

# Village of Cazenovia Police Reform Plan

## Introduction

The Village of Cazenovia developed this Police Reform Plan in response to Governor Andrew Cuomo’s Executive Order 203. The Village and its police department spent considerable time self-assessing and seeking public inputs on how the department could best serve the community. This plan documents the process, analysis and conclusions we arrived at over the course of the effort. Our Police Department was found to be serving the need of the community well overall, but there were several areas where the community and our own officers thought we could do better.

In June 2020, Governor Cuomo signed Executive Order 203. The order *“requires 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.”*

Additional guidance, “Resources & Guide for Public Officials and Citizens,” published in August 2020, recommended a collaborative process where the community should:

- Review the needs of the community served by its police agency, and evaluate the department’s current policies and practices;
- Establish policies that allow police to effectively and safely perform their duties;
- Involve the entire community in the discussion;
- Develop policy recommendations resulting from this review;
- Offer a plan for public comment;
- Present the plan to the local legislative body to ratify or adopt it, and;
- Certify adoption of the plan to the State Budget Director on or before April 1, 2021.

The Cazenovia Village Board, as the legislative body with responsibility for the Cazenovia Village Police Department, has the responsibility for conducting this review. The review process was intended to involve the entire community. It was facilitated by the Mayor and the Police Commissioner aided by the Chief of Police and his staff. This team developed a work plan in accordance with the suggested flow starting in in early October.



- Planning- in October and November, we reviewed our current policies, gathered relevant data (summary of the current Departmental Data is in Appendix A), established the calendar for developing the plan, and began outreach to ensure diverse community participation. Announcements were made in the local paper and Cazenovia College was engaged to ensure student participation. When Cazenovia College is in session, one quarter of our residents are college students. With the impacts of COVID-19 and shortened college calendars, we used online means to the maximum extent in order to safely solicit inputs from all our residents whether they could be physically present or not.
- Listening and Learning- Mid-November through the end of December we gathered community inputs through various means.
  - An online survey was open 17 November to 15 December 2020
  - Public meeting conducted on Thursday, 3 December 2020 at 7pm at the Village Hall and on Zoom
  - Comments could be sent to the Mayor, Police Commissioner, or Police Department via letter
  - Following the Public meeting, the Mayor was invited to attend a community Anti-Racism Coalition (ARC) meeting. He attended and received additional perspectives from the group.
  - The online survey was reposted until 1 January 2021 for Village Police employees to comment per their suggestion.
- Draft Initial Proposals- The framework for the plan document was started in October as we gathered the input data. The Plan work started in earnest in mid-December after the majority of the public inputs had been received. The draft plan was presented to the Village Board at their normal monthly meeting on 4 January 2021.
- Public Comment- Following the Village Board’s review of the Draft Proposal, the plan was posted on the village website and a public meeting held on January 20, 2021 to review the plan.
- Revise and Ratify- After the public comment period, the plan was updated and presented for Village Board Ratification at the February regular monthly meeting to ensure completion by the 1 April 2021 deadline.

## Public Input- Online Survey

The online survey responses are shown below. There were 27 responses including three duplicates or continuations of previous responses for a total of 24 unique responses. To minimize the possibility of attributing a specific response to any individual, the comments are grouped by question and portions of responses containing potentially personally identifiable information have been edited out. Duplicated entries were also removed. Responses were not otherwise edited. The survey was later opened up to police officers; those ten officer responses were helpful for the employee perspective but were kept separate and are not reported here. A complete copy of both surveys will be kept by the village for later reference.

### The Survey begins with a preface:

*“Thank you in advance for your efforts to help the Village of Cazenovia better understand our community's needs regarding policing. Your responses will be used to help us develop plans for a department that best serves our community. This survey is intended to collect local input to improve our*

*local police department's services to the community. Please focus on specific local issues and observations about our police department rather than national trends or issues."*

### Question #1: What are the most important missions of our police department?

- Protect citizens and maintain law
- I personally think that instead of having a police department, we should have focus on community care that targets specific issues, such as mental health crises or noise complaints. Police aren't fit to handle all issues and are in fact very dangerous to certain people, especially Black people, people who have mental health problems, or people who are disabled.
- Protect and serve in a cost effective manner.
- As it stands now, not sure as I have a very difficult time understanding the website and the reputation I learned of the police department is not a welcoming or friendly one. There is a lack of understanding of how to treat people of color fairly and equally during incidents. The insensitive comments are not needed
- To protect and serve members of this community, not only keeping them safe but being active in engaging with it.
- 1st priority: emergencies, such as break-ins, assaults, accidents, dangerous behaviors. 2nd priority: quality of life issues, such as noise, smoke from homeowner devices, snowmobiles on sidewalk (latter also applies to 1st priority).
- Public safety
- Assistance for emergencies, a reassuring personal presence, mediation of issues in the community. NOT ticketing to raise revenues or meet quotas. NOT a threat and a repressive force.
- To keep our community safe as well as keeping themselves safe
- To serve the community to ensure that we are safe and that our laws are enforced.
- Be a part of our community, listen to and know the various components of our community, work to keep our community safe for all of us
- Serve and Protect as stewards of a safe and accepting community.
- To help provide stability and safety to the community
- To keep citizens safe
- Serving and protecting the community.
- The village police department website states that the mission of the department is to provide exceptional police services. The exact nature of those services is not specified. While I would like to see a description of what police services are, to my mind the key roles of our police department are 1) to provide emergency response services and 2) to support our community's most vulnerable citizens (vulnerable economically, socially, emotionally, mentally, physically, etc). Many would say that one of the most important services of police is to ensure "safety." But I find this too vague and open to manipulation. People define safety in different ways and have different notions of how to ensure it. I am concerned that many use a concern for safety as an excuse to promote what I might call the militarization of our police and to promote the

procurement and use of weapons among citizens. Also, a focus on safety necessitates instilling fear in a community. And historically fear has been at the root of many of society's worst moments.

- To be visible in the community, to work with community members to create and maintain a safe environment for all residents and visitors, and to respond equitably (not necessarily the same) to all residents regardless of culture/individual differences
- Protect citizens, ensure safety through responsibly, conscientiously and empathetically enforcing laws.
- To provide safety for citizens of our community.
- I sent I'm my responses to the survey earlier today but neglected to express thanks to the Cazenovia Village Police Dept. for the work they do. It is appreciated. Thank you.
- keeping the community safe. getting to know the community.
- To continue keeping the community safe by any means necessary and doing the correct things to make the community members and most importantly the police officers safe.

## Question #2: What specific suggestions do you have to improve how our department accomplishes these missions?

- More mental health deescalation training and a mental health crisis response team
- I think that the department needs to have implicit bias training and anti-racism training as well as having a separate force, of mental health professionals also with these trainings, who handle situations where police would be called for someone in a mental health crisis. Officers also should be trained on how to calmly and productively interact with a person who is disabled, and not attack them. It can be confusing for someone who is, say autistic, to follow instructions in the way cops give them, so they need to be able to communicate with a disabled person effectively.
- Expand to Town of Cazenovia jurisdiction to expand coverage and shared cost opportunities while increasing presence and collaboration.
- Implementing the 8 can't wait initiative, more programming with the multicultural center at cazenovia college. Showing their officers contract on the website, so residents can understand the privilege's officers have. transparency for the budget. Transparency in the election for a sheriff
- Visibility and interaction are always important, the more community members can meet with the officers who serve them everyday the more they'll feel welcomed and safe. Knowing your local officers makes a huge difference in building the strongest relationship between a community and its police force. After the pandemic, more opportunities for the public to interact and engage with their police would be great for both this community and the police. Even just having a community night or something where people can meet the officers and ask questions or bring up concerns, would go a long way.
- Delineate for what numbers/who should be called for various issues. Delineate plan for providing follow-up info to complaining parties.
- Respond positively to requests for assistance. We have called for issues like traffic lights not working, with serious risk of bodily harm. Never got any help, rather aggressive response (chief

of police) or shrugs ("not my problem"). One officer said that there is no left turn light at the Albany/Lincklaen intersection, refusing to believe us! One person has been killed at this intersection. The officer did not bother to check. We were concerned that a deer and her three fawns kept crossing Albany street; the response from the officer was "They are wild animals". Again, this is a risk of accident. He thought he could come after an accident, but it was not his role to find a solution before an accident. This type of behavior opens the village to law suits. Stop acting "tough" (my husband and I saw patrol car driving recklessly on snow to stop a car that was supposedly speeding. The officer was speeding way more than the car and was way more dangerous to pedestrians and other drivers!) Work on the clear political bias (e.g., BLM demonstration: tons of police guarding us, unauthorized and un-distanced extreme right religious prayer on Canon Park green: zero police).

- If it ain't broke, don't fix it.
- I would like to see some more public forums where the police and the public can share information and learn more about each other. Greater communication especially with Caz college and students of color is needed, because the students perceive they are overpoliced and targeted. I don't know to what extent you share and cooperate with providing information to the Cazenovia Republican around arrests, but that information potentially has long-term negative consequences of those who were arrested, especially those who are innocent. I also do not want to see our police force in Cazenovia militarized -- equipped with military equipment even when it's readily available. I would like to see our police force diversified. It is great that there are women on the force, but the force should be doing all it can to further diversify the force. I hope that the department is working with the village businesses and ensuring a positive relationship. I hope that the department understands why people of color feel afraid of the police and will try harder to help bridge the gap with our minority residents and our students.
- Dialogue forums with different segments of our community, learn and understand the responsibilities of power when approaching different segments of our community, learn, know and acknowledge that there are different experiences and concerns within the different segments of our community, increase visibility in community events,
- Stop harassing teens. Build relationships with them.
- More community policing and neighborly interactions with residents and visitors
- Make more arrests of people driving through red lights, a police report of arrests specific to the names and offenses published in the Republican and on village website, walking through the business district and meeting merchants and people
- More regular community presence, foot patrols, etc.
- Using the two key roles of the police that I identify in the first question: Based upon the two incidents this summer that involved armed individuals (the resident who would not turn himself over to police and the resident who had a cache of weapons), I might suggest that the police department review its protocol for working with state and county law enforcement officials. I wonder if better communication and a more coordinated and proactive plan might have produced better results.
- Perhaps more training in diversity and mental health, and maybe be open to reaching out to the resources in the community that have experience in these areas. I am no expert in policing, and I do have a strong appreciation for the difficulty and stress of police officers' jobs. As someone

who has worked for 20 years in mental health directly with county jail and state inmates, I also know first hand about the risks involved in working with this population and the situations that may come up. I have seen how potentially, or actually, explosive situations can be deescalated with a change in approach and some understanding of the psychiatric or social issues behind some behaviors. I think combining knowledge and skill in these 2 areas can help to keep everyone, including police, safer and build trust. I have seen this play out where I work when security and mental health staff come together - having both perspectives increases safety for staff and the people we serve.

- Educate officers on interacting with citizens of all ages and races thoughtfully and compassionately. Ensure officers understand that they work for and on behalf of the people they encounter.
- Thorough police training including proper use of equipment and strategies, understanding mental health issues and when mental health intervention is preferable to use of force, and awareness and respect for all age groups and for racial and ethnic diversity. Also, issuing tickets to the many vehicles that run the traffic lights at the intersection of Albany St. and Mill St. It's dangerous.
- attend events. be on the street more.
- I believe that they are doing a great job and should continue their work.

### Question #3: How effective is our Police Department at meeting the needs of all segments of our community?

- Very
- I haven't personally interacted with the police department, but I would say not so good. The way they handled the situation this past summer with the man who had PTSD in the apartment complex was less than adequate.
- Very effective.
- As a person of color I would say very little as they are intimidating, they are politically focused- which they should be neutral and be there for the safety of ALL.
- I don't really have much contact with the officers because I am a commuter college student from Manlius so I don't know
- I think they do quite a good job, all of my interactions with them have been positive.
- Seems very attentive and thorough.
- I work at the College and over the six years I have worked there, I have felt that the CPD treats the students at the College as outsiders, not the village residents that they are. Too often, students have noted that they feel watched in the streets, that their non-local license plates draw attention to them and so on. Students may not live in Cazenovia as long as some of the residents - but they surely live here longer than some people who only stay a year or two - and the CPD has the same obligations to them as residents as anyone else.
- Police is threatening, esp. with young and people of color. I witnessed 2 Blacks kids being stopped, their car searched, their items thrown on the road and one kid taken away. Both young men were perfectly obedient. Police was very aggressive. My son was hounded for smoking outside, the police knew perfectly well where he lived and that he was not doing anything illegal.

