

Village of Ardsley

Police Reform and Reinvention Collaborative Plan

Adopted by the Village of Ardsley Board of Trustees March 15, 2021

ACKNOWLEDGMENTS

POLICE REFORM AND REINVENTION COLLABORATIVE COMMITTEE ("COMMITTEE")

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The Village would like to extend our sincerest thanks to the members of the Committee who gave willingly of their time and talents on this critical issue.

Mayor's Message

On June 12, 2020, in response, to the killings of George Floyd, Breonna Taylor and Ahmaud Arbery to name a few, which brought to the forefront the systemic racial profiling and police violence against people of color, Black people specifically, at the hands of police officers, [Governor Andrew Cuomo signed Executive Order 203](#) entitled: “New York State Policing Reform and Reinvention Collaborative”. The Governor’s Executive Order required each municipality with a police department to review their department’s policies and procedures and adopt a police reform Plan to rebuild the “police-community relationship” by April 1, 2021.

The Executive Order was directed to all municipalities regardless of whether there had been any complaints against their officers for discrimination or harassment against people of color. We learned during our Committee meetings that for at least the past ten years, no Ardsley police officers has been accused of racial discrimination, excessive use of force, prejudice, or harassment against anyone. However, we also learned that some people may have resisted filing a complaint out of fear of retaliation.

Even though the Village of Ardsley, prior to the Governor’s Executive Order, had begun reviewing the Police Department’s policies and procedures in connection with New York State’s accreditation, the Executive Order provided us with the opportunity to have community representatives take a closer look at those policies and procedures and to hear directly from our entire community about our Police Department.

In October 2020, pursuant to the Executive Order, the Village of Ardsley established the Police Reform and Reinvention Collaborative Working Committee. The Committee was charged with reviewing the workings of the Ardsley Police Department, several of its policies and procedures, financial matters

and make recommendations tailored to our community's specific needs and that envision the role of the Ardsley Police Department in our Village.

In addition, with the assistance of Pace University, a survey seeking community input was widely circulated throughout the Village and School District and a public meeting was held to listen to the thoughts and concerns of all residents. I would like to thank the members of the Committee for their time and hard work. I would also like to thank every person who took the time to complete the survey and attend the public hearing. The Committee's discussions, information from the survey and public hearing form the foundation for the recommendations found in this Plan.

The Executive Order stated, among things that, "[e]ach community must envision for itself the appropriate role of the police. Policies must be developed to allow the police to do their jobs to protect the public and these policies must meet with the local communities' acceptance." We learned during this process that our police officers are held in high regard and that we live in very safe community. We are proud of our Police Department, especially during the dark days of the COVID 19 pandemic when they were on the front lines of exposure serving our community. But we also learned that there are areas for improvement.

The proposed recommendations in this Plan are, among other things, designed to improve an understanding of the Ardsley Police Department's activities, to encourage open communication between the department and with the community, to hold meetings with community groups, to require implicit/anti-bias training annually, to advocate for changes in the Civil Service hiring process, to evaluate the need for a non-police advisory board, to encourage more community policing practices and to promote improved relationships between the Department and the community based on trust, fairness, accountability, and transparency and seek to eliminate any racial disparities in policing.

Government has a responsibility to ensure that all of its citizens are treated equally, fairly, and justly. We know that ensuring social justice and rooting out

discrimination is an ongoing task which requires continual review. The Village and the Police Department are committed to this task and to listening to the community so we will review the status of the recommendations in six months. We strive to serve and protect our Village and its residents for a better and more just future for all of us.

Nancy Kaboolian

Mayor

Village of Ardsley

“Real change, enduring change, happens one step at a time.” Ruth Bader Ginsburg.

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All documents are available on the Police Reform Process Google Drive:

https://drive.google.com/drive/folders/1PCPgA5fNtgZ9dN-Krzlev60B_WzKitOD?usp=sharing

EXECUTIVE SUMMARY

Based on Governor Cuomo's Executive Order #203, signed on June 12, 2020, the Village of Ardsley undertook a review of its police department. Entitled NYS Police Reform and Reinvention Collaborative, Executive Order #203 directs the following: "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." To carry out this directive, the Village of Ardsley offers this Police Reform and Reinvention Collaborative Report.

The recommendations presented in this report were developed by twenty-three members of the Ardsley Police Reform and Reinvention Collaborative Committee (the Committee), which included law enforcement professionals, clergy representatives, criminal justice and police reform advocates, human rights professionals, and public servants. The Committee was convened to learn more about Ardsley's policing practices and programs and to provide insight and recommendations based on that knowledge. Over the course of several meetings, the Committee reviewed and generated recommendations for the following police reform topics:

1. Community policing practices and programs
2. Outreach and communication
3. Departmental data
4. Recruitment and training
5. Financial matters
6. Accreditation and departmental policies and procedures
7. Discipline and transparency

Below, the report is organized in three main sections: (1) background information describing Ardsley and its Police Department structure, (2) a description of the process, and (3) existing practices and the Committee's recommendations.

