply

Go along with everything the police say

do as youre told dont mouth off

show both of their hands

OTHER

Appendix J

ONONDAGA COUNTY SHERIFF'S OFFICE



POLICE DEPARTMENT

Memorandum

The mission of the Onondaga County Sheriff's Office is to provide the citizens of Onondaga County a full service professional law enforcement agency to protect life and property, reduce the opportunity for crime and disorder, enforce all laws, assist victims and provide other police services as required by the community. The daily focus is to provide this service with compassion and courage, with the goal to provide the highest level of Police service to safeguard the community.

The Onondaga County Sheriff's office is accredited by the New York State Division of Criminal Justice Services and is now moving through National Accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA). These accrediting bodies provide the standard that the agency accredited is adhering to the best state and national police practices and standards. This accreditation enhances transparency, increases community advocacy, provides greater accountability within the agency, and reduces liability and risk exposure.

The Onondaga County Sheriff's Office has implemented many of the police reform requirements prior to any legislation through the Sheriff's own strategic agenda, and will utilize the Onondaga County Collaborative as a guide to forward police reform. It should be recognized that the Sheriff is the only law enforcer in Onondaga County that is directly accountable to the individual citizen through the voting process. As such, the Sheriff is in a unique position to understand and further the needs and requests of the communities concerns and complaints through a very direct process.



A handwritten signature in black ink, appearing to read "J. Ciciarelli", is written over the printed name.

Joseph B. Ciciarelli

Chief of Police

Onondaga County Sheriff's Office.

Appendix K

	Onondaga County Sheriff's Office Written Directive	
	<u>SUBJECT MANAGEMENT</u>	
Number: POL-042	Date Effective: 08/27/2020	Pages: 14
Policy	All <input type="checkbox"/> Police <input checked="" type="checkbox"/> Custody <input type="checkbox"/> Civil <input type="checkbox"/> Correction <input type="checkbox"/>	
Supersedes: 11/23/11, 11/21/14, 06/03/15, 10/03/16, 09/30/2019, 11/04/19, 12/23/19, 01/21/20, 07/15/20		
Authority: Chief, Police Department 		Date: 08/27/2020

I. POLICY

It is the policy of the Onondaga County Sheriff's Office Police Department to authorize and establish guidelines regarding Subject Management.

II. OBJECTIVE

To provide guidance to members of the Onondaga County Sheriff's Office Police Department for the handling of incidents in which Subject Management becomes necessary. It is also the objective of this written directive to outline the requirements for Subject Management reporting, investigation, review and archiving.

III. DEFINITIONS

- A. **Deadly Physical Force** - Physical force which, under the circumstances in which it is used, is readily capable of causing death or other serious physical injury.
- B. **Physical Force** - Physical force used by a member upon another person, which under the circumstances in which it is used, is readily capable of causing physical injury to that person.
- C. **Physical Resistance** - This refers to behaviors that physically counteract or resist an officers attempt to control a subject.
- D. **Physical Aggression** - This refers to behaviors that demonstrate active signs of aggression towards the officer and a willingness to fight the officer.

- E. Physical Injury - Means impairment of physical condition or substantial pain
- F. Serious Physical Injury - Physical injury which creates a substantial risk of death, or which causes death or serious and protracted impairment of health or protracted loss or impairment of the function of any bodily organ.
- G. Less Lethal Force - Any use of force other than that which is considered deadly force.
- H. Mechanical Assistance - The use of any object other than personal weapons to gain or re-gain control.
- I. Maximum Restraint - Describes a technique facilitated through the use of two or more hobble restraint devices attached at the waist and feet to control handcuffed subjects who are violent, continue to resist or kick.
- J. Minimum Restraint - Any authorized use of the hobble restraint other than that which is considered maximal restraint.
- K. Draw and Direct - Shall describe the display of a mechanical assistance tool (e.g., AR, TASER (CEW) or Firearm) as a threat of force to gain compliance of the subject where resistance, assault and/or violent behavior are reasonably anticipated.
- L. Exhibit - Shall mean when mechanical assistance is displayed directly at a subject by a member just prior to deployment or, when it is displayed by a member as a "Draw and Direct" weapon during an authorized use of the threat of force. The mere fact that a mechanical assistance tool is in hand at a low ready or a depressed position does not constitute "exhibit".
- M. Deployment - Shall describe circumstances during which a member makes mechanical assistance operational. For example, the intentional discharge of the TASER (CEW) at or toward a subject using either probes or drive stun mode.
- N. Primary Service Member - Shall identify the member who successfully deescalates an event by threat of force via mechanical assistance or shall identify the member who successfully contacts, subdues and controls a subject either through physical skill and ability or the successful deployment of mechanical assistance. During a multiple member involved event, the member who successfully deploys mechanical assistance shall be identified as the Primary Service Member.
- O. Involved Member - Shall describe a sworn member of any rank or assignment, whose use of deadly physical force has caused physical