A friend visiting from another state was stopped by TWO police cars for a broken tail light. Why am I paying hefty taxes for my own children to be harassed? For the last 2 years, the police has been absent and then minimally present for the Fox Hound Parade. Last year a horse spooked and fell because of traffic, it could have been very serious. This year, there was minimal police support.

- They have been outstanding and Cuomo's initiatives are ridiculous. He can't handle his own city. Keep him out of our county.
- I appreciate Mayor Wheeler's willingness to open up a public discussion. Because I don't live in the village, I can't speak to how effective the police are.
- I'm wondering how curious members of the police department are when it comes to learning about and respecting different segments of our community, eg Black Caz College students.
- Very ineffective and very defensive and close-minded to changing their ways. They lack the tools to assume the best in people and recognize the valid threats. I have been harassed. My children have been harassed. None of it was founded.
- I have insufficient information to answer this
- Who would know? The number of vehicles running red lights are ignored, I haven't seen a police person on the streets except for the smiling ticket lady and how does one gain access to arrests when village website is not up to date?
- Unsure. I think reasonably good.
- I do not know how the department meets the needs of all segments of our community. I can only speak from my experience. The times I can recall dialing 911 (to report a traffic accident near my house, to report a downed stop sign at an intersection Rte 13), the person answering the call was very helpful and responsive. But I admit that dialing 911 instills a bit of trepidation in me and I can imagine that I am not alone. When is it acceptable to call 911? Also, when my dog escaped his leash and ran along Albany St, an officer kindly opened his patrol door, my dog enthusiastically jumped in the car, and I retrieved the dog minutes later at the police station.
- I believe that some groups may feel marginalized or that certain issues (again, for example mental health) may not be adequately appreciated.
- Unsure. I don't know how all segments are being treated or serviced.
- I don't have enough information to answer that question adequately. Traffic control seems reasonable but there have been situations in which the display and use of force has not been helpful.
- not sure
- I believe they are doing great

#### Question #4: What specific suggestions do you have to improve our department's approach to policing in Cazenovia?

- Like I said, the department needs implicit bias training and also if not a specific group to target mental health, have officers trained to interact with people in mental health situations in a productive way. Again, training on how to interact with disabled people.
- More foot patrol when possible & explore converting to a Town Department.

- Transparent police contracts, applying 8 CAN'T Wait in the police department, more representation of people of color as officers, WEARING MASKS, understanding this is a college town and being personable to students, faculty, and staff. Additionally, to work in unity with the campus, be a police station people want to go to and not be afraid to go to and ask for help. Be role models to the community and be more human focused they enforcement focused. Understanding how to mediate and de-escalate situations so it's a partnership instead of one individual having more power over another.
- I believe that it is important for all police officers to be educated on autism spectrum disorder and intellectual and developmental disabilities. This video shows how one autistic teenager works with an officer to educate other officers. I am a college student at Caz and I am autistic so I would like for all the officers to know how to interact properly with me. I send the captain at the town of Manlius Police many resources/videos about autism so that he can teach the officers anything that he thinks would be beneficial. Maybe you can have your community write fact sheets about what ever topic they believe it is important for the officers to be aware of. [https://www.youtube.com/watch?v=yBOV\\_t9UayI](https://www.youtube.com/watch?v=yBOV_t9UayI)
- Perhaps some more interactions with us college students could help break the stigma that some (not all) students may have against law enforcement. For some people their only interactions or exposure to police have been negative. Giving them an opportunity to meet with the officers might change some hearts and minds - making a positive difference.
- Policing seems acceptable at this time.
- Avoid de-funding. Re-visit no-bail laws to ensure community safety.
- Reduce the force, but have officers who make an effort to know the people and be resources. We should maybe look at consolidating police force between village and town. Police is supposed to reflect the community. Why not even one female officer? Police also needs to learn to treat people of all races, genders, and origins with respect. I am sorry to be so negative. But I feel that a major strategic change is needed.
- None. They are fine the way they are.
- I would love to see the Caz officers on bikes and walking around the village more. I would love to see the Caz officers holding public meetings with the citizenry. I'd love to see a citizen governance board that helps facilitate greater communication between the police and the citizens. I am deeply concerned about mental health issues, and I hope that the village officers are getting training but also that the village is considering other avenues for supporting the community that has mental health challenges and addressing those in ways that don't involve deadly force.
- Dialogues, forums, gatherings, trainings re bias, racism, violence, community unity, etc (try keeping these personal and systemic to what is really happening in Caz.)
- Town halls, community meetings... LISTEN TO THE PEOPLE YOU SERVE.
- See the above. Oh, the above red asterisk with the word "required" wasn't attached to anything and it didn't seem to be a hot link. So what was "Required"?
- See the previous two questions and get the Chief out of his office more often
- There is a growing sentiment in the village that department leadership is insensitive to issues of race.



- Briefly: community outreach. As stated on the police department website, police officers are “perceived” to be in a position of authority. Given that they are armed and that they have the power to arrest and detain people, this position of authority isn’t just perception. It is a fact. In all the places I have lived in my life, I haven’t met anyone who simply reaches out to police to develop a relationship or stops by the police station to say hello. I think the responsibility lies with the police department to reach out to community members, break down barriers, establish relationships and connections, get to know individuals and groups in the community well. Our officers should be on foot whenever possible, introduce themselves, attend community gatherings, participate in village footraces, be an active and visible presence. I only see village police cars. I don’t really see village police officers. Let me also note: this is not personal. I have no reason to doubt that our police department is composed of good people. This is instead about the role of a police officer in our community. Given the authority and power of the police in our society, it is good that we subject the institution to review and that we hold its members to high standards.
- Be more visible in the community to create a feeling of police and residents as part of the same community - it's easier to feel like we're all on the same team if residents see police during the "good times" as well and can foster positive relationships with each other when not in the middle of a crisis; Be open to concerns from the community and to know that the community values and needs police, but sometimes there may be things that could be done differently to foster an even better outcome; Perhaps when there is a large incident bring together the responders and the community to self-evaluate - this is what happened, this is why certain decisions were made, and this is how we all think it went well and could go better next time, kind of like a debriefing with more transparency and openness between police and the community. Maybe this wouldn't be public but would include a select group of community members, but one that reflects not just the status quo or those already heavily involved with police, representing the community more broadly.
- Our officers seem to be bored and therefore looking for problems where there may be none. Example, harassing teenagers who happen to be hanging out together around the village but showing no sign of violating any laws or ordinances.
- Proper training and use of community policing strategies. Recognizing when force is not necessary. Police should be community partners and not simply enforcers.
- treat everyone fairly. Wear masks to protect others.
- Continue to do policing the way it has been, and not give in due to the “public pressure”

#### Question #5: Are you a Village of Cazenovia resident?

- 18 out of the 27 responses were from Village residents. This question was included because the community is larger than just the village and the Police Department does provide services outside the village on occasion. It was useful to understand the respondent’s perspective.
- It was noted by the college students present at the public meeting that it was not clear how they should respond to this. Some considered themselves residents and other did not. The facilitators agreed that, while we consider them residents, either was fine. As it turned out, we were able to identify most student responses because they usually self identified.

## Public Input- Meetings, Emails and Conversations

There were two in-person public meeting attendees and 14 online attendees. We estimate that roughly one half of the attendees at the Public meeting also responded to the online survey as they referred to their previous inputs and clarified their points of view.

The general concerns that arose during the meeting were similar to the those in the survey. The major themes that were discussed included:

- Need stronger relationship between the College, the Village and the Police Department
- Concerns about the national trend toward more Police Militarization
- The need for effective policies and training to mitigate potential bias in the Police Force
- There were also concerns about maligning Police Departments, rushed bail reform and calls to defund the police
- Officers should be trained on how to deal with people on the Autism Spectrum
- Police should have more mental health resources available when needed
- There is a perception about uneven enforcement with college students- what can be done to fix this? How does the college learn of incidents/arrests?
- Village should report who has bias training and who gives the training- the quality of Bias training varies widely. More information on Police Training in general would be helpful
- The webpage could be better. There is not much information on there and more information on the mission, policies and values would help with transparency and communications

There were no email inputs other than follow-up discussions from the online survey and meeting.

The important themes arising out of the employee survey responses included the need to increase training in several areas, as well as increased funding and manpower to meet the latest community needs.

Following the Public Meeting, the Mayor had several discussions and attended a meeting of the local Anti-Racism Coalition. He also talked with one of the Cazenovia College students who had provided significant insights during the public meeting.

## Summary of Initial Public Input

As with any activity that solicits input from diverse sources, we got a diverse set of responses ranging from complete support of the department with no changes to detailed ideas for better training and communications.

The single largest theme was communications. From village residents who don't recognize our officers to college students who have had no interaction, good or bad, with our police force, it became clear that we need to do a lot more engagement to improve our connections with the community.

The results of the planning and public input process were then used as inputs to our analysis and draft plan development process.

## Summary of Public Input on Draft Plan

The Draft Reform Plan was posted online for review on January 11, 2021 and a public hearing was held on January 20, 2021. Two additional comments were received electronically and 22 citizens attended the public meeting with six offering comments or suggestions. The public comments were largely consistent with the input received during the first round. The majority of comments were requests to provide additional details about elements of the plan such as future anti-bias training and current procedures. The plan was updated to reflect those suggestions on January 27, 2021 and posted for review by the Village Board and the public prior to consideration for adoption on February 1, 2021.

## Policing Reform Plan Analysis

The Village of Cazenovia employed the New York State Police Reform and Reinvention Collaborative’s “Resources & Guide for Public Officials and Citizens” to guide its process. The full publication can be accessed at:

[https://www.governor.ny.gov/sites/governor.ny.gov/files/atoms/files/Police\\_Reform\\_Workbook81720.pdf](https://www.governor.ny.gov/sites/governor.ny.gov/files/atoms/files/Police_Reform_Workbook81720.pdf)

Following are the key topics and questions posed within the guide with brief quotes from the document to provide context. Following each topic or question is a short analysis of the relevance for our community, a synopsis of public input and/or proposed action steps related to the issue where appropriate.

### I. What Functions Should the Police Perform?

*“A relationship of trust and respect between law enforcement and the community must be based on a shared understanding of the functions each community wants its police force to perform. The protests following the death of George Floyd have raised important questions about the appropriate role of the police, size of police departments and resources devoted to policing.”*

*“All communities should be asking what goals they want their police department to accomplish. Meaningful reform will require honest and thoughtful discussion about these goals among local government leaders, law enforcement officials and community members. All participants should recognize that funds are limited, that personnel must be trained and managed for the tasks they are given, and that organizational change is rarely swift.”*

**Analysis:** This was one of the core questions posed in the village’s request for public input. See the summary of community input located elsewhere in the report for details. The majority of responses highlighted the maintenance of public safety as the primary function. In the context of the responses, “safety” included traffic safety, response to calls for service to protect people or property and community presence to deter criminal activity and promote a sense of security. Many responses also noted the importance of effective interaction with and protection of all segments of the community.

#### How should the police and the community engage with one another?

*“Even before considering the specific functions your community expects its police force to perform, you should consider broader questions about the relationship between the police and the community. The concept of procedural justice is useful to guide this process. Procedural justice focuses on the manner in which law enforcement interacts with the public, and how these interactions shape the public’s trust of the police. The premise, according to the Leadership Conference on Civil and Human Rights, is that citizens judge the police “based on how they are treated rather than on the outcomes of interactions,” and the mandate is to retool the rules of engagement for police officers from that of “warrior” against segments of the population to that of “guardian” to protect the entire population.”*

**Analysis:** A key element revealed by the process was the importance of community engagement and community interaction in non-emergency situations. This was particularly emphasized with regard to the Cazenovia College community and citizens of color, but was noted as being important for all segments of the community. This finding will correlate to a number of action items related to communication/engagement with the college and community policing.