BACKGROUND INFORMATION

Village of Ardsley

Located within Westchester County, the Village of Ardsley encompasses 1.3 square miles and is set within the Town of Greenburgh. The Village is accessible via major transportation networks including I-87, the Saw Mill River Parkway and New York State Route 9A. The community is largely residential with a commercial corridor running through the Village along State Route 9A.

According to Westchester County's housing report and the American Community Survey's 5-year estimate, in 2019 the Village's population was 4,512, the median income was \$160,880 and the median home price was estimated at \$654,700. According to 2019 statistics, Ardsley's population by race was 3,146 White, 146 Black or African American, 9 American Indian and Alaska Native, 590 Asian, 7 some other race, 226 two or more races, and 388 Hispanic or Latino.

As of 2019, nearly 1,500 people commuted into the Village for work, 84 residents both lived and worked in the Village, and over 1,800 residents commuted out of the Village for work. Over one third of Village residents worked in New York City.

The Ardsley School District includes Concord Road School for kindergarten through 4th grade, Ardsley Middle School serving grades 5 – 8 and Ardsley High School for grades 9 – 12. Enrollment is 873, 733, and 707, respectively. The district receives students from several other communities as well. The middle school is technically located in the Town of Greenburgh under the jurisdiction of the Town's police department, but the Ardsley police department works very closely with the Town's police department and responds in emergencies to support the Town.

Ardsley Police Department

The Village of Ardsley Police Department is made up of 19 sworn members, including the police chief, two lieutenants, four sergeants, two detectives, one youth officer and nine patrol officers. Of the 19 members, six were hired off the Village's resident list, 10 were hired as transfers from other departments, and two were hired off the County list. In 2020-21, the department received a total of \$5,125,076 in financial support, which included health benefits, pensions, workers' compensation costs, and certain technology and supply costs not included directly in the Police Department's budget.

A typical day tour runs from 8:00 AM to 4:00 PM and includes six officers on duty: the police chief, a lieutenant, a detective, the youth officer, and two officers on patrol. The Police Chief is responsible for all of the department's administrative duties. The Lieutenant serves as the desk officer and tour commander. This responsibility includes the daily roll call and distribution of daily assignments to patrol officers. The Detective investigates cases and serves as the liaison to the various County and Town task forces and the courts. The Youth Officer spends much of the day in the various schools speaking with administration and youth and attends a variety of community programs. The patrol officers police their posts, enforce laws, and monitor homes on their dark house lists. A dark house list includes homes that are vacant due to vacation, as

well as any home that a homeowner has asked the police to monitor during its vacancy. Patrol officers also answer any calls for service as they arise. Common calls for service include ambulance calls, burglar alarms, disputes and traffic complaints.

A second working tour occurs from 4:00 PM to midnight. This tour typically includes three officers on duty. The Lieutenant serves as the desk officer, and two patrol officers are on patrol with the duties stated above. The third tour runs from midnight to 8:00 AM and typically includes a desk Sergeant and two patrol officers.

The Police Department began the New York State Accreditation process in early 2019. When complete, all department policies will comply with the New York State Department of Criminal Justice accreditation standards. Once the department has developed and implemented policies and procedures that are aligned with accreditation program standards and has compiled evidence of proof of compliance, the State will coordinate an on-site assessment conducted by an independent assessor with significant accreditation program experience. This assessment will confirm department members' level of compliance and knowledge of the standards and ensure that training and policies are maintained and followed. The accreditation process is detailed more thoroughly in the report's Appendices.

DESCRIPTION OF THE PROCESS

Ardsley's Police Reform and Reinvention Collaborative process began with the creation of the 23-member Ardsley Police Reform and Reinvention Collaborative Committee (the Committee). The Village announced and welcomed citizen participation through its various communication channels and finalized Committee membership, which included law enforcement professionals, clergy representatives, criminal justice and police reform advocates, human rights professionals, and public servants.

Committee Meetings and Presentations

The Village hired the Pace Land Use Law Center to facilitate the Committee meetings, which included planning and developing meeting agendas. Six Committee meetings were held to discuss several key topics regarding Police Department operations, including (1) community policing practices and programs, (2) outreach and communication, (3) departmental data, (4) recruitment and training, (4) financial matters, (5) accreditation and departmental policy and procedures, and (5) discipline and transparency. The meetings were held on the following dates ranging from fall 2020 through winter 2021: October 29, November 10, November 23, December 15, January 6, and February 2. After an initial introductory meeting, the rest of these meetings adhered to the following format: a topic was presented, questions from any prior meeting were answered, new questions were recorded, and issues and recommendations were discussed.

All Committee meetings were held via Zoom due to the COVID-19 pandemic, and Committee members received documents directly via email, as well as through a Google site for ease of access and public review. The documents and materials provided during the course of this work are attached to this report as appendices, and meeting agendas and notes are available in the links below. Readers can access the Google site at

https://drive.google.com/drive/folders/1PCPgA5fNtgZ9dN-Krzlev60B_WzKitOD?usp=sharing

At Meeting One, the Committee largely reviewed and discussed the Governor's Executive Order #203, as well as the "New York State Police Reform and Reinvention Collaborative – Resources and Guide for Public Officials and Citizens," which the Committee referred to throughout the process. The Committee also discussed the proposed process for conducting the mandated review of Ardsley's police department. Village officials were introduced and Committee members introduced themselves, shared their backgrounds, and discussed what they hoped to achieve through the process.