injury, serious physical injury or death to another person.

- P. Witness Member - Shall describe a sworn member of any rank or assignment who witnesses the deployment of deadly physical force by an Involved Member.
- Q. Garrity Statement - A Garrity statement is a compelled statement. When Garrity is administered, the subsequent statement may only be used for internal investigation purposes, not for criminal prosecution.
(Garrity v New Jersey, U.S.S.C., 1967)
- R. Public Safety Statement - A "Public Safety Statement" is a compelled statement, in which a supervisor orders an "Involved Member" to answer up to twelve (12) standardized questions directly related to an "Involved Member's" use of deadly physical force. Sworn supervisors shall have the Public Safety Statement form immediately available. The supervisor obtaining the Public Safety Statement from the Involved Member must be of a higher rank than the member to whom the order was given. The questions on the Public Safety Statement are brief and very specific and the on-scene or first arriving supervisor shall ask the Involved Member these questions at the scene of the deadly physical force incident as soon as reasonably safe to do so. Given the specific scope of the Public Safety Statement, the supervisor is not permitted to deviate from the list of questions and will write the answers given directly on the form. The Involved Member(s) will answer the questions on the form to the best of his/her abilities. The supervisor will act on the information provided as soon as possible. The supervisor may be required to submit a sworn written affidavit as to what they were told by the Involved Member(s).
- S. Objectively Reasonable – An objective standard used to judge an officer's actions. Under this standard, a particular application of force must be judged through the perspective of a reasonable officer facing the same set of circumstances, without the benefit of 20/20 hindsight, and be based on the totality of the facts that are known to that officer at the time that the force was used.

IV. DEFENSIVE TACTICS AND PRINCIPALS OF CONTROL

Defensive control tactics and principals of control have been developed to explain the various levels of resistance and levels of force that may take place during a subject management incident.

- A. When applying the defensive control tactics and principals of control, the totality of the circumstances involved during the incident must be considered. Members may initiate the level of force necessary that is objectively reasonable based on the totality of the circumstances faced at

that time. Circumstances that may influence the level of force used by the member may include, but are not limited to:

1. The nature of the offense.
2. The behavior and actions of the subject, such as resistive actions, aggressive acts, etc. as reasonably perceived by the member at that time.
3. Physical size and conditioning of the subject and the service member.
4. The feasibility and availability of alternative responses.
5. The availability of additional service members.

B. The Levels of Resistance

1. Compliant

This refers to a subject who is obeying without physical resistance the lawful orders of the officer. This subject is obeying verbal commands and not physically resistive.

2. Passive Resistance

This refers to a subject who is non-compliant in their actions, but does not demonstrate resistance. This subject is not obeying verbal commands, but is not physically resistive.

3. Active Resistance

This refers to a subject who physically attempts to counteract an officers attempt to physically control them. This subject is not obeying verbal commands and is physically resistive.

4. Combative

This refers a subject who is showing active signs of aggression towards the officer and has a willingness to fight the officer. This subject is not obeying verbal commands and is physically resistive and physically aggressive.

5. Deadly Physical Force

This refers to a subject who demonstrates assaultive acts of aggression toward the officer or another person that is likely to cause serious physical injury or death.

C. The Levels of Control

1. Presence

This level reflects the fact that sometimes all that is needed to control a situation is the presence of an officer.

The purpose of this mode is to present a visible display of authority.

2. Dialogue

This level reflects the range of tactical communication from very low-level questioning to very directive commands. The purpose of dialogue is to persuade subjects to comply with an officer's lawful directives.