## I.1. Determining the Role of the Police

### *What role do the police currently play in your community?*

*“To ensure a fact-based dialogue, all participants should understand the current role of the police department in your community, as well as the level of satisfaction or dissatisfaction with policing felt by residents. Different parts of the community may feel differently about the police’s role within the community, and it is important to take all perspectives into account.”*

- *What are the primary activities of police officers in your community?*
- *Why are people calling 911?*
- *In what situations do police self-initiate interventions in the community?*

*“Consider what grievances your community has had with its police force in the past and what you can learn from those instances.”*

- *How often are complaints made about the police?*
- *Do particular units or assignments draw an outsized share of complaints?*
- *Do complaints come from a particular portion or portions of the community?*
- *What conduct is commonly complained about?*

**Analysis:** Primary activities of Cazenovia’s police department include traffic safety and enforcement, response to calls for service, property checks, school resource officer and traffic control/safety for public events such as parades as well as special details such as boat safety patrol. Most officer-initiated interactions consist of Vehicle and Traffic stops or citizen assistance. There have been approximately 20 complaints of unprofessional conduct in the last ten years. The majority of the complaints were that the citizen thought the officer was either rude or unprofessional and the citizen was trying to get out of a ticket. Three of the complaints were formally investigated and resulted in either retraining or disciplinary action. There were zero complaints about racial bias or related issues.

### *Should you deploy social service personnel instead of or in addition to police officers in some situations?*

*“Some jurisdictions are utilizing agencies other than the police to address situations that fall more squarely within the expertise of other professionals. Your community may be relying on police to respond to calls involving individuals with mental illnesses or substance abuse issues, for instance.”*

**Analysis:** As a small department in a small municipality, the Village of Cazenovia does not possess organic assets such as social workers or mental health professionals. We will continue to build collaborative relationships with neighboring agencies when timing and circumstances allow for alternative resources. A continued effort on training for our officers to respond to the diverse situations they will encounter will also be essential.

### *Can Your Community Reduce Violence More Effectively by Redeploying Resources from Policing to Other Programs?*

*“Some stakeholders have suggested that investment in social services may yield better results for enhancing public safety and reducing patterns of violence than investment in policing.”* Proposals include:

**Analysis:** Incidents of violence are extremely rare in the Village of Cazenovia and none can be attributed to the manner in which village policing assets are employed.

### *What function should 911 call centers play in your community?*

“It is important for communities to evaluate the functions of their 911 call centers as well as the roles and responsibilities of the individuals who serve as call-takers. Since 911 largely serves as the catalyst to police involvement in most instances, communities should consider how those calls are received, evaluated, and triaged for resolution to determine if any changes could be made to more effectively improve public safety.”

**Analysis:** The 911 center is a county asset and any analysis of its functions would be best performed at that level.

### *Should Law Enforcement Have a Presence in Schools?*

“Schools districts often have agreements in place with their police department to station uniformed School Resource Officers (SROs) in their schools. School districts may employ SROs for a number of reasons, but most SRO programs are intended to increase the safety of schools and their students and teachers.”

**Analysis:** The Village of Cazenovia entered into an agreement with the Cazenovia Central School District to provide a full-time School Police Officer (SPO) during the 2018-19 and 2019-20 academic years. Feedback concerning the effective, proactive and flexible approach of the assigned SPO was highly positive from all segments of the community including students, teachers and parents. The SPO’s primary role and approach was to build rapport with students and serve as a mentor. Both the SPO and the broader department work collaboratively with school leaders to address student discipline issues at the lowest possible level and avoid the use of criminal processes in the vast majority of circumstances. The appointed SPO resigned at the end of the 2019-20 school year and has not yet been replaced due to the numerous other challenges faced by the school as they reopened during the pandemic.

## **I.2. Staffing, Budgeting, and Equipping Your Police Department**

“Once you have identified the role of the police in your community and the functions you want them to perform, those factors should inform the review, development, and implementation of the staffing levels, budget, and equipment you want your police department to have.

- *What are the Staffing Needs of the Police Department the Community Wants?*
- *Should Components of the Police Department Be Civilianized?*
- *How Should the Police Engage in Crowd Control?*
- *Should the Police be “Demilitarized”?”*

**Analysis:** The Cazenovia Village Board of Trustees and the leadership of the Cazenovia Police Department review the staffing and equipment needs of the department annually and seek to provide the best possible balance between public safety, community needs and fiscally responsible budgeting. The village budget process is done in a series of public meetings held between February and May of each year to enact the budget by the June 1<sup>st</sup> beginning of the fiscal year. The budget may be found on the village website on the “Mayor and Village Board” page at: <http://villageofcazenovia.com/mayor-and-village-board/>

During our 2018 Village-Town Consolidation Study options for a larger town police force were considered. At the time, there was no appetite for expanding the force beyond its current capabilities. Given the financial resources available, the flexibility afforded by our current

approach to policing and the lack of an existing local infrastructure for services such as mental health or social work, diverting funds from the current police budget to other areas is not recommended at this time. A more effective strategy may be to enhance existing relationships with civilian assets at the county or state level. The Village of Cazenovia has no history of engaging in crowd control and this mission is not anticipated at this time. The Village of Cazenovia does not have or employ military assets such as vehicles or heavy weaponry.

## II. Employing Smart and Effective Policing Standards and Strategies

*“Effective policing requires standards and strategies that advance the goals of protecting the community, engaging with the citizenry in a meaningful and multi-faceted way and demonstrating respect for individuals during law enforcement interactions. Policing is a partnership with the community, requiring a foundation of positive, trust-based relationships with all segments of the population. It is critical that the strategies employed and the manner by which law enforcement interacts with the population are in line with the community’s expectations for its police force.”*

### II.1. Procedural Justice and Community Policing

*“The premise of community policing is that community participation and assistance are crucial for maintaining public safety and building a police force responsive to the public. It focuses on “strong relationships and collaboration between police and the communities they serve; the application of modern management practices and organizational structures to create a culture of community partnership; transparency and accountability to communities and democratic government; and decentralized, proactive, community-based solutions to community public safety priorities.”* [U.S. Department of Justice Civil Rights Division. (January 2017). *The Civil Rights Division’s Pattern and Practice Police Reform Work: 1994-Present.* [https://www.justice.gov/crt/file/922421/download.](https://www.justice.gov/crt/file/922421/download)]

*The U.S. Department of Justice’s Office of Community Oriented Policing Services recommends the following best community policing practices:*

1. Create a comprehensive community policing strategic plan.
2. Train all personnel on community policing – including overcoming distrust.
3. Foster an atmosphere of openness and transparency.
4. Adopt procedural justice as a guiding principle.
5. Prioritize law enforcement personnel safety and wellness.
6. Engage the community in a true partnership to address crime and disorder issues.
7. Treat every contact as an opportunity to engage positively with a community member.
8. Measure social cohesion and work to develop relationships.
9. Reevaluate metrics of community policing success.
10. Incorporate community policing measures into the performance evaluation process.

#### *Specific policing strategies that have raised concerns among the public.*

*“Advocates, experts and some in the law enforcement community have drawn attention to a number of specific policing strategies that they believe pose an undue risk of harm to the public such as “Broken Windows” and “Stop and Frisk”*

*“Broken Windows” policing rests on the theory that minor offenses committed in public, such as turnstile jumping or disorderly conduct, contribute to a degradation of society that, in turn, incubates more serious crimes.”*

**Analysis:** The Village of Cazenovia neither targets nor ignores minor infractions, but attempts to deal with any violations of the law in a proportional and fair manner. Most minor infractions



result in an educational approach with the person involved given a warning. The Village of Cazenovia does not employ a “stop and frisk” strategy.

#### *Discriminatory or Bias-Based Stops, Searches and Arrests*

*“Racial and ethnic profiling erodes trust in the police and unfairly targets minority communities. Bias based upon race, sex, national origin, gender identity and expression and sexual orientation, among other factors, is fundamentally unjust, and damages the targeted individuals, their communities, and the relationship with law enforcement that is necessary to build trust and effective policing.”*

**Analysis:** The statistical evidence in Appendix B suggests that there is no discernible pattern of bias-based stops for traffic infractions. There have been no complaints made concerning racial bias during the past ten years. Nonetheless, community input during this process suggests that there is an impression among segments of our community that some interactions with police may be prompted by racial bias. To counter this impression, the Village of Cazenovia plans to enhance community engagement with all segments of the public to build trust and also improve implicit bias training to better understand why impressions of bias might exist.

#### *Chokeholds and Other Restrictions on Breathing*

*“New York State has criminalized the use of chokeholds by police in the immediate aftermath of George Floyd’s shocking death by asphyxiation. In that case, the arresting officer applied continual pressure to his neck while Mr. Floyd was handcuffed on the ground. “*

**Analysis:** The Village of Cazenovia’s policies concerning the use of chokeholds or other restrictions meet or exceed all New York State standards. The Village of Cazenovia Policy prohibits the use of chokeholds.

#### *Use of Force for Punitive or Retaliatory Reasons*

*“The potential for abuse of the use of force for retaliatory or punitive reasons exists. The U.S. Department of Justice has found that such situations have arisen generally where an individual is fleeing, resisting arrest or showing disrespect for the officer.”*

**Analysis:** There are no known incidents of this nature and village policies prohibit any such activity.

#### *Pretextual Stops*

*“Pretextual stops are those where the officer uses a minor violation as a pretext to stop, question, or search someone suspected of involvement in, or having knowledge of, a more serious crime.”*

**Analysis:** There are no known incidents of this nature and village policies prohibit any such activity.

#### *Informal Quotas for Summonses, Tickets or Arrests*

*“New York State has banned formal quotas for issuance of tickets or summonses, stops of individuals suspected of criminal activity, and arrests.”*

**Analysis:** The Village of Cazenovia employs its law enforcement and court system to maintain public safety and ensure justice. No quotas of any type are employed.



### *Shooting at Moving Vehicles and High Speed Pursuits*

*“Shooting at a moving vehicle risks injury to unintended targets, including to innocent bystanders. Hitting the driver can turn a moving car into a highspeed, out of control weapon. Experts have proposed either prohibiting shooting at a moving vehicle or permitting the tactic only when the driver or a passenger poses an imminent risk of lethal force against an officer or another individual. Whether to engage in a high speed pursuit in the first instance is also a decision point for this collaboration. It may be prudent to only engage in such activities for certain offenses, or at certain times of day or locations where harm to bystanders can be minimized. ”*

**Analysis:** The Village of Cazenovia has no recorded instances of shooting at moving vehicles and will continue to conduct training about best practices with regard to this and the vehicle pursuits.

### *Use of SWAT Teams and No-Knock Warrants*

*“Historically, SWAT teams were designed to handle high risk situations, such as hostage rescues and terrorist attacks. Today, SWAT teams are increasingly used to execute even routine search warrants. Although some search warrants are inherently high risk to the executing officers, others may not be, and use of a SWAT team may not be necessary or advisable. The use of no-knock warrants has also been criticized. Consider if such a tactic should only be used when there is a specific threat to officer or civilian life.”*

**Analysis:** The Village of Cazenovia does not have a SWAT team and has not executed a no-knock warrant within the past five years. The Village of Cazenovia does not use no-knock warrants under normal circumstances. They are reserved for unusual circumstances where a major crime is involved and the threat to public safety requires them. No-knock warrants are used for circumstances when officer safety is a major concern and there is an articulable reason to justify that concern. There must also be articulable facts concerning the secretion or destruction of evidence. No-knock search warrants are then only approved after a vigorous process involving the judge and the District Attorney.

### *Less-Than-Lethal Weaponry such as Tasers and Pepper Spray*

*“Increasingly, tasers are being used by law enforcement as an alternative to firearms. The electric shock in tasers induces muscle contraction which can sometimes result in serious injury or even death.”*

**Analysis:** The Village of Cazenovia has not employed a taser or pepper spray during the past five years. The use of non-lethal weaponry is reserved as near-to-last resort when other forms of interaction and de-escalation have failed.