At Meeting Two, the Committee discussed community policing practices and programs, outreach and communication, and data information and needs. Meeting Three featured a presentation of information on training and recruitment, questions raised from the prior meeting were addressed, and additional data was provided to the Committee. Meeting Four included presentations on financial information, accreditation, departmental policies and procedures, discipline, and transparency. Additionally, Meeting Four addressed questions from the previous meeting, featured facilitated discussions focused on that meeting's topic, and included a

discussion about setting up a “Village Hall” meeting for the community to obtain public input on the subject of police reform. Meeting Five addressed questions raised by the previous meeting and featured a discussion about the development of a community survey regarding policing practices and experiences. During Meeting Five, the Committee spent most of its time brainstorming ideas and recommendations on police reform. Meeting Six focused on the review of the draft report, as well as additional suggestions, recommendations and revisions. The Committee reviewed pertinent dates for the public hearing and Board of Trustees’ final action on the report. Notes and agendas of all meetings are available in the [Appendix A](#).

Public Input/Forums

The Village reached out to the larger community through two public engagement efforts, a community survey and a Village Hall meeting. The Land Use Law Center facilitated both.

Community Survey

An electronic survey was sent out to the Ardsley community via email and was open from December 17, 2020 to January 1, 2021. The survey requested feedback on questions related to police services in the Village. A total of 388 people responded. Of these respondents, 311 were Ardsley residents. In an effort to gain the most insight from the community survey the data was disaggregated by sub-groups: Ardsley Village residents, gender, race/ethnicity, and age. This approach provided us with a clearer vision of the celebrations and wonderings that the sub-groups offered. Moreover, the open-ended questions were coded into common themes which substantiated our understandings. Tapping into expertise in the research arena allowed us to make minor adjustments to enhance our focus on actionable items. More comprehensive survey results are available in the Appendices by clicking [Appendix B](#).

Village Hall Meeting

A Village Hall meeting was held on January 27, 2021 to provide the community with an overview of Ardsley’s Police Reform and Reinvention Collaborative process and the Committee’s work. The Village Hall meeting also collected input and suggestions from the public regarding police operations. A video from that meeting can be found [here](#).

Public Comments

POLICE REFORM COMMENTS/QUESTIONS RECEIVED:

1. I'd like to make the following recommendations to the draft report:

- On page 13 add a number (4) to the list of ways that police can be selected stating “selected from a county-wide Spanish- Speaking list.” The reason I think it should be included is that my understanding is that this is as option that is available now. It is not something that needs to be advocated for.
- On page 14 add the recommendation: “Consider selecting from the Spanish-speaking list to recruit Hispanic applicants.
- On another topic: My opinion on the new intro. Is that it is just fine. Rather than being incendiary, it accurately describes the reality of racism and police killings that take place. It is perhaps that reality that is incendiary in that it has resulted in actions like people protesting in the streets.

Best,
Steve Glusker

2. If you're going to include other groups in this, you should add people with disabilities and educate police officers and public on how to interact with these people.

Thank you.

Rachele A. Knights

3. Question:
Why are there no women or minorities on our police force?

Anonymous

4. Resident, David Kaufman spoke at the Public Hearing held on March 1, 2021.
Requested changes to the Mayor's Message in the Police Reform Plan.



THE LEGAL AID SOCIETY OF WESTCHESTER RECOMMENDATIONS FOR POLICE REFORM NYS EO 203



MARCH 2, 2021

THE LEGAL AID SOCIETY OF WESTCHESTER COUNTY NEW YORK
150 Grand Street White Plains



Acknowledgments

This past year has been challenging for all of us; politics, Covid-19, shut-downs, Zoom meetings, and social unrest. The viral videos of a black man (George Floyd) callously being murdered in front of the camera by police officers galvanized the public to join in protests against police brutality with BLM (Black Lives Matter). BLM was not a new movement; it began in 2013 after the acquittal of Mr. Zimmerman in killing a teenager, Trayvon Martin. Additionally, we cannot forget the killings at the hands of the law-enforcement of so many black women. We always must remember Breonna Taylor and the other women of #SayHerName. There must be change; many officers still hold biases. A few days ago, Rochester, New York police officers pepper-sprayed a nine-year-old black female child, already handcuffed and in the back of a patrol car. It is a rhetorical question to ask, "would they have done this to a white child?"

In response to the protests and the growing acceptance of the significant disparities in arrests of persons of color, Governor Cuomo issued Executive Order 203, Police Reform and Reinvention Collaborative. The order requires each local government in New York State to adopt a policing reform plan that will maintain public safety while building mutual trust and respect between police and the communities they serve.

I have the privilege of working with the Town of Greenburgh's committee, Greenburgh Against Systemic Racism (GASR). Councilwoman Gina Jackson brought an incredible team of people to take on this arduous task of EO203 review. The GASR members provided many of the insights and suggestions for LASW's recommendations. If you need an example of an extraordinary report, look no further than the Town of Greenburgh.