3. Control Tactics

This level reflects a wide range of tactics and tools for controlling subjects. Tactics such as escort holds, grab control, pressure points, and control devices fall into this group.

This includes both empty hand techniques such as applying an escort hold or directing a subject to the ground, and tools such as Aerosol Subject Restraints (ASR) and conducted energy weapon (CEWs).

- a. Aerosol Subject Restraints - ASR can provide a means of suspect control and/or defense when the member is facing a verbally non-compliant suspect, who the member reasonably believes physically capable of carrying out a verbal threat, or when the member is facing resistance at the level of defensive resistance or greater.
- b. Taser -The Taser is a less lethal conducted energy weapon (CEW) that deploys an electro muscular disruption charge that affects the sensory and motor functions of the central nervous system. The Taser (CEW) is exhibited in situations where the suspect presents an imminent physical threat to himself, a service member or others.

4. Protective Tactics

This level includes tactics and tools to protect an officer while also managing continuing resistance. The tactics include focused strikes, punch defense, takedowns, ground control, and baton strikes.

The difference between the Protective Tactics category and the Control Tactics category is that with Protective Tactics the purpose is not only to control the subject, but also to protect the officer.

- a. Impact Weapons - A straight or expandable baton can provide a means of protecting the member or others from injury. The use of an impact weapon is a means of controlling a subject when the member is facing resistance and the member's empty hand control has failed or is insufficient to overpower the resistance. An impact weapon is also a means of controlling a subject when the member is facing active resistance, combative resistance, or deadly physical force.
- b. Less Lethal Munitions - Describes specialized less lethal munitions such as kinetic energy impact rounds (Bean Bag); AR, CN (chloroacetophenone) and CS (orthochlorobenzalmalononitrile), an AR/CS hybrid or HC (smoke) chemical agents. The use of the kinetic energy impact round is restricted to instances of suspect resistance at the combative resistance or deadly physical force levels. Impact rounds are authorized in instances where an individual is causing serious or life threatening injury to himself or is threatening to cause such injury. The goal of deploying AR, CN, CS, AR/CS or HC chemical agents, whether delivered by penetrating round, blast, fog or pyrotechnic means, is to temporarily incapacitate the suspect to attain compliance and control. Members of service may utilize chemical agents when no other reasonable means of suspect control may be asserted without endangering the life or safety of the members or others.
- c. Canine - Tactical deployment of police canine is intended to encompass use of the dog in situations such as, but not necessarily restricted to the apprehension of armed or dangerous suspects, whether or not a track is involved; response to reports of a felony in progress; burglar alarms, open doors and building searches; civil unrest, riots or crowd control. The mere presence of a police canine at the scene of an incident does not constitute deployment. Deployment will only have occurred if the canine is actively brought to the fore and utilized in a controlling, threatening or physically engaging manner.

5. Deadly Force:

This level represents the highest level of force available to law enforcement officers. A use of force that is likely to cause serious physical injury or death.

V. PROCEDURE

The Onondaga County Sheriff's Office recognizes and respects the value of all human life and dignity without prejudice to anyone. Vesting members with the lawful authority to use reasonable force and to protect the public welfare, a careful balancing of all human interests is required. Therefore, it is the policy of this Office that members shall use only that force that is objectively reasonable (see *Graham vs. Connor*, U.S.S.C., 1989) to effectively bring an incident under control, while protecting the lives of the member and others. As an alternative and/or the precursor to the actual use of force and with the intent to stabilize and de-escalate an incident, members may verbally announce their intent to use force in order to foster compliance from a non-compliant subject. Members may exhibit an authorized weapon as a threat of force. The threatened use of force shall only occur in situations that a member reasonably believes may result in the authorized use of force.

A. Parameters for use of deadly physical force:

1. Members are authorized to use deadly physical force in order to protect the member or others from what is reasonably believed to be a threat of death or serious physical injury. Members are authorized to use deadly physical force in accordance with Article 35 of the NYS Penal Law, *Tennessee v. Garner* and Sheriff's Office rules, regulations, policies and procedures as they pertain to the use of force.
2. Neck Restraint - Members of the Sheriff's Office shall not use any form of a carotid or lateral neck restraint unless the use of deadly physical force is authorized by Article 35 of the NYS Penal Law and Sheriff's Office Policy.
3. A member's flashlight is not to be utilized as an offensive or defensive weapon except in the extreme case when no other means is readily available.
4. In addition to the circumstance listed in V. A. 1. of this written directive, a member may discharge a weapon under the following circumstances:
 - a. During firearms training and range practice or competitive sporting events.