### *Facial Recognition Technology*

*“Some law enforcement agencies have used facial recognition systems to assist with investigations. Civil libertarians have raised privacy concerns pertaining to the collection of images.”*

**Analysis:** The Village of Cazenovia does not employ facial recognition technology.

## **II.2. Law Enforcement Strategies to Reduce Racial Disparities and Build Trust**

*“Law enforcement experts have also suggested that various policing and criminal justice strategies can reduce racial disparities and build trust between police departments and the community. You should consider which, if any, of these strategies would help your department achieve these important goals.”*

### *Using Summonses Rather than Warrantless Arrests for Specified Offenses*

*“Police officers have broad discretion to choose between treating certain incidents as misdemeanor crimes and making warrantless arrests, or treating such incidents as a civil infractions or violations and issuing appearance tickets or summonses. Advocates for policing reform contend that this latitude has often resulted in people of color disproportionately entering the criminal justice system, harming these individuals and contributing to distrust of the police.”*

**Analysis:** Warrantless arrests normally occur when a crime is in progress. Other arrests are made only after consulting with the District Attorney or the Judge.

### *Diversion Programs*

*“Diversion programs may occur at various stages in the criminal justice process. Diversion programs recognize that incarceration or establishment of a criminal record may not be the most appropriate mechanism to address certain conduct, and that education, drug or mental health treatment may provide a better alternative for the individual and the community.”*

**Analysis:** The Village of Cazenovia sees law enforcement as part of a broader strategy to maintain a healthy, safe community for all residents and actively considers other remedies in lieu of incarceration locally and in cooperation with the Madison County District Attorney’s office.

### *Restorative Justice Programs*

*“Restorative justice programs offer people a meaningful chance to respond to a conflict outside of the traditional courtroom process. Restorative justice brings the affected parties together, mediated by a trained community member, allowing the aggrieved parties to vocalize hurt and encouraging accountability. The aim is healing rather than punishment, and it requires cooperation between all sides of a conflict, such as between a perpetrator and a victim, to achieve an understanding of what occurred and arrive at a mutually acceptable resolution. “*

**Analysis:** The Village of Cazenovia does not have previous experience with restorative justice programs but is open to the idea of exploring this concept where appropriate as part of its pursuit of community health and safety.

### *Community-Based Outreach and Violence Interruption Programs*

*“Community based outreach and violence interruption programs aim to curb violence by working with high-risk individuals and connecting them with services, programs, and other community engagement initiatives, so as to interrupt the cycle of crime.”*

**Analysis:** Violent crime is extremely rare in Cazenovia. Other strategies are likely to be more worthy of investing limited resources.

### *Hot-Spot Policing and Focused Deterrence*

*“Some departments have used data analysis to identify crime spikes or “hot spots” in specific neighborhoods or even particular street blocks and increased the visible police presence in these areas, with the purpose of deterring crime. Relatedly, some departments have implemented a strategy of “focused deterrence,” in which officers engage directly with offenders or groups of offenders based on their prior history, sometimes in partnership with community members.”*

**Analysis:** While this strategy is not employed in the traditional sense due to the relative rarity of serious crimes, the village does employ this approach in situations where there are reported spikes in traffic safety violations or vandalism.

### *De-Escalation Strategies*

“De-escalation has proven effective in certain circumstances to diffuse what would otherwise be a dangerous encounter. Body position and stance, tone of voice and word choice, can either calm a situation or inflame an already tense situation. De-escalation tactics, including both verbal and non-verbal communication strategies, can slow down an evolving situation and reduce the risk that a situation will become violent. De-escalation is tied to the principle that an officer should exhaust all available methods of resolving a situation before using force.”

**Analysis:** Village of Cazenovia police officers are thoroughly trained in the use of de-escalation strategies. The relative rarity of the use of force by officers (5 soft hand tactics and 3 hard hand tactics and no use of weapons over the past five years) is evidence of their success in resolving nearly all situations peacefully.

### *Can Your Community Effectively Identify, Investigate and Prosecute Hate Crimes?*

“Hate crimes against individuals in protected classes are an attack not only on the individual, but also on the whole community.”

**Analysis:** There have been no reported incidents that could be characterized as hate crimes in the village within the past five years. However, if such an event were to occur, we would investigate and consult with the District Attorney on appropriate charges.

## II.3. Community Engagement

“Community engagement is imperative to forming trust between officers and the citizens in the neighborhoods they police. The concept of community policing can, however, often be misunderstood and misapplied. Many applications of this concept do not capture the deeper, sustained role a community can play in policing. Community-oriented policing seeks to address the causes of crime and to reduce fear of social disorder through problem-solving strategies and police-community partnerships.”

Consider whether any of the following tools would help you to achieve these goals:

*Community outreach plans* – “A number of law enforcement agencies have developed plans for institutionalizing community engagement.”

**Analysis:** This is one of the key take-aways from this process. The Village of Cazenovia will be instituting new efforts to increase community outreach and engagement on a daily (shift by shift) basis and as well as with periodic events for designated portions of the community such as Cazenovia College. Community engagement will be added as a metric to be included in the monthly report provided by the Police Chief and Police Commissioner to the Village Board.

*Citizen advisory boards and committees* – “Community engagement emphasizes working with residents to promote public safety. Law enforcement agencies can work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.”

**Analysis:** Based on input that some populations may not feel comfortable communicating concerns or complaints directly to the Village and a desire for ongoing input to improve the

effectiveness of our policing, it is recommended that the Village create a Police Advisory and Liaison Committee including diverse stakeholders from the community.

*Partnership with community organizations and faith communities* – “It is important to work within the community in order to build trust and nurture legitimacy. Law enforcement agencies can proactively increase public trust by initiating positive non-enforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies.”

**Analysis:** While the pandemic has slowed efforts to partner with community and faith-based organizations during 2020, the Village of Cazenovia embraces this concept and will look to restore and enhance this strategy during 2021 and beyond.

*Partnering with students and schools* – “Adopt-a-school programs seek to build a rapport between a school, its students and a local police department. In such programs, police officers visit the school at regularly scheduled intervals, have lunch with the students and spend time with them at recess. Students are encouraged to engage with and ask questions of the officers. The goal is to cultivate a mentoring relationship from these interactions, with the officers serving as community role models. Unlike School Resource Officers (discussed above in Part I), officers in adopt-a-school programs are not intended to enforce student discipline or address truancy issues, nor should they be used for such purposes. Rather, adopt-a-school programs are designed to have students engage with officers in a relaxed, non-adversarial fashion, fostering positive connections that carry through the students' academic and personal lives, into adulthood.”

**Analysis:** In addition to its existing IMA with the CCSD, the Village will explore enhanced relations with our local schools as time and resources allow.

*Police-community reconciliation* – “The police-community reconciliation process seeks to improve strained relationships between police and communities of color. The goal is to strengthen and build a community perception that law enforcement is a trustworthy partner with which it can collaborate in achieving public safety. In many communities of color, a history both of violence unaddressed by law enforcement and police misconduct has left a legacy of grievance and distrust between these communities and the law enforcement agencies that serve them.”

**Analysis:** As part of our community outreach strategy, the Village will seek to engage in regular dialogue with Cazenovia College, which is home to many of our residents of color. The goal of these engagements will be to improve relations and create situations where first interactions with law enforcement in our community are conducted in a positive spirit.

*Attention to Marginalized Communities* – “Your department may need to devote special training and management attention to interaction with marginalized communities: Limited English Proficiency (LEP) Citizens, Citizens with communication disabilities, The LGBTQIA+ Community, Immigrant Communities.”

**Analysis:** As part of our planned enhancement of partnerships with community organizations, the Village and Police Department will seek to set up planned engagements with groups representing marginalized communities.

*Involving youth in discussions on the role of law enforcement agencies*

“Creating avenues to reach youth, such as youth leadership councils, can assist law enforcement in building trust and forming relationships with the greater community. Such groups can provide early positive encounters with law enforcement that benefit both the police and the community at large. Similar to the creation of citizen advisory

boards, it is important that youth councils in communities be diverse and inclusive and reflect the makeup of the community.”

**Analysis:** In addition to targeted interactions with the school and college, it is recommended that the advisory committee include at least one student delegate each from the high school and Cazenovia College.

### III. Fostering Community-Oriented Leadership, Culture and Accountability

*“Reforms cannot succeed or be sustained without commitment from strong and effective leadership – in other words – without a supportive institutional culture. Culture determines behavior much more powerfully than policies and rules. The ultimate goal of reform is to ensure an institutional culture consistent with your goals for community-police relations. Accountability is essential for a strong institutional culture and for mutual trust between the community and the police. Your department must engage in meaningful review of officer conduct, including use of force, to give the community confidence that misconduct is identified and the conduct is appropriately addressed.”*

#### III.1. Leadership and Culture

*“Is your leadership selection process designed to produce the police community relationship you want? The process of selecting your chief of police, as well as other department leaders, should be based upon the characteristics and needs of your jurisdiction and should be structured in a manner that is legitimate and fair.”*

**Analysis:** Recruitment and selection of members of the Cazenovia Police Department is conducted in accordance with NYS Civil Service regulations. The Village seeks to hire recruits who will serve our village most effectively from among the available pool of applicants.

#### *Does your officer evaluation structure help advance your policing goals?*

*“CompStat has been an enormously valuable tool for many communities to enhance their level of public safety. However, in many instances localities still rely on mechanisms for promotions based on “the annual reports that chiefs of police submit to city councils and mayors emphasizing the number of arrests they’ve made, even if the crime rate continues to climb.”*

**Analysis:** As a small department, the Village of Cazenovia does not employ Compstat because the Chief of Police personally reviews our statistics for areas of improvement and improved public safety. The Village considers many factors beyond statistics in evaluations for promotion and does not use a quota system.

#### *What incentives does your department offer officers to advance policing goals?*

*“Departments may want to consider offering awards, prizes, or other recognition to officers who advance reform goals. Such incentives can change officer behavior and department culture. Some departments invite community members to nominate officers for community policing awards.”*

**Analysis:** Recognition consists mostly of Letters of Commendation conspicuously presented and then placed in officers’ personnel files. Some presentations are done by the Mayor in front of the Village board and public. The Village also seeks public venues such as the American Legion’s Law Enforcement Officer of the year award to recognize officers who make significant contributions to our policing goals.

*Does your hiring and promotion process help build an effective and diverse leadership team?*

*“Diversity in leadership is a persistent problem for law enforcement agencies.”*

**Analysis:** Recruitment, selection and advancement of members of the Cazenovia Police Department is conducted in accordance with NYS Civil Service regulations. The Village seeks to hire and promote officers who will serve our village most effectively from among the available pool of applicants.

*What is your strategy to ensure that your department’s cultural-norms and informal processes reflect your formal rules and policies?*

*“Policy makers and law enforcement organizations can create policies and set rules and guidelines, but if policies conflict with institutional culture these policies will not become part of the institutional fabric and may not effectively guide individual behavior. Leadership must take an active role in demonstrating commitment to the values important to the department and the community.”*

**Analysis:** We constantly review policies for compliance with the law as well as community standards. We ensure cultural norms align with policies through thorough training and consistent Village Board oversight. The Chief and Sergeant annually attend conferences to learn the latest techniques and norms.

### III.2. Tracking and Reviewing Use of Force and Identifying Misconduct

- When should officers be required to report use of force to their supervisor?*
- What internal review is required after a use of force?”*
- Does your department review officers’ use of force and/or misconduct during performance reviews?*
- Does your department use external, independent reviewers to examine uses of force or misconduct?*
- Does your department leverage Early Intervention Systems (EIS) to prevent problematic behavior?*
- Does your department review “sentinel” or “near-miss” events?*
- Does the department respond to questionable uses of force with non-punitive measures designed to improve officer performance?*

**Analysis:** Any use of force is a mandated reporting requirement to the Chief of Police and Police Commissioner. Data from the past ten years demonstrates that the use of force of any type is exceedingly rare and there has not been an allegation of use of force misconduct in the last ten years.