I challenged my attorneys to participate in the various committees and identify those areas of most concern to the LASW. This report is the result of their collective efforts. With the collaboration of Sherry Levin Wallach, Deputy Executive Director; Harvey Loeb, Deputy Chief Counsel; and Vishakha Patel, Chief of the Family Court Division, LASW presents the following recommendations.

Sincerely,

Clare J. Degnan
Executive Director
The Legal Aid Society of Westchester County

The Legal Aid Society of Westchester County

Executive Order 203-Position Statement and Recommendations

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I. INTRODUCTION

Miles' Law: "Where you stand depends upon where you sit."

In the police reform process, individuals who are generally not sitting at the table must be heard. All community members, all minorities, all groups must be given a seat at the table to have the opportunity to be heard and understood. If only one perspective is allowed to be heard, responses will be one-sided and fail to reach the intended goals of greater collaboration and "foster trust, fairness, and legitimacy." (<https://www.britannica.com/topic/Miless-law>)

The Legal Aid Society of Westchester County (LASW) provides mandated representation to all persons accused of felonies who cannot afford counsel. Our mission is to secure justice for, protect the rights of, and render legal assistance to indigent residents and non-residents of the County. Located in White Plains, New York, LASW represents these indigent clients, charged with felonies and some misdemeanors, in all courts in Westchester County. Beginning with arraignments, LASW attorneys are present at regularly scheduled appearances in the city, town, and village justice courts for all purposes, miscellaneous hearings, and preliminary hearings on felony charges. LASW represents clients in both County and Supreme Court and all specialty, problem-solving courts, at all criminal defense stages. LASW representation includes hearings, plea negotiations, suppression hearings, trials, appeals, post-conviction work, and probation violations. LASW's newly formed Family Court Division, created in January 2020, provides existing criminal clients representation on family matters in any of the three Family Courts located in White Plains, Yonkers, and New Rochelle.

Recent events in our country have further exposed longstanding rifts in the relationship between law enforcement and the communities they serve. To address those events, New York Governor Andrew Cuomo issued Executive Order 203 on June 12, 2020. The order required

each local government throughout the state to adopt a police reform plan, submit it to their constituency for public comment, and then approve the plan. The plans are due by April 1, 2021. Executive Order 203 (E.O.) requires each local government to convene stakeholders to examine police relations in their community and propose ways to improve these relations. The E.O. listed several stakeholders necessary for the collaboration, including, but not limited to the 1) police departments; 2) members of the community, with an emphasis in areas with high numbers of police and community interactions; 3) interested non-profits; 4) faith-based community groups; 5) the local office of the District Attorney; 6) the local public defender (i.e., LASW); and 7) local elected officials. The Governor, realizing that there is no "one size fits all" solution in a state where there are more than 500 law enforcement agencies, encouraged each community and local government to envision for itself the appropriate role of the police. Following a "collaborative" process, policies developed must allow the police to do their jobs to protect the public, but these policies must meet local community acceptance. (NYS Police Reform and Reinvention Collaborative, August 2020, hereafter referred to as NYS PRRC). The order requires that the plan be "tailored to the community's specific needs and general promotion of improved police agency and community relationships based on trust, fairness, accountability, and transparency, and which seek to reduce any racial disparities in policing."

II. EXECUTIVE SUMMARY

It is imperative that, as the mandated providers of legal defense to those who cannot afford it, LASW address police policy and procedure reform and provide recommendations, especially regarding those policies that have had a disproportionately negative effect on minority groups. Westchester County has not been immune to the issues plaguing communities all across the country. Institutional and systemic racism has marginalized people of color throughout the nation, perpetuated poverty, and crushed opportunities. We must strive to "foster trust, fairness, and legitimacy within communities, and address any racial bias and disproportionate policing of communities of color" (NYS PRRC Pg. 5). We must take this opportunity to help reinvent law enforcement for the 21st century.

The LASW has put together the following report to aid Cities, Towns, Villages, and Police Departments in Westchester County as they review their police-community relationships and examine police policy, procedures, and practices. The purpose of this report is to put forth the recommendations of LASW to improve policing practices and promote effective crime reduction but still build public trust by creating change in policing and community engagement. Our analysis focuses on the three "T's" we believe will constitute change: Transparency, Training & Trust. We believe this is the pathway to leave behind past mistakes. We must continue to grant equity to all members of our communities indeed. Outlined below is a list of our recommendations, each of which is discussed more fully in this report:

#1. Transparency (Accountability and Data Collection)

1. Law enforcement agencies should collect and post data and maintain statistics that include age, race and gender, arrests, stops (including traffic stops), searches and seizures, use of force, injuries, shootings, and weapons discharge.
2. Maintenance of specific personnel records as required by CPL 245.20(1)(k).
3. Posting police departments' General Orders and other disciplinary records, police training, and police rosters, on their websites.
4. Body-worn cameras (BWCs) and dashcam video cameras should be required when interacting with the public.
5. Implementation of civilian review boards and ease of filing complaints.
6. Whistleblower protections and systems for anonymous reporting of complaints.