- b. To destroy an animal that represents a threat to public safety, or as a humanitarian measure where the animal is seriously injured.
- 5. Members shall adhere to the following restrictions when their weapon is exhibited:
 - a. Except for maintenance or during training, members shall not exhibit their firearm unless circumstances create reasonable cause to believe that it may be necessary to use the weapon in conformance with this procedure.
 - b. Warning shots are prohibited.
 - c. The decision to discharge a firearm at or from a moving vehicle shall be governed by V. A. 1. of this written directive and is prohibited if the discharge of the firearm presents an unreasonable risk to the member, other members of service or the public.

B. Parameters for use of less lethal force:

- 1. Where deadly physical force is not authorized, members shall use only that level of force that is objectively reasonable to de-escalate the incident and bring it under control.
- 2. Members are authorized to use Sheriff's Office approved less lethal force techniques and issued equipment for resolution of incidents as follows, except in emergency situations, where the member may use any resource at their disposal. For the purposes of this order, chemical agents shall be considered less lethal weapons:
 - a. To protect themselves or another from physical harm.
 - b. To restrain or subdue a resistant individual.
 - c. To bring an unlawful situation safely and effectively under control.

C. Duty to Intervene:

- 1. Members have a duty to intervene to prevent or stop the use of excessive force by another law enforcement officer or corrections officer. Any such intervention shall be promptly reported to a supervisor.

D. Rendering Aid:

1. Members shall ensure appropriate medical aid is rendered after a use of force incident or injury during apprehension.

E. Prohibited uses of force:

1. Force shall not be used by a member for the following reasons:
 - a. To extract an item from the anus or vagina of a subject without a warrant, except where exigent circumstances are present.
 - b. To coerce a confession from a subject in custody.
 - c. To obtain blood saliva, urine, or other bodily fluid or cells, from an individual for the purposes of scientific testing in lieu of a court order where required.
 - d. Against persons who are handcuffed or restrained unless it is used to prevent injury, escape, or otherwise overcome active or passive resistance posed by the subject.

F. Training and qualifications:

1. All members shall receive annual training to demonstrate their knowledge and understanding on the proper application of force.
2. Training topics shall include applications of use of force and conflict strategies as required by the State Use of Force Model Policy (Executive Law § 840).
3. Refer to the Onondaga County Sheriff's Office Firearms Training, Carry and Related Matters Written Directive SHR-025.
4. A member is not permitted to use a less lethal weapon unless qualified in its proficient use as determined by training procedures.
5. The following less lethal weapons are authorized:
 - a. Straight Police Baton.
 - b. ASP Expandable Police Baton.
 - c. Aerosol Subject Restraint.

- d. Kinetic Energy Impact Rounds.
- e. AR, CN, CS, OC/CS or HC Munitions.
- f. Canine.
- g. TASER.(CEW)

G. Subject Management Reporting and Supervisor Investigation Requirements:

1. The following subject management options require documentation within the incident report only; they do not require supervisor notification or a Subject Management Report.
 - a. Handcuffing.
 - b. Handcuffing that is complimented by the use of "minimum" hobble restraint.
 - c. Pressure Points.
 - d. Grab Control.
 - e. Escort Control Holds.
 - f. Empty Hand Control and/or the forceful grounding of a subject to the ground.
2. The following subject management options require supervisor notification by the primary service member and a Subject Management Report. The supervisor shall respond to the scene and conduct a thorough investigation. In the event a violation of this policy is found to have occurred, the supervisor shall prepare a Supervisor's memorandum and/or Allegation of Member Misconduct documenting the violation(s) and forward that Supervisor's memorandum/Allegation of Member Misconduct through the chain of command along with all other relative paperwork.
 - a. When a member takes action that results in injury or is alleged to have resulted in an injury to another person.
 - b. When a member is injured.
 - c. Incidents that result in a complaint of pain from the suspect except complaints of minor discomfort from compliant handcuffing.