### III.3. Internal Accountability for Misconduct

- What does your department expect of officers who know of misconduct by another officer?*
- Does your police department have clear procedures for reporting misconduct?*
- Does your department have a clear and transparent process for investigating reports of misconduct? Does your department respond to officer misconduct with appropriate disciplinary measures?*
- What procedures are in place to ensure that substantiated complaints of misconduct are used to reduce the risk of future misconduct?*
- What controls are in place to ensure impartiality when reviewing potential misconduct or complaints?*
- Does your department expect leaders and officers to uphold the department’s values and culture when off-duty?*

**Analysis:** The police department has clear policy and procedure for employees to report officer misconduct. The report will be thoroughly investigated with oversight from the Mayor and



Police Commissioner. If warranted, the Chief of Police, Mayor and Commissioner may determine that the report should be turned over to another agency for an external investigation. If necessary, the District Attorney will also be consulted to determine if the alleged misconduct meets a criminal culpability level and appropriate action will be taken. Because the Cazenovia Police Department is such a small agency, it is highly likely that uninvolved officers will know when a fellow officer is disciplined. In addition, uninvolved officers will learn through updated policies that result from the investigation whether the allegation is founded or unfounded.

#### III.4. Citizen Oversight and Other External Accountability

*“Does or should your department have some form of civilian oversight over misconduct investigations or policy reform?”*

**Analysis:** The Chief of Police and Cazenovia Police Department report directly the Police Commissioner and Mayor, both of whom are publicly elected civilians who serve two-year terms. The approval of the annual budget and all policy changes for the department are controlled by a publicly elected Board of Trustees consisting of the Mayor and four Trustees. The village budget process is done in a series of public meetings held between February and May of each year to enact the budget by the June 1<sup>st</sup> beginning of the fiscal year. The budget may be found on the village website at: <http://villageofcazenovia.com/mayor-and-village-board>.

*Is there an easy, accessible and well-publicized process for members of the public to report complaints about police misconduct?*

*“To encourage citizen feedback, the 2019 report “New Era of Public Safety” recommends that departments make claim filing processes easy and, accessible. Some considerations include language and disability accessibility, formats supported for filing (email, phone, in-person, Internet, etc.)”*

**Analysis:** Police misconduct or concerns can be reported to the Chief of Police, Police Commissioner, Mayor or any Trustee. The contact information for all these individuals is located on the Village website. For those who may not feel comfortable using these traditional communication paths, it is recommended that members of the Police Advisory and Liaison Committee also be allowed to serve as intermediaries to pass on concerns that might otherwise be missed.

*Are investigation outcomes reported to the complainant? Are they reported to the public? Should the department or the citizen complaint review entity, if any, accept anonymous complaints?*

*“Disclosing the outcome of investigations to complainants and the public increases transparency and can increase confidence in law enforcement. Some departments choose to disclose this information in aggregate reports instead of sharing individualized data. Accepting anonymous complaints may assuage citizen fears of police retaliation. However, anonymous complaints can be less reliable and are difficult to investigate because the investigator cannot ask follow-up questions or interview the complainant, and they can be retaliatory.”*

**Analysis:** Anonymous complaints are investigated to determine if there is any credence to the allegations. The results of a disciplinary investigation are not published nor is the discipline for any non-criminal misconduct. Statistics of complaints and outcomes will be included in an annual report to the Village Board in the future.

*Does your local legislature engage in formal oversight of the police department? Should any changes be made in the legislature's oversight powers or responsibilities?*

*"While uncommon, legislative oversight of police departments can be a helpful tool."*

**Analysis:** The Chief of Police and Cazenovia Police Department report directly the Police Commissioner and Mayor, both of whom are publicly elected civilians who serve two-year terms. The approval of the annual budget and all policy changes for the department is controlled by a publicly elected Board of Trustees consisting of the Mayor and four Trustees. The Board of Trustees as our local legislature has a significant role in oversight of all aspects of village operations, including policing.

*Is your police department accredited by any external entity?*

*"Accreditation is a useful tool that enables external review of agency policies, procedures, and practices to improve the standards of your police department and quality of your policing services."*

**Analysis:** The Village of Cazenovia Police Department is not an accredited agency. That status is a massive undertaking and would require hiring an additional officer to update and file the monthly and annual compliance forms. However, all of the Village's policies and procedures are based on accredited agencies' policies and procedure manuals.

*Does Your Police Department Do an Annual Community Survey to Track Level of Trust?*

*"An annual survey that measures the community's level of trust in the police department, the community's view on the effectiveness of certain policing strategies, as well as one that collects any negative feedback may be a helpful tool in gaging the community's satisfaction with the police department."*

**Analysis:** As part of our effort to enhance community input and confidence, the Village will publish an annual survey instrument, similar to the one used for this review process.

### III.5. Data, Technology and Transparency

*"Transparency is one of the four pillars of procedural justice and is critical to ensuring accountability. Without a full picture of law enforcement policies, procedures, and activity, the public cannot meaningfully evaluate the performance of law enforcement. Even a well-functioning department risks losing public confidence when it does not engage in meaningful transparency. Departments should consider various ways to make law enforcement practices more transparent to the public. Data is an important tool for improving accountability because it provides the public with insight into police activity and can be leveraged to inform data-driven policies."*

**Analysis:** A key take-away from the process is the need to improve the Village website to provide more information about police procedures, training and activities. This action step will be supervised by the Police Commissioner and Sergeant with additional resources as needed.



*What police incident and complaint data should be collected? What data should be available to the public?*

*“Local law enforcement data increases transparency by providing a snapshot of police conduct. Collection of police activity data can be useful to evaluate if policing practices are effective, ensure compliance with the law, and identify potential biases and disparities. What policing activity data should be collected by your department? This could include data regarding shootings by officers, firearm discharges, civilian injuries, use of force incidents, and officer stops, searches, and/or arrests. Should this data include demographic data, which can be used to detect racial disparities and biases?”*

**Analysis:** All of the data elements noted above are recorded along with demographic data. Statistics collected by the Village over the past six years reveal no indication of racial bias. (See Appendix B.)

*How should your law enforcement agency leverage data to drive policing strategies?*

*“Data can be useful for informing policing strategies. For example, data can be used to shape decisions on resource allocation, personnel deployment, and policy.”*

**Analysis:** Village of Cazenovia policy is to use data to inform policing decisions and policy. For example, if we were to see an increase in motor vehicle accidents in a certain area, patrols and traffic enforcement would be emphasized in that area. Or, if an increase in arrests of college students were to occur, an inquiry would be conducted in cooperation with Campus Safety to determine the reasons for this increase.

*How can your police department demonstrate a commitment to transparency in its interactions with the public?*

*“Police Departments can consider policies that require officers to state explicitly their name, badge number, and purpose before interacting with a member of the public. Departments can also require that officers provide a business card following an interaction.”*

**Analysis:** Officers have business cards and their use is encouraged as a communication and outreach tool. This practice will be expanded as the Village enhances its emphasis on community engagement to promote relationships and personal interactions between officers and the public.

*How can your police department make its policies and procedures more transparent?*

*“Does your department have comprehensive policies and procedures in place to address common and controversial forms of police activity? How can your department make its policies and procedures accessible? Are your policies and procedures evidence-based? Do they reflect current peer-reviewed research? Do your policies consider disparate impact and potential biases?”*

**Analysis:** A key take-away from the process is the need to improve the Village website to provide more information about police procedures, training and activities. At a high level, we plan to publish the department Mission Statement and Values along with the Table of Contents from the Department Policy and Procedure Manual for an indication of types of policies currently in effect. The department’s training data (Appendix C) will also be published. These

action steps will be supervised by the Police Commissioner and Sergeant with additional resources as needed.

*How can your police department ensure adequate transparency in its use of automated systems and “high-risk” technologies?*

*“New technologies including biometric technologies, surveillance systems, unmanned aerial systems, data mining tools, geofencing tools, and resource allocation tools may provide significant value to police departments. However, reports suggest that these technologies may rely on obscured systems with unstudied effectiveness and pose a risk of bias or interfering with civil liberties.”*

**Analysis:** The Village of Cazenovia does not routinely use any “high-risk” technologies.

*Should your police department leverage video cameras to ensure law enforcement accountability and increase transparency?*

*“In-car and body-worn cameras (BWCs) are frequently recommended, and are mandated for some police forces, as monitoring mechanisms to ensure accountability.”*

**Analysis:** The Village of Cazenovia currently uses in-car cameras. Further review of the cost and administrative implications of body-worn cameras will be conducted.

#### IV. Recruiting and Supporting Excellent Personnel

*“Staffing and personnel management is one of the most critical responsibilities of law enforcement leaders and the communities which they protect and serve. Each of the State’s more-than 500 county and local law enforcement agencies must therefore have robust strategies for recruitment, hiring, and retention of officers whose diversity reflects the communities they serve. Law enforcement agencies should also design and oversee training and wellness programs that aim to ensure the safety of officers and the public while reinforcing relationships of trust between police departments and their communities.”*

##### IV.1. Recruiting a Diverse Workforce

*“In setting out to address these issues, it may be helpful to first assess your current law enforcement workforce: What are the demographics of your agency? What are the demographics of your community? Are those demographics aligned? What steps, if any, has your agency taken to increase diversity in the workforce? Can my officers and my community relate in terms of socioeconomic background? Life experiences? Any other metrics?”*

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

*“It is essential that local law enforcement agencies reflect and represent the diversity of the communities they serve. President Obama’s Task Force on 21st Century Policing recognized that diverse law enforcement agencies foster trust in the community. This trust, in turn, aids in easing community tensions, reducing and solving crime, and creating a system where residents have positive views of law enforcement as fair and just.”*

**Analysis:** Census statistics for the Village of Cazenovia (See Appendix A) are supposed to include Cazenovia College students. However, there is some debate as to how accurately the Census captures the correct residence of college students. Therefore, their impact on our overall demographics should be given special consideration and thought. Recruitment and selection of members of the Cazenovia Police Department is conducted in accordance with NYS Civil Service regulations. The Village seeks to hire recruits who will serve our village most effectively from among the available pool of applicants. We employ multiple background

investigators to conduct thorough background investigations potential applicants and we constantly review and improve our hiring procedures.

There is a limited pool of qualified applicants for positions in a small community like Cazenovia, so maintaining a diverse workforce is challenging. The Police Chief currently instructs at the Cazenovia College Phase 1 Police Academy and leverages this position to enhance recruiting officers of all backgrounds and to create a more diverse police force. The Village will look in the future to use social media and web platforms to cast a wider net in our effort to hire a diverse workforce that meets the high standards set forth by the Village of Cazenovia.

*What are ways in which your agency recruits diverse candidates that better represent the demographics of the communities you serve?*

*“Many law enforcement agencies may find difficulties in recruiting and retaining appropriate numbers of applicants that represent the diversity of the communities they serve... law enforcement agencies should consider how to both leverage existing community ties and create new ones that will support their efforts to expand their applicant pools.”*

**Analysis:** The Village plans to promote awareness of the Cazenovia College Phase 1 Police Academy and its accessibility to begin pursuing a career in law enforcement. Given that a significant portion of our community’s citizens of color are affiliated with the College, the campus community is a potential starting place for enhanced recruiting efforts.

*What are ways in which you can re-evaluate hiring practices and testing to remove barriers in hiring underrepresented communities?*

*“Most law enforcement agencies use very similar processes to select, screen, and hire potential employees, relying heavily on some combination of medical and psychological exams, background investigations, and criminal and driver records checks, fitness tests, written aptitude tests, and credit history checks. However, agencies in New York State have wide discretion in their hiring criteria, so long as they comply with the minimum qualification standards set by the Municipal Police Training Council (MPTC).”*

**Analysis:** See previous responses. The Village of Cazenovia is obligated to comply with New York State Civil Service Laws as guided by the Madison County Personnel Department. Within the constraints of those legal obligations, the Village will employ all available means to recruit a diverse force that meets the needs of our community.