#2. Training (and Accreditation)

1. All law enforcement agencies must be accredited and should explore accreditation through the Commission on Accreditation for Law Enforcement (CALEA).
2. Police training should include de-escalation training, implicit bias training, and mental health training provided by external agencies.
3. Departments should employ Social Workers and emergency medical technicians (EMTs) who can respond to mental health involved calls.
4. No Knock warrants, chokeholds, and other forms of restraint that interfere with breathing should be banned.

#3. Trust (Community Engagement)

1. Police force make up should be reflective of the communities they serve; therefore agencies must diversify hiring practices.
2. Law enforcement must invest in youth outreach (Police Athletic Leagues, or PALs)
3. Eliminate bar-out type policies, low-level offense pursuits, implement no children arrest policies and invoke the use of non-lethal technology.
4. Implementation of Ambassador programs and creation of community liaisons positions.
5. Implementation of school-based youth courts and focus on restorative justice.
6. Create diversion programs as alternatives to incarceration.

III. TRANSPARENCY, ACCOUNTABILITY & DATA COLLECTION FOR & WITHIN POLICE DEPARTMENTS

Accountability is defined as "the quality or state of being accountable; an obligation or willingness to accept responsibility or accountability for one's actions," according to Merriam Webster.com (<https://merriam-webster.com/dictionary/accountability>). Law enforcement agencies need to establish a culture of transparency and accountability to build public trust and legitimacy. According to the stated policy, the police departments must ensure that decision-making is understood (Presidents Task Force on 21st Century Policing, Final Report, 2015 https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf). Accountability can exist on multiple levels: at the institutional level, agency level, and individual level. Agency level accountability refers to how the agency performs with controlling crime and providing services to the public. In contrast, personal responsibility looks to respective police officers' conduct and determines whether that conduct is respectful and lawful in community members' treatment.

Transparency is the most crucial aspect of accountability for all government areas, but especially for law enforcement. It is one of the four pillars of procedural justice defined in The President's Task Force on 21st Century Policing, and therefore critical to ensure accountability on all levels. Without a clear picture of policies, procedures, and activity, we cannot meaningfully evaluate law enforcement agencies' performance and risk losing public confidence (NYS PRRC, pg. 71). Transparency includes a full range of access, from police personnel records to citizen complaints and outcomes. Data collection can help evaluate if policing practices are effective, ensure compliance with the Law, and identify potential biases and disparities. This data has been critical in determining disparate and biased policing of minorities. Although the Division of

Criminal Justice Services (DCJS) website

(<https://www.criminaljustice.ny.gov/crimnet/ojsa/stats.htm>) reports data for all 62 counties throughout the state, the DCJS website data appears to be mostly annuals and lags behind. DCJS does provide monthly reports to each department, and these reports should be made publicly available in the name of transparency. It is important to note that the data collected by DCJS is based upon arrests and summonses given by law enforcement. The data does not include data (from all 62 counties and their numerous policing agencies) of the interactions between the public and law enforcement that do not lead to formal charges or arrests.

The LASW recommends that all law enforcement agencies should collect and post the following:

A. Data Points & Numbers

- The police must keep data on all incidents regarding shootings by officers, firearm discharges, civilian injuries, officers' stops, searches, and arrests.
- Data collection of all vehicle stops and street encounters, keeping statistics of race, age, and the result of the interaction, whether it be the issuance of tickets, charges, or no action taken.
- Age, race, and gender of any person providing consent for a search.
- Age, race, and gender of any persons arrested for obstructing governmental administration, resisting arrest, and disorderly conduct.

- Age, race, and gender of any persons with use of force as defined by the parameters in the FBI's National Use-of-Force Data Collection survey.

(<https://www.fbi.gov/services/cjis/ucr/use-of-force>.)

These data points and numbers should be published every quarter, with an annual report provided three (3) months before the municipality's budget submission deadline.

B. Accountability, Public Information, and Cooperation with the Prosecutors' Offices

Record Keeping:

LASW recommends that either the chief of police or commissioner be responsible for maintaining and providing both the prosecution and defense counsel, specific personnel records as required by Criminal Procedure Law 245.20(1)(k).¹ When a prosecutor relies solely on the individual police officer's opinion, the prosecutor can be found to have violated his obligations to the Constitution to provide material favorable to the defense. (see http://nycourts.gov/reporter/3dseries/2020/2020_08114.htm.) There must be a responsible custodian of the personnel information to retain and then disclose to the prosecutor. To promote transparency and restore public confidence, the New York State Legislature and Governor Cuomo have taken crucial steps forward by enacting legislation that holds police accountable for their actions.

¹ The Office of Court Innovation released a twelve-page overview of the New York State Discovery Law effective 1/1/2020. The law calls for a free flow of information between the police and the prosecutor. It also directs open and automatic discovery. (See, https://www.courtinnovation.org/sites/default/files/media/document/2019/Discovery-NYS_Full.pdf).

On June 14, 2020, New York State enacted New Yorker's Right to Monitor Act – (S.3253-A/A.1360), affirming an individual's right to record law enforcement activity and maintain custody of that recording and any instruments used to make the recording. This legislation provides a tool to increase transparency, holds police officers accountable for their actions, and renews community trust and confidence in our policing systems.