- d. When an intermediate weapon is deployed upon a person.
 - e. Incidents where a TASER (CEW) was intentionally discharged or accidentally discharged after being displayed.
 - f. When a firearm is exhibited as a "Draw and Direct" weapon during an authorized threat of force in an effort to gain compliance.
 - g. When handcuff application is complimented by the use of "maximum" hobble restraint.
 - h. When a firearm is discharged outside of the firing range for any reason other than in training, for recreational purposes, or when a firearm is discharged to dispatch an animal that has caused a public safety threat or for humane purposes.
 - i. When misconduct is alleged or suspected.
 - j. When an allegation of excessive force has been presented relatively immediate to the incident.
 - k. When ASR, Impact Weapon or a TASER (CEW) is exhibited as a "Draw and Direct" weapon during an authorized threat of force in an effort to gain compliance.
3. When reviewing incidents, the investigating supervisor shall consider the following, including but not limited to:
- a. Was the subject management used objectively reasonable per *Graham v. Connor, U.S.S.C., 1989*
 - b. Was the subject management used, authorized per Article 35 of the NYS Penal Law (authorized, not reckless, necessary, and reasonable), and in the case of deadly physical force, was the force used also in accordance with *Tennessee v. Garner, U.S.S.C. 1985*
 - c. Was the subject management used in accordance with Sheriff's Office policy and procedure?
 - d. Was the subject management used consistent with the member's training?
 - e. What, if any, agency authorized less lethal equipment was exhibited or deployed during the incident? If so, was the use objectively reasonable and what was the result?

H. In all instances when a Police Department member files a Subject Management Report, except those instances when the Criminal Investigation Commander has case responsibility, the report along with all supporting documents shall be forwarded to the member's immediate supervisor for review and approval. The original Subject Management Report shall be submitted to the Records Management Section upon approval of the member's immediate supervisor. The member's immediate supervisor shall then ensure that copies of all documents (subject management report, incident report, affidavits, memorandums, other supporting documents, etc) are compiled in a Subject Management package and forwarded through the member's chain of command to the Police Department Chief. After executive review, the Chief shall forward the package to the Internal Affairs Unit where it will be archived indefinitely. Upon receipt, the Internal Affairs Unit shall ensure that the incident is entered into IAPRO. A summary of this process is as follows:

1. Immediate Supervisor.
2. Watch Commander.
3. Division/Unit Commander.
4. Police Department Assistant/Chief.
5. Archived in Internal Affairs.

I. Publication of Policy

1. This directive shall be conspicuously posted to the Onondaga County Sheriff's Office public website (Executive Law § 840).

Reference: NYSLEAP – 20.1, 20.6, 21.1, 32.4 CALEA – 4.1.1, 4.1.2, 4.1.3, 4.1.4, 4.1.5, 4.2.1, 4.2.2, 4.2.3, 16.1.6, NYS Executive Law Sec. 837