*How can you encourage youth in your community to pursue careers in law enforcement?*

*“Police Cadet programs offer law enforcement apprenticeships to young people, typically between the ages of 18 and 20 years old. They provide the opportunity for a young person to explore a career in law enforcement and obtain relevant training and skills. Many programs offer a salary or tuition benefit, have work requirements, and are targeted towards college students. These benefits can help departments recruit students who otherwise would not have considered a career in law enforcement.”*

**Analysis:** The Village currently offers employment as crossing guards to college students and has employed them for the past six years. We also supervise internships for college students. In addition, a ride -a-long program is in place for all civilians.

*What actions can your agency take to foster the continued development and retention of diverse officers?  
“Beyond recruitment and hiring, law enforcement agencies – like other employers – must focus on retention.”*

**Analysis:** Retention of all officers is very difficult within a small agency given the limited opportunities for advancement. To counter that trend, the Chief of Police attempts to make every training opportunity available. Currently all full-time officers are certified Police Instructors and have several specialized certifications for teaching specific areas. The Village of Cazenovia strives to maintain a positive working environment and to provide its employees with competitive pay and benefits.

#### **IV.2. Training and Continuing Education**

*“Smart and effective policing starts with smart and effective training. Training should not end at recruitment; officers should be encouraged to continue to grow and learn throughout their career. Training should incorporate and reinforce best practices while emphasizing values such as accountability, transparency, and fairness in all aspects of policing.”*

*How can you develop officer training programs that reflect your community values and build trust between police officers and the communities they serve?*

*“It is important to engage both internal and external stakeholders in the development and implementation of your police department’s training materials and curricula. Incorporating members of the community in this process can strengthen the overall quality of your training program while reinforcing public trust and ensuring that your training and education programs reflect the values of your community.”*

**Analysis:** Officers are given and encouraged to take every opportunity to further their training during their careers. Most officers are certified Police Instructors and certified Field Training Officers. Officers also teach at the Cazenovia College Phase 1 Academy and are always available as guest lecturers for the criminal justice program. Additionally, there are monthly Law Enforcement Executive meetings that use external providers for training such as Liberty Resources.

*What training policies can you adopt to ensure that police officers continuously receive high-quality, relevant in-service training sessions?*

*“Continuing education or in-service training requirements help ensure that officers can refresh skills learned in the past, develop new skills, and remain abreast of new information on emerging topics and best practices. Police departments should carefully consider how to identify and select staff who should conduct these and other training sessions. Your community should consider your current in-service officer training standards and determine whether more rigorous requirements should be established, including requirements around the number of annual in-service training hours officers must receive.”*

**Analysis:** All required training is New York State Division of Criminal Justice Services (DCJS) certified. Additional training is certified by the National Institute of Justice, Traffic Safety Institute, Liberty Resources or other outside partners.

*How can leadership training improve community policing and strengthen relationships between your police department and members of the public?*

*“Ongoing leadership training can foster leadership skills, reinforce positive conduct, and strengthen officers’ commitment to community standards and procedural justice.”*

**Analysis:** The Chief of Police and Sergeant attend conferences throughout the year to learn about new training and ideas, and to make contacts to further the professionalism and community engagement in law enforcement.

*How can your police department use its training programs to avoid incidents involving unnecessary use of lethal or nonlethal force?*

*“Police department training programs focused on elements of de-escalation can lead to actual outcomes that achieve police objectives while resolving potentially dangerous scenarios safely and peacefully.”*

**Analysis:** The Village conducts regular training on the Use of Force Continuum and on reinforcing the policy and procedure for use of force. In addition, the Village works with the Madison County Mental Health Mobile Crisis team to identify possible at-risk persons and get early intervention so that the police do not need to become involved in a de-escalation scenario unnecessarily.

The village has no “8 Can’t Wait,” specific policy, however, upon review, the village is compliant with all 8 measures outlined in the initiative:

1. Chokeholds are prohibited
2. De-escalation is taught as part of the use of force and is always a preferred solution
3. A warning will be given before firing if time and circumstances allow
4. We exhaust all means before using ANY deadly force
5. Duty to intervene is part of the annual training and is part of the Rules of Conduct
6. Shooting at moving vehicles is prohibited
7. Use of Force Continuum is the preferred method of training by most police agencies
8. All Use of Force is reported to NYDCJS and reported to the Attorney General’s office for review

*How can your police department use its training programs to avoid potential bias incidents and build stronger connections with communities of color and vulnerable populations?*

*“Awareness of and appreciation for cultural diversity are integral components of a professional police force. Police forces must understand and appreciate the cultural diversity within the communities they serve. This understanding can help officers to de-escalate specific situations, and also to build ongoing, effective dialogue with community members. Research suggests that biases, including implicit biases, can affect interactions between communities of color and law enforcement. Implicit bias refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner.”*

**Analysis:** There is required annual training regarding bias in the workplace and on the job. In addition, New York State required annual Police Officer Use of Force Training includes anti-bias training. The Village will seek to expand its open dialogue with the community and seek additional input from the community about special needs or issues. For example, the Chief of Police has worked with local community members/groups when refugees were resettled in our area to ensure an open and welcoming community. The hiring process and subsequent background investigation is also set up to try and detect applicant biases so that new officers are not hired with identifiable biases.

Based on input from this reform process, the Village will seek to partner with Cazenovia College to improve our training opportunities, specifically in the area of implicit bias. The Village will also seek to conduct more joint training with Campus Safety to ensure training quality and consistency between both entities and explore collaborating with other nearby communities to pool resources for prominent external trainers on this topic.

The Village will send instructors to receive a DJCS approved “Train-the Trainer” course on Principled Policing. Principled Policing, specifically procedural justice and implicit bias, teaches policing approaches that emphasize respect, listening, neutrality, and trust (Procedural Justice) while also addressing the common implicit biases that can be barriers to these approaches (Implicit Bias). Law enforcement can improve trust and relationships between law enforcement agencies and their communities by using these principles to evaluate their policies, procedures and training within their departments.

The course description is as follows:

**Principled Policing** – Focuses on the way police interact with the public and how these interactions influence crime rates and the public’s view of police and willingness to obey the law. Evidence shows that practicing procedural justice can have a significant impact on compliance, cooperation, public safety and officer safety.

During this four-day training event, participants will learn the tenets of Principled Policing, gain a deeper understanding of the core concepts of police legitimacy and to build better relationships within the communities that they serve. The four-day training event will follow a train-the-trainer model, allowing local criminal justice agencies to train their own staff locally on a timeline that suits their own needs. All instructors are DCJS certified Principled Policing Master Instructors.

This four-day (32 hour) training event will cover the following topics:

**Procedural Justice and Police Legitimacy:** This training session will focus on understanding police legitimacy and procedural justice, the relationship between the community and the police and the role history has played in hindering legitimacy in some communities.

**A Tactical Mindset:** Through visual and scenario-based training modules, the second training puts into practice the basic principles of Procedural Justice to increase officer safety, improve the ability of police officers to do their jobs and recognize situations where procedural justice principles may apply.

*How can your training program help officers effectively and safely respond to individuals experiencing mental health crises or struggling with substance abuse?*

*“Responding to circumstances involving people who are under the influence of a substance and/or are experiencing a mental health crisis can be extremely difficult. ...if police should be a part of such response, it must recognize that responding officers need to make a series of difficult judgments and decisions about how to safely resolve such situations which too often turn violent.”*

**Analysis:** Officers receive training regarding dealing with emotionally disturbed persons. Updated training is constantly sought and given to all officers. Based on this process, the Village of Cazenovia will also enhance its efforts to proactively support residents who may need assistance in these areas by partnering with external agencies such as Madison County, the Community Action Partnership and Liberty Resources.

*What practices and procedures can you put in place to measure the quality and efficacy of your police department’s training programs?*

*“It is important to review periodically your police department’s training programs to determine whether they remain up-to-date and whether they are yielding the desired results. Agencies should consider establishing a periodic review, audit, and assessment of training programs to ensure that they are not teaching outdated practices and/or basing their trainings on outdated understandings of community needs.”*

**Analysis:** The Village of Cazenovia will continue to review video and audio of officer interactions and incidents that involve use of force or personnel complaints. The Chief of Police and Sergeant regularly attend conferences and training to stay abreast with the latest developments

### IV.3. Support Officer Wellness and Well-being

*“Law enforcement is inherently a physically and emotionally dangerous career. Studies show that people working in law enforcement are at an elevated risk of physical and mental health issues when compared to the general population. Consider how your police department can include in its plan an effective and proactive approach to preparing officers to handle the stress of the occupation and to ongoing support for and promotion of officer wellness.”*

*What steps can you take to promote wellness and well-being within your department?*

*“The members of your department may face different risks and stressors depending on their daily assignments. Well-being, self-care, counseling, and intervention programs are important resources that should be made available to officers starting at the training academy and then continuously thereafter. In order to understand the issues affecting your officers, seek their input.”*

**Analysis:** In conjunction with the Madison County Mental Health unit, officers are trained from the academy level up regarding traumatic incident stress, the dangers of Cumulative Critical



Stress and PTSD. We employ a mentor look out for our officers. We also have the benefit as a small agency of knowing each officer and his or her family well and we generally know if an officer is overly stressed.

*Are there ways to address officer wellness and well-being through smarter scheduling?*

*"Your department should consider how to incorporate concern for wellness and wellbeing into everyday operations, including how shifts are arranged."*

**Analysis:** Officers are allowed to request shifts that work best for them and these requests are accommodated to the greatest extent possible. Officer can request shift changes or pass day changes and they are normally granted.

*How can you effectively and proactively address the mental health challenges experienced by many police officers throughout their careers?*

*"Rates of death by suicide among law enforcement officers appear to be higher than those within the general U.S. population, and deaths by suicide among officers may have outnumbered those caused by fatal line-of-duty incidents in recent years. Your agency should consider providing training to recognize early warning signs of mental health problems and/or suicidal behavior."*

**Analysis:** External training on mental health is offered and the department has two certified Mental Health Instructors to provide additional training and support at the local level.

*How can you address the well-being of an officer after a traumatic event?*

*"Traumatic events are unavoidable for members of law enforcement. The aftermath of such events can deeply affect those involved and jeopardize their physical and mental well-being. Following a crisis event, you should consider making sure the personnel involved have the option to access crisis counseling. Supervisors and peers should monitor employees involved in potentially traumatic incidents for changes in their demeanor and behavior, prepared with formal and informal intervention systems to provide meaningful assistance to those officers in need."*

**Analysis:** There is a procedure in place that addresses the immediate needs of the officer after such an event and during the investigative process. Additionally, officers are trained on the investigative process involving these issue so that no additional or undue stress is created for the officer.



## Conclusions and Summary of Action Items

The Village of Cazenovia has learned a lot through this process of public comment, self-examination and analysis. We look forward to implementing the changes noted over the next year and re-visiting our progress each year.

Communication was at the root of most of the areas for improvement. As a result, most of the sections are geared toward improving relationships and understanding between the department and all segments of the community. Details of these actions are discussed in the Analysis section above. This is a summary list of planned actions

- **Clearly state and publish the Police Department’s Mission:** (Policy 11-0001)

The mission of the Cazenovia Police Department is to enhance the quality of life in our community by working cooperatively with the public and within the framework of the United States and the New York State Constitutions to enforce the laws; preserve the peace; reduce fear and provide for a safe environment for all citizens.