In June 2020, New York lawmakers voted to repeal Section 50-a of the State's Civil Rights Law. A provision used to keep police disciplinary records confidential, Section 50-a created an insurmountable barrier for the public to access law enforcement records of misconduct. Also, New York was only one of two states that specifically made records of police misconduct confidential. The repeal of 50-a increases transparency by allowing the disclosure of personnel records involving severe misconduct or criminality and builds trust between law enforcement and the communities they serve.

C. Disclosure of Information

The LASW recommends that local Police Departments place their General Orders, information regarding Former Civil Rights Law 50-a materials, and the Right to Monitor Act publicly on their Website. General orders can be retrieved via the Freedom of Information Law (FOIL) in their entirety, and therefore there is no real argument against posting them. General Orders posted should include but not be limited to:

- Use of Force General Orders or policy
- Duty to Intervene General Orders or policy
- Stop & Frisk policy

The LASW further recommends that, to the extent possible, local municipalities and law enforcement agencies should be encouraged to publicly post all records subject to disclosure under the new FOIL laws, including disciplinary records. All police training, including the training dates, numbers of officers who attended the training, and who conducted the training, should be easily found on the department website.

Police Departments should transform and update their digital presence to assist people who have been adversely affected and need rapid access to current police information and procedures. Members of the public should have the ability to bring matters of concern to a law enforcement agency by electronic means other than telephone and eliminate the need for those who feel discomfort in walking into a police station to file a complaint. The need to digitize and place police manuals, documents subject to FOIL, police rosters, and the units, for example, are critical both for transparency and accountability. The Greenburgh Police Department offers online explanations of its different divisions, what they do, and easy access to officers in each unit.

D. Body Worn Cameras

Another significant trend in law enforcement digitization includes equipment that records and videos information, such as video surveillance cameras, microphone systems, and body-worn cameras (BWCs). Governor Cuomo recently signed legislation requiring NYS Police Officers to use BWCs while on patrol (<https://governor.ny.gov/news/governor-cuomo-signs-legislation-requiring-new-york-state-police-officers-wear-body-cameras-and>). BWC usage across the country has increased significantly in the past few years. On a local level in Westchester County, 34 percent of police departments in Westchester County use BWCs, according to New

Castle Police Chief James D. Carroll. BWCs promote accountability, transparency, and public trust, thereby enhancing community relations. They can improve both citizen and officer conduct, help assess complaints about officer misconduct and allow police departments to monitor their officers' work, both for training purposes and personnel review. While recognizing that BWCs present another set of issues for agencies, namely: financial investments needed for hardware, software, and training; the task of adequately managing, storing, and providing discovery of video recordings; and privacy rights of those being recorded and those wearing the camera, BWCs are still a necessity as a monitoring mechanism for accountability.

It should be noted that Westchester County (hereinafter referred to as W.C.) has addressed the expense of maintaining large digital databases. To reduce costs and ensure countywide promulgation of these resources, W.C. suggests that Westchester County Public Safety (WCPS) establish a BWC database that other municipalities can utilize, allowing all participants to save costs through shared service.

The LASW recommends that all police officers have BWCs and car video cameras required when interacting with the public. Police departments must adopt guidelines preserving all body camera footage for a minimum of one year and allow for the release of unredacted body camera footage. If valid reasons exist for not releasing a particular video, the department can review its automatic release.

E. External Accountability

Civilian Complaints and Oversight

Civilian oversight of law enforcement is vital to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight to meet its

needs. (President's Task Force on 21st Century Policing, Final Report, 2015, pg.26, https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf). Police accountability suffers when a member of the public forgoes filing a misconduct complaint because the process is cumbersome, does not believe the complaint will be taken seriously or fears retaliation. Both civilian and administrative complaints must be thoroughly and expeditiously investigated. A civilian complaint review board (CCRB) concept is simple: civilians should also have the power to analyze and determine if there is wrongdoing. The hope is that if civilians are involved in the investigatory process, it will be fairer and more effective than if the police are required to police themselves. (Joel Miller, Civilian Oversight and policing: Lessons from the literature-VERA INST. Just 2 (May 5-8, 2002 <https://www.vera.org/publications/civilian-oversight-of-policing-lessons-from-the-literature>)

Review boards must be independent agencies and structured to include investigative powers, including subpoena powers. A full complement of investigatory powers allows a CCRB to compel witnesses to testify and produce documents during investigations. Without these critical tools, boards have no "real teeth" for combatting police obstruction, police misconduct, or other policing issues. (For Civilian Boards to Work, They Must Avoid Past Mistakes ACLU-CT September 10, 2020). Members should be trained in policing and trauma, and the oversight board should represent the community it serves. Members should not include police officers or any current employees of law enforcement agencies.