ADDENDUM - A

ONONDAGA COUNTY SHERIFF'S OFFICE Subject Management Report									
2. Incident Date / /		3. Incident Time :		4. Incident Address			1. DR#		
6. Type of Incident		7. Weather Conditions		8. Lighting Conditions			5. Incident Location		
9. Subject Name (Last, First, MI)						10. Sex	11. Age	12. Ht.	13. Wt.
14. Applicable Subject Conditions (Check all that apply)									
<input type="checkbox"/> Psychological Intimidation <input type="checkbox"/> Actually Armed <input type="checkbox"/> Flight on Foot <input type="checkbox"/> Threatened/Attacked Member or Another with Dangerous Instrument: <input type="checkbox"/> Verbal Non-Compliance <input type="checkbox"/> Reported to be Armed <input type="checkbox"/> Passive Resistance <input type="checkbox"/> History of Violence <input type="checkbox"/> Flight via Vehicle <input type="checkbox"/> Threatened/Attacked Member or Another with Deadly Weapon Other than a Firearm: <input type="checkbox"/> Defensive Resistance <input type="checkbox"/> Alcohol and/or Drug Influenced <input type="checkbox"/> Active Aggression <input type="checkbox"/> Threat of Suicide <input type="checkbox"/> Agg. Active Aggression <input type="checkbox"/> Physical Threat/Attack on Member or Another <input type="checkbox"/> Fired at Member or Another with a Firearm <input type="checkbox"/> Excited Delirium <input type="checkbox"/> Threatened Member or Another with a Firearm <input type="checkbox"/> Other:									
15. Subject Management/Control Necessary To (Check all that apply)									
<input type="checkbox"/> Defend Self <input type="checkbox"/> Prevent Commission of Offense <input type="checkbox"/> Restrain for Subject's Safety <input type="checkbox"/> Cell Extraction <input type="checkbox"/> Defend Another <input type="checkbox"/> Prevent Escape <input type="checkbox"/> Assist Other Agency <input type="checkbox"/> Prevent Property Damage <input type="checkbox"/> Effect Arrest <input type="checkbox"/> Prevent Suicide <input type="checkbox"/> Accomplish Official Purpose: <input type="checkbox"/> Prevent Violent Misdemeanor <input type="checkbox"/> Prevent Violent Felony <input type="checkbox"/> Other:									
16. Location of Subject's Weapon(s)			17. Multiple Combatants (If yes, how many?) <input type="radio"/> Yes <input type="radio"/> No Total:			18. Verbal Direction Given (Commands of Direction or of Arrest) <input type="radio"/> Yes <input type="radio"/> No			
19. Type of Force Used									
Type of Force Used	Threat of Force	Threat Effective?	Was Force Deployed?	Was Force Effective?	Area Affected?	Injury?	Type of Injury?	Decontamination Applied?	EMS Activated?
Empty Hand-Soft								N/A	
Empty Hand-Hard								N/A	
OC Spray									
Impact Weapon								N/A	
TASER (CEW)								N/A	
Less Lethal Munitions									
Deadly Physical Force								N/A	
Firearm								N/A	
K-9								N/A	
Forceable Grounding								N/A	
Max. Hobble Restraint	N/A	N/A						N/A	
20. TASER serial #					21. Medical Attn?		Subject Hosp?	Location	
Number of air cartridge(s) fired									
#1 Air cartridge serial #									
#2 Air cartridge serial #									
Air cartridge type					22. Subject Decontamination?		Decontamination Method?		
Number of cycles applied									
Threat of force					23. Photos/ Video				
Deployment was a dart probe contact					Photos Available <input type="radio"/> Yes <input type="radio"/> No				
Deployment was a drive stun contact					Video Available <input type="radio"/> Yes <input type="radio"/> No				
Distance between the two probes (inches)					<input type="checkbox"/> TASER Cam <input type="checkbox"/> Car Cam <input type="checkbox"/> Fixed Position <input type="checkbox"/> Other				
Probes penetrated the subject's skin									
Probes removed while on scene									
Subject wore heavy or loose clothing									
					24. Deputy		25. ID #		

ONONDAGA COUNTY SHERIFF'S OFFICE										26. DR# -	
Subject Management Report											
27. Subject Control Distance			28. Type of Restraint <input type="checkbox"/> Hobble <input type="checkbox"/> Hand Cuffs <input type="checkbox"/> Flex Cuffs <input type="checkbox"/> Waist Chain w/Cuffs <input type="checkbox"/> Leg Irons <input type="checkbox"/> Spit Hood				29. Restraint Applied <input type="checkbox"/> Before Use of Force <input type="checkbox"/> During Use of Force <input type="checkbox"/> After Use of Force				
30. Discharge of Firearm			31. Type of Firearm Used			32. K-9 Use Only <input type="checkbox"/> Deployed <input type="checkbox"/> Muzzled <input type="checkbox"/> Apprehension Made <input type="checkbox"/> Un-Muzzled					
33. Deputy (Last, First, MI)						Sex	Age	Ht.	Wt.	34. Member Injured?	
35. Type	36. Name (Last, First, MI)		37. Street Number and Name			38. City / State / Zip		39. Phone		40. Age	41. Sex
								() -			
								() -			
								() -			
								() -			
42. Additional Comments											
43. Deputy						ID #		Date		Time	
44. Sergeant						ID #		Date		Time	
45. Lieutenant						ID #		Date		Time	
46. Captain						ID #		Date		Time	
47. Chief/ Asst. Chief						ID #		Date		Time	