- **Clearly state and publish the Police Department’s Values:** (Policy 11-0001)

- The Department will involve the community in all policing activities that directly affect the quality of community life.
- The Department will maintain crime prevention as its primary goal, while vigorously pursuing those who commit serious crimes.
- The Department will ensure that its policing strategies will preserve and advance democratic values.
- The Department will structure service delivery in a manner as to reinforce the strength of the village.
- The Department will encourage public input regarding the development of policies that directly affect the quality of neighborhood life.
- The Department will manage its resources carefully and effectively.
- The Department will seek the input of employees into matters that affect their job satisfaction, welfare and effectiveness.
- The Department will maintain the highest levels of integrity and professionalism in its members and its activities.
- The Department will seek to provide stability, continuity and consistency in its operations, while pursuing enhancement and improvement of services and technology.
- The Department will not tolerate discrimination of any kind including but not limited gender, race, color, nationality, religion, age, physical or mental disability

- **Reinforce oversight role of the Village Board**

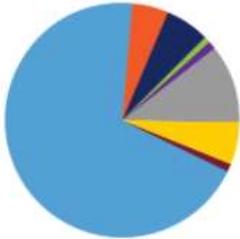
- Review and revise this plan each year at the beginning of the village fiscal year to ensure continued progress
- Enact a Rules of Conduct Manual for Village Police Officers that adheres to Model National Institute of Justice and New York State guidelines.
- Add monthly reporting elements to measure community engagement and monitor for potential bias

- **Explore opportunities to appeal to a wider, more diverse pool of police officer candidates**
- **Enhance Community Engagement**
  - Seek opportunities to enhance engagement with all segments of the community including regular meetings with groups within the community such as (but not limited to) educational institutions, community groups, churches and civic organizations.
  - Increase the percentage of available patrol time spent on foot and bike patrols versus vehicular patrols to improve the quality of community contact.
  - Add engagement with members of the public as a mission during each shift and report on this engagement each month along with other metrics maintained by the department.
- **Create a Police Advisory and Liaison Committee including diverse stakeholders from the community**
  - Establish simple and non-threatening mechanisms for complaints against officers or the department to be conveyed to the Village directly (perhaps online) or via a member of the Committee.
  - Meet quarterly with members of the committee to seek feedback and advice.
  - Members will be appointed at Village annual organizational meeting every July. An ad hoc committee will be named by the spring of 2021 and outline the charter, membership and roles by July 2021.
- **Improve relationship with Cazenovia College**
  - Maintain Memorandum of Understanding with Campus Safety to clearly state roles and relationships.
  - Ensure student, staff and Campus Safety membership on Advisory and Liaison Council
  - Establish effective relationships with student body by coordinating regular opportunities for informal engagement and interaction with Village leaders and officers.
  - Collaborate with college resources to improve anti-bias training
- **Improve relationship with Cazenovia Central School District**
  - Maintain Memorandum of Understanding to clearly state roles and relationships
  - Provide School Police Officer capability when requested
  - Establish effective relationships with school aged population and their parents
- **Update the Village website**
  - Publish this plan
  - Publish Department Mission Statement and Values
  - Publish Department Policy and Procedure Manual Table of Contents
  - Publish information about department training
  - Publish crime statistics with relevant demographic data
  - Publish annual report on plan progress
  - Publish Police Officer Business Card information
- **Improve Police Resources and Training**
  - Consider cost and administrative implications of Body-worn cameras
  - Evaluate the Full-Time vs Part Time staffing ratio during budget cycles
  - Send instructors to DCJS approved Principled Policing Train the Trainer course
  - Consider increasing training budget to enable additional training

## Appendix A- Current Departmental Data

This data was gathered as part of the initial data gathering for the plan. It was used as the starting point for self-assessment.

<b>Municipality:</b>	Village of Cazenovia
<b>Municipal Chief Exec Officer:</b>	Mayor Kurt Wheeler
<b>Police Agency:</b>	Cazenovia Police Department
<b>Police Chief/OIC:</b>	Chief Michael A. Hayes
<b>Police Commissioner</b>	Trustee Fritz Koennecke
<b>Data Category</b>	<b>Present Police Department Overview:</b>
Agency Size	27 employees- 6 full time and 21 part time
Rank Structure	Chief of Police 1 Sergeant 3 Officers full time 12 Officers part time 1 Special Patrol Officer assigned to schools 1 Police Clerk full time 1 parking enforcement Officer part time 8 crossing guards part time
Divisions	Patrol, Parking Enforcement, Crossing Guards
Specialized Details & Resources	Court Security Navigation Unit Bicycle Patrol Public education programs including DEA prescription take back events School safety- SRO in the schools MOU-Madison County Sheriff's Office
Average Shift Coverage	Patrol- 8 hour shifts 0800-1600 Monday – Thursday: 1 Officer & Chief Friday – Sunday: 1 Officer 1600-0000 Monday – Sunday: 1 Officer 1900-0300 Friday – Saturday: 1 Officer 0000-0800 Monday – Sunday: 1 Officer 10 hour shift 1700-0300 – Tuesday – Friday: Sergeant

Main Police Interactions	Response to call for service Response to medical emergencies School Resource Officer Traffic enforcement Property checks																											
Agency Demographic	Officers consist of 15 white males and 2 white females Civilian employees consist of 7 white females, 2 white males, 1 African American female																											
Municipality Demographic	<p>Village of Cazenovia is 1.89 sq. mi.          Population of 2,835 (2010 Census)          White- 2,688 (94.81%)          African American- 55 (1.94%)          American Indian and Alaskan Native- 8 (0.28%)          Asian- 32 (1.13%)          Native Hawaiian and other Pacific Islanders- 0 (0.0%)          Other race- 20 (0.71%)          Two or more races- 32 (1.13%)          Hispanic or Latino (of any race) – 85 (3.0%)</p> <p><i>Note: The Cazenovia College student enrollment is approximately 900. It is unclear how many students are included in the demographics above. Census rules indicate that college students should report where they live and spend most of their time as of 1 April. Thus, residential students should be listing Cazenovia as their location. However, this is not always done correctly. In addition, a portion of students commute to school. It is important that consideration be given to the probability that the student body tends to be more diverse than the village at large. The 2020-2021 statistics below are from the college’s website:</i></p> <div style="display: flex; align-items: center;">  <table border="0" style="margin-left: 20px;"> <tr> <td style="vertical-align: middle;">●</td> <td>American Indian/Alaskan Native</td> <td style="text-align: right;">1%</td> </tr> <tr> <td style="vertical-align: middle;">●</td> <td>Asian</td> <td style="text-align: right;">1%</td> </tr> <tr> <td style="vertical-align: middle;">●</td> <td>Black/African American</td> <td style="text-align: right;">11%</td> </tr> <tr> <td style="vertical-align: middle;">●</td> <td>Hispanic/Latino(a)</td> <td style="text-align: right;">6%</td> </tr> <tr> <td style="vertical-align: middle;">●</td> <td>Two or More</td> <td style="text-align: right;">5%</td> </tr> <tr> <td style="vertical-align: middle;">●</td> <td>White, Non-Hispanic</td> <td style="text-align: right;">70%</td> </tr> <tr> <td style="vertical-align: middle;">●</td> <td>Foreign National</td> <td style="text-align: right;">1%</td> </tr> <tr> <td style="vertical-align: middle;">●</td> <td>Not Reported</td> <td style="text-align: right;">6%</td> </tr> <tr> <td style="vertical-align: middle;">○</td> <td>Native Hawaiian/Pacific Islander</td> <td style="text-align: right;">0%</td> </tr> </table> </div>	●	American Indian/Alaskan Native	1%	●	Asian	1%	●	Black/African American	11%	●	Hispanic/Latino(a)	6%	●	Two or More	5%	●	White, Non-Hispanic	70%	●	Foreign National	1%	●	Not Reported	6%	○	Native Hawaiian/Pacific Islander	0%
●	American Indian/Alaskan Native	1%																										
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●	Hispanic/Latino(a)	6%																										
●	Two or More	5%																										
●	White, Non-Hispanic	70%																										
●	Foreign National	1%																										
●	Not Reported	6%																										
○	Native Hawaiian/Pacific Islander	0%																										
# of Resisting Arrest Charges over the past 5 years (Taser deployment, use of OC, baton, etc.)	Resisting arrest charges in the last 5 years: 0 Pistol/rifle rounds 0 Conducted energy device deployment 0 OC 5 soft hand tactics 3 hard hand tactics 0 Baton																											

<p># of Citizen Complaints submitted against Officers/PD over past 5 years</p>	<p>1 citizen complaint regarding an Officer in last five years</p>
<p>Accountability practices <i>(when a complaint is founded or sustained, what actions are taken?)</i></p>	<p>All complaints received are investigated, regardless of method of reception, whether anonymous or not. A report is completed by the Chief of Police. If criminality is present, the DA’s office is consulted. Administrative review conducted by Chief of Police. Chief of Police consults with Village Trustee/Village Attorney to determine discipline.</p>
<p><b>Key Areas the Reform Plan Must Address</b></p>	<p><b>Current Local Practices</b></p>
<p>Hiring Standards</p>	<p>We recruit from approved lateral transfers in NYS and from the Civil Service list as governed by Civil Service Law</p> <p>Steps include, but are not limited to:</p> <ol style="list-style-type: none"> <li>1. Candidates have an initial interview by a panel of Police Personnel including one supervisor</li> <li>2. Chosen candidates are given a 54-page background packet to complete</li> <li>3. An Officer is assigned to conduct a background investigation</li> <li>4. Top Candidate(s) are interviewed by a panel board consisting of Police Personnel including one supervisor, Police Commissioner and a civilian.</li> <li>5. Final approval for hire by Village Board and Mayor</li> <li>6. Offer of employment is given (Full time personnel are conditional upon physical exam and drug testing)</li> </ol>
<p>Training</p>	<p>All lateral transfers receive four weeks training with an FTO (Field Training Officer), can be reduced to a minimum of one week depending on previous experience and training. All non-certified hires attend a basic course for police and minimum 8 weeks of on-the-job training with an Field Training Officer</p> <p>Annual in-service training includes use of force, policy and procedure, legal updates, firearms, Taser, airborne/bloodborne pathogens, sexual harassment/bias/workplace violence training</p> <p>Certification training for all specialized units</p>

The use of force by Police Officers	NYS model policy for use of force
Crowd Management	Crowd management will be incorporated into future annual training
Community Policing	Public education/interaction programs- property checks, drug take back events
Implicit bias awareness training	Annually with sexual harassment, workplace violence training, conferences
De-escalation training and practices	Included in yearly training
Procedural justice; any studies addressing systemic racial bias or racial justice in policing	2020 Madison County Police Reform and Reinvention Collaborative, monthly Chief of Police meetings, annual meetings with Liberty Resources
Law enforcement assisted diversion programs	Madison County Mental Health Mobile Crisis Team
Community-based outreach and conflict resolution	Pause complaint investigations, education programs as listed above, Madison County Mental Health Mobile Crisis Team, attend church functions
A transparent citizen complaint disposition procedure	Administrative investigations resulting in progressive discipline to change/modify behavior. Open door policy for public to meet with Chief of Police, Village board meeting open to the public
Hot spots policing	Stop DWI patrols, stop DWI crackdown events, area patrols, RADAR trailer and enhanced enforcement, affixed speed signs in school zones
Focused deterrence	Stop DWI crackdown events, holiday crackdown events.
Crime prevention through environmental design	Safety evaluations of schools and banks
Violence prevention and reduction interventions	Madison County Mental Health Mobile Crisis Team
Model policies and guidelines for New York State Municipal Police Training Council	Use of force, Photo Array, social media, Interview and Interrogation, CJIS compliance in EjusticeNY

Model policies and guidelines for New York State Law Enforcement Accreditation Program	Use New York State Law Enforcement Accreditation Program as a template for Policy and Procedures
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## Appendix B- Traffic Ticket Demographic Data

The vast majority of infractions in the Village of Cazenovia are Traffic related. The following table shows the last 6 years on ticket demographic data sorted by race.