Building a vibrant review board is no easy task. Civilian review structures vary significantly from jurisdiction to jurisdiction. Most civilian review structures fall within some form of four types of civilian oversight systems:

1) Citizens investigate allegations of police misconduct and recommend findings to the chief or sheriff,

2) Police officers investigate allegations and develop findings; citizens review and recommend that the chief or sheriff approve or reject findings,

3) Complainants may appeal findings established by the police or sheriff's department to citizens, who review them or recommend their results to the chief or sheriff,

4) An independent auditor investigates how the police department accepts and investigates the complaint and reports on the process's thoroughness and fairness to the department and public.

Municipalities must assess which model is best suited for them and then establish their autonomous civilian oversight board to review civilian complaints. Permitting independent police oversight to investigate alleged misconduct enhances public perception of police accountability and the municipality's commitment to reform. Municipalities can find local and national resources to guide their efforts to establish civilian oversight of their police department. The National Association for Civilian Oversight of Law Enforcement {(NACOLE) https://www.nacole.org/police_oversight_jurisdiction_usa)} is a non-profit organization that works to enhance accountability and transparency in policing and build community trust through civilian oversight. The City of Albany successfully created a civilian review board twenty years ago. (See, <https://www.albanycprb.org>)

While many larger cities have some form of civilian review, this may not be a feasible option for smaller municipalities as resources and staffing are limited. One option is to consider

joining an authorized countywide Civilian Review Board model (yet to be created in Westchester County) where collective countywide standards review civilian complaints. W.C. proposes, in its letter of recommendation to the WCDPS, that the County should pass laws to create an Office of Police Accountability (OPA) to investigate allegations of misconduct by WCDPS officers. It would operate independently of all branches of county government (although publicly funded). It would allow public and law enforcement members to make anonymous complaints, have subpoena power, and protect complainants and witnesses from retaliation. Further, it would enable shared service agreements whereby OPA would have the capacity for other W.C. municipalities to opt-in, allowing its processes to serve their community and making this a viable option for those municipalities with limited resources and staffing. The hiring authority would determine punishment, and as such, the OPA can only make recommendations on the issue of punishment; discipline would still rest with the hiring authority.

Police departments should set forth written findings to promote transparency, explaining any of its determinations regarding outcomes and punishment. Disclosing the result of investigations to complainants not only increases transparency but can increase confidence in law enforcement. Police departments should publish all complaints received on the Police / Town website.

F. Filing Complaints

Accountability requires knowledge and citizen feedback. In efforts to encourage the filing of complaints, the 2019 report New Era of Public Safety (Leadership Conference on Civil and Human Rights, 2019. New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf)

recommends that departments make a claim filing easy and accessible and simplify the process of filing a complaint. Some considerations include language and disability access; having various formats for filing, including by electronic mail, in person, telephonically, by facsimile, or in writing; and providing the civilian complaint forms to the requesting party in the manner they are requested, e.g., regular mail, e-mail, facsimile, etc. Obtaining the necessary documents should not impede filing complaints; further, forms should be made available for download on both the Town and Police Department websites. Complainants should not be required to appear in person at Police Headquarters to sign complaint forms. Complainants must not feel discomfort in reporting. If a complainant's signature must be witnessed, the complainant should have the option of signing the document before a Notary Public or in person at Police Headquarters. The complainant should have the option of submitting the form by certified mail, registered mail, facsimile, or in person. The receiving officer should sign the complaint form and return it to the person who filed the document. This recommendation further relates to Executive Order 2019-1 titled Westchester County Language Access Policy. This policy requires county departments providing direct public services to translate vital documents into the six most common languages spoken by individuals with Limited English Proficiency. It further must provide translation services to individuals for whom English is not their first language.

For further transparency, it is essential that law enforcement agencies seek and listen to feedback from the public regarding the complaint process and further incorporate that feedback into process reform. By doing so, it will improve the complaint review process while at the same time enhance confidence in the system and encourage citizen complaints.

Departments should accept anonymous complaints to assuage the fears of those who may fear retaliation by the police. However, there is an element of decreased reliability with anonymous complaints as they are difficult to investigate since investigators cannot interview complainants or ask follow-up questions. New Era of Safety recommends that departments still review anonymous complaints thoroughly but disclose to the anonymous complainants that anonymity can hinder the review process during intake. (Conference on Civil and Human Rights, 2019. New Era of Public Safety: A Guide to Fair, Safe and Effective Community Policing https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf)

G. Whistleblower Protection

The LASW recommends developing and implementing robust internal policies that bar whistleblower retaliation and otherwise protect whistleblowers. These policies should also ensure that officers understand how to report instances of misconduct safely and should normalize this process. Additionally, these policies should be publicly available and part of the rest of the departmental manual as standard policy and procedure. It is further recommended that municipalities review and address any police contract provisions that complicate and impede the identification and reporting of police misconduct. Whistleblower protection for officers must be codified within departmental policy.

A system for anonymous internal reporting should be considered. Whistleblower protection for police officers that prohibits retaliation against a member who reports or intends to report an alleged police misconduct incident and a violation of Law, department rules, regulations, policies, or procedures is crucial. Police officers must be protected from retaliation,

e.g., firing, layoffs, demotions, denying promotions or overtime, harassment, misuse of discipline, ostracism. The policy should include severe punishments for violators.

Former NYPD Detective Frank Serpico's Op-Ed published in *The Hill* delineates the critical need for whistleblower protection. "Exposing and reforming police misconduct requires more than capturing what happens on a smartphone. Often the only witness to these types of misconduct may be a fellow officer whose testimony against a colleague is the only chance for justice. The rule of Law relies on their protection," wrote Serpico.

IV. TRAINING AND ACCREDITATION

A. Accreditation:

Accreditation is a useful tool that enables an external review of agency policies, procedures, and practices to improve police departments' standards and quality of policing services. All law enforcement agencies should be accredited, and once accredited, they must adhere to the Law Enforcement Accreditation Program (LEAP) standards. (NYS LEAP Standards and Verification Manual, 8th Ed., Revision 8.3, 9/5/19). Accredited agencies must meet minimum standards, be considered "best practices" in the field, and promote a high degree of professionalism and public confidence. (NYS PRRC). Police agencies should seek to have their new officers exceed the minimum requirements and should explore national accreditation—the U.S. Dept. Of Justice Community Relations Service (date not indicated) states that an average would be police officer should receive the following training: Firearms-60 hours, Self-Defense-50 hours, Community Policing including diversity training-11 hours, Basic Strategies-8 hours, Mediation Skill/Conflict Management-8 hours. The amount and time of training potential police officers in basic strategies, community policing, diversity training, de-escalation

techniques, conflict management, and mediation should be increased. The WCDPS provides essential training for officers in Westchester County, and the training curriculum is specified by the DCJS, which offers accreditation for both new officers and in-service training.

The LASW adopts W.C.'s recommendation that law enforcement agencies explore accreditation through CALEA's (The Commission on Accreditation for Law Enforcement Agencies) Advanced Law Enforcement Accreditation Program. This forces departments to reach and maintain higher standards than NYS accreditation alone. Although they may incur training costs and other expenses, it will reduce liability insurance costs and ensure that officers operate at U.S. law enforcement professionals' highest possible standard.

B. Training:

The dominant focus in most police training is the use of force and defense tactics. However, modern policing should avoid "militarization in police training. Instead, departments are encouraged to adopt de-escalation techniques and non-lethal technology, and ban policies based on profiling suspects. (United States Department of Justice (2015). Final Report of the President's Task Force on 21st Century Policing https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf). De-escalation has been proven to be effective in certain circumstances to diffuse an otherwise dangerous and potentially life-threatening situation. Throughout all training models, there needs to be an increased emphasis on using interpersonal skills, a de-emphasis on the use of force, and a move away from the "warrior mentality" to a "guardian mentality." De-escalation tactics, including verbal and non-verbal communication strategies, can slow down evolving situations and possibly reduce an otherwise violent situation. It is tied to the principle that, if possible, an officer should exhaust all

methods available to resolve a situation before using force. (Leadership Conference on Civil and Human Rights (2019) https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf.) That said, departments should consider requiring specialized training programs focused on using force against vulnerable groups, like those with mental health issues. In most police training academies, police recruits receive anywhere between 4 and 12 hours of mental health training. According to a 2015 survey by the Police Executive Research Forum, recruits spend about 58 hours in firearms training. Some examples of types of specialized programs initiated by municipalities include 1) increasing mental health training for officers or establishing dedicated mental health or homeless units within their departments; 2) establishing hybrid procedures that pair police with social workers/mental health professionals for certain calls involving mental health or substance-abuse related matters; 3) establishing procedures which engage mental health professionals first before police assistance is requested (Crisis Assistance Helping Out On The Streets (CAHOOTS). (Mental Health and Policing Reforms, N. Scott Banks, Attorney in Chief, Legal Aid Society of Nassau County). In Portland, OR., a Police Mental Health Collaborative program was created for dealing with individuals experiencing mental health, substance abuse, and homelessness issues. The program includes a full-time behavioral health coordinator and mental health and substance abuse liaison; 100 percent of police officers are mandated to complete Crisis Intervention Training (CIT). Funds for the program are secured from drug forfeiture funds. The City of Denver piloted a program where mental health professionals respond to a mental health call. The Support Team Assisted Response (STAR) program in Denver is a reported success. The Chief of Police supports the program in that it prevents unnecessary arrests, and it allows the police to focus on crime-fighting. (see

<http://denverite.com/2021/02/02>. "In the first six months of health care replacing police officers, no one they encountered was arrested.")

1) Increase the Use of Mental Health Professionals:

The LASW recommends that police departments should employ Social Workers and Emergency Medical Technicians (EMTs). These employees should be deployed to calls regarding claims or allegations of mental health-related incidents. They should also be the first to engage victims of sexual assault or domestic violence allegations that involve serious injuries or the use of weapons. Social workers or other mental health professionals need to be used for any call or arrest involving a person under 18 years.² Creation and implementation of a countywide electronic database for mental health, behavioral and special needs cases are recommended, much like one utilized by the Town of Greenburgh. Communication and information allow police and mental health teams to input relevant information about these kinds of calls to then better handle those calls.

2) Implement Implicit Bias Training:

Law enforcement agencies across the country have begun to train police officers in implicit bias. Implicit bias refers to the attitudes or stereotypes