	WHITE	BLACK	HISPANIC	ASIAN, EAST INDIAN	OTHER	Native American	UNKNOWN RACE	TOTAL PEOPLE ISSUED UTT's
<b>2015</b>	424	12	4	4	6	0	36	486
<b>%</b>	87.24%	2.46%	0.82%	0.82%	1.23%	0.00%	7.41%	
<b>2016</b>	315	12	7	2	3	0	17	356
<b>%</b>	88.48%	3.37%	1.97%	0.56%	0.84%	0.00%	4.78%	
<b>2017</b>	387	15	4	2	6	0	48	462
<b>%</b>	83.77%	3.25%	0.87%	0.43%	1.30%	0.00%	10.39%	
<b>2018</b>	208	19	4	8	2	0	63	304
<b>%</b>	68.42%	6.25%	1.32%	2.63%	0.66%	0.00%	20.72%	
<b>2019</b>	152	8	3	4	1	0	227	395
<b>%</b>	38.48%	2.03%	0.76%	1.01%	0.25%	0.00%	57.47%	
<b>2020</b>	119	8	1	3	3	0	152	286
<b>%</b>	41.60%	2.80%	0.35%	1.05%	1.05%	0.00%	53.15%	

*Note: There are a large number on "Unknown Race" entries in 2019 and 2020. This was identified as a training issue where some officers were not correctly annotating the race on the ticket. This has since been corrected. Given the unknowns were about 50% of the total, the rest of the columns can reasonably be extrapolated by doubling their totals and percentages.*



## Appendix C- Training

As of December 2020, Cazenovia Police Department Officers have received the following training.

Course/Training	Expiration	Hours	Continuing Education Units	Number of Officers Trained
<b>Basic Training/Certifications</b>				
Basic Course for Police Officers	Contingent of employment			All
DWI Detection & SFST Testing	Never Expires	40		All
IS Intro. to Incident Command IS-100	Never Expires	3	0.3	3
IS National Incident Management System IS-700	Never Expires	3	0.3	4
Basic Firearms & Annual Firearms	Never Expires	48/8		All
Chemical Agents Aerosol	Never Expires	8		All
First Responder	Never Expires			All
<b>Miscellaneous Training/Certifications</b>				
Radar/Lidar Operator	Never Expires	32		12
Commercial Vehicle Enforcement	Never Expires	24		3
2015 DIR Training	Never Expires			8
Nature & Dynamics of Domestic Violence for L. E.	Never Expires			5
DEC Search & Rescue	Never Expires			2
Basic Wildlands Search Skills	Never Expires			1
Missing Persons Training	Never Expires			1
MPTC Use of Force	Never Expires			9
Field Training Officer	Never Expires	32		9
Natural Gas Pipeline Safety	Never Expires	3.5		10
Gangs in Indian Country	Never Expires	8		1
NYMIR Law Enforcement Training	Never Expires	13		4
Stop Stick Training Course	Never Expires	1		1
Taser X2 & X26P CEW User Course	Yearly	8		10
ICS Advanced I-400 Course	Never Expires	20		1
ICS Intermediate I-300 Course	Never Expires	24		2
ICS Initial Action Incidents IS-200	Never Expires			3
Law Enforcement Legal Issues Update	Never Expires	16		1
Criminal Jurisdiction in Indian Country Training	Never Expires	24		1
HIV/AIDS Training	Never Expires			1

LESO Online Training	Never Expires			1
Corrections Academy	Never Expires			4
AN/PAS-18 Thermal Imager Operator Course	Never Expires			1
Advanced Police Sniper/Observer Course	Never Expires			1
Basic Sniper School (FBI)	Never Expires			1
Blue Courage Academy	Never Expires	40		1
L. E. Bicycle Patrol Course	Never Expires	48		4
2 Day BCPO Use of Force Update	Never Expires	16		2
Grievance Procedures Training	Never Expires			2
GLOCK Armorer's Course	Every 3 Years	8		1
On the Job Training Course	Never Expires			3
Marine Patrol Vessel Operations Course	Never Expires			1
Marine Law Enforcement	Never Expires			1
Snowmobile Law Enforcement	Never Expires			1
Sex Offender Management Course	Never Expires	4		1
L. E. Active Shooter Emergency Response (LASER)	Never Expires	16		4
Tactics in Traffic	Never Expires	8		1
Below 100 Training	Never Expires	4		2
Initial Other Weapons Course	Never Expires			2
Fundamentals of Crime Prevention Through Environmental Design	Never Expires	2		1
Adult Protective Services and L. E.	Never Expires	8		1
Distracted Driving Enforcement	Never Expires	8		2
MPTC ID Procedures	Never Expires	8		3
Understanding and Responding to Child Abuse Allegations	Never Expires	8		1
NY LE & the Law-Updates, Practices & Procedures	Never Expires	8		1
Accreditation Assessor Training	Never Expires	8		1
Accreditation Program Management Training	Never Expires	8		1
Ethical Awareness Moderator Course	Never Expires	24		1
Sexual Harassment Prevention -TTT-	Never Expires	8		1
Staff Sexual Misconduct -TTT-	Never Expires	8		1
Legal Issues -TTT-	Never Expires	16		1
Current Trends in Gage Course	Never Expires	8		1
Court Room Testimony	Never Expires	8		2
Grant Writing Strategies for L. E.	Never Expires	12		1

Conducting Complete Traffic Stops	Never Expires	16		2
Principles of Fire Investigation	Never Expires	24		1
Hazardous Materials Technician	Never Expires	40		1
Special Weapons & Tactics Basic Course	Never Expires	80		1
Winter Survival Training	Never Expires			1
Gang Awareness Training	Never Expires			1
School Resource Officer Course	Never Expires	32		1
Tactical Shotgun Course	Never Expires			1
Patrol Shotgun Course	Never Expires			1
Patrol Rifle Course	Never Expires			2
Information Gathering and Application	Never Expires	8		1
It Takes a Team to Protect a Child Course	Never Expires	16		1
Civil Rights Conference (FBI)	Never Expires	8		1
Juvenile Officers Basic Course	Never Expires	40		2
Lost Person Behavior Training	Never Expires			1
Campus Public Safety Officer Course	Every 10 years			1
Domestic Violence Home Visit Initiative Training	Never Expires			1
<b>Instructor &amp; Supervision Training/Certifications</b>				
Radar/Lidar Instructor	Never Expires			1
Police Supervision	Never Expires	80		4
Domestic Violence Instructor	Never Expires	16		2
Instructor Development Course-General Topics Instructor	Never Expires	80		10
Leadership & Supervisory Summit	Never Expires	4		1
Taser Instructor Certification	Every 2 Years	16		1
Special Topics Instructor: Conductive Energy Device	Never Expires			1
Instructor Evaluator	Never Expires	4		3
Mental Health Instructor	Never Expires	20		2
Blue Courage Master Instructor	Never Expires	8		1
Firearms Instructor	Never Expires	56		5
Defensive Tactics Instructor Course	Never Expires	72		1
Prevention & Management of Excited Delirium & Sudden, In-Custody Deaths Instructor Course	Never Expires	16		1
Fundamental Crisis Intervention Skills for L. E. Instructor Course	Never Expires	24		1
How to Supervise People	Never Expires	6	0.6	1

Aerosol Subject Restraint Instructor Course	Never Expires	16		1
<b>Drug &amp; Alcohol Training/Certifications</b>				
Clandestine Laboratory Investigations	Never Expires	8		1
DEA Bath Salts and Synthetic Drug Investigations	Never Expires	8		3
Rave & Club Drug Investigations	Never Expires	8		1
Rural Patrol Drug Investigations	Never Expires	24		2
Today's Marijuana	Never Expires	5.5		1
How to Obtain, Use, Introduce & Defend a Blood Draw	Never Expires	8		1
Highway Vehicle Stops & the Drug Trafficker	Never Expires	24		1
Drugs in America	Never Expires			1
Marijuana Booby Trap Course	Never Expires			1
Drug Field Test Certification	Never Expires			1
Drug Law Enforcement	Never Expires			1
Commercial Vehicle Drug Interdiction	Never Expires	16		1
Concealed Compartment Training	Never Expires			1
Methamphetamine Awareness & Action	Never Expires	2		1
Breath Analysis Operator Course	Every 2 Years	24		1
Opioid Overdose & Intranasal Naloxone Training	Never Expires	1		4
Highway Drug Interdiction Course	Never Expires	8		1
High in Plain Sight: Current Drug Trends	Never Expires	3		1
NIK Narcotics Identification Course	Never Expires			1
Alco-Sensor FST	Never Expires			2
Narcotics Investigations	Never Expires			1
Drug & Vape Investigations	Never Expires	8		1
Fentanyl: Trends, Investigations & Safety	Never Expires	16		1
Street Level Interdiction Course	Never Expires			1
Vehicle Searches & Hidden Compartments Course	Never Expires			1
Current Drug Trends	Never Expires			1
Drugs That Impair Driving Course	Never Expires	8		1
Identity Theft & Drug Connection Training	Never Expires			1
<b>Investigative Training/Certifications</b>				
Search Warrant Training	Never Expires	16		2
Statement Analysis	Never Expires	16		2

Identifying Deceptive Behavior	Never Expires	24		1
Interview & Interrogation	Never Expires	40		6
Basic L.E. Digital Photography	Never Expires	8		3
Basic Criminal Investigative Course	Never Expires	60		1
Financial Investigative Techniques	Never Expires	24		2
Cellular Based Surveillance System Training	Never Expires			1
Death Scene Investigation Seminar	Never Expires			1
Assets Forfeiture Certification	Never Expires	10	10	1
Interviews & Body Language Techniques	Never Expires			1
Police Crime Scene & Evidence Specialist	Never Expires	80		2
Property/Evidence Room Management Course	Never Expires	16		4
Basic Crash Management Course	Never Expires	32		1
Technical Crash Management	Never Expires	32		1
Intermediate Crash Management Course	Never Expires	32		1
Advanced Motor Vehicle Crash Management Course	Never Expires	32		1
Considerations of the Recorded Interviews	Never Expires			1
Investigative Strategies & Skills for the Recorded Interviews	Never Expires			1
Basic Interviewing Strategies	Never Expires			1
Identification Procedures- Photo Array	Never Expires			1
Fraudulent Documents Course	Never Expires			1
Video Surveillance Techniques	Never Expires	12		1
Wiretapping & Electronic & Surveillance	Never Expires			1
Social Networking & Criminal Investigations Course	Never Expires	16		2
Child Fatality & Serious Physical Injury Abuse Investigations	Never Expires			1
<b>Terrorism Training/Certifications</b>				
Managing Civil Actions in Threat Incidents	Never Expires	24	2.4	1
Incident Response to Terrorist Bombings	Never Expires	4	0.4	1
WMD Radiological/Nuclear Awareness Course	Never Expires	6	0.6	1
National Preparedness Initiatives	Never Expires			1
WMD/Terrorism Incident Defensive Operations	Never Expires	24		1
Enhanced Threat & Risk Assessment	Never Expires	16	1.6	1

L.E. Prevention & Deterrence of Terrorist Acts- Train the Trainer	Never Expires	16		1
The Specialized Passenger Vehicle Criminal & Terrorist Identification and Apprehension Training	Never Expires	24		1
SAR Line Officer Training	Never Expires	8		2
PER 221- WMD Basic Tactical Operations	Never Expires	40		1
Anti-Terrorism Workshop for Campus L.E.	Never Expires			2
<b>Mental Health Training/Certifications</b>				
Autism & Law Enforcement	Never Expires	6.5		1
Trauma Resources & Unified Management Assistance	Never Expires	16		1
Suicide Prevention /Crisis Intervention	Never Expires	8		1
Crisis Intervention Officer Training	Never Expires			1
Police Mental Health Course	Never Expires			1
Suicide Prevention	Never Expires	8		1
It's Not Drama...It's Trauma	Never Expires	2		1
Chemical Suicide	Never Expires	2		1

## Appendix D- Policy and Procedure Table of Contents

The Table of Contents from the Cazenovia Police Department's Policies and Procedures Manuals provides an overview of the extensive resources used to guide the Village's officers in the performance of their duties.

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  - 7.1.1 PROPERTY AND EVIDENCE HANDLING
  - 7.1.2 PROPERTY AND EVIDENCE DISPOSAL
  - 7.1.3 PROPERTY AND EVIDENCE FORMS
- 7.2 PROPERTY AND EVIDENCE- PROPERTY ROOM MANAGEMENT TRAINING

- 7.3 PROPERTY ROOM- AUDIT AND INVENTORY MANAGEMENT
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- 12.4 PERSONNEL SECTION- PSYCHOLOGICAL EXAMS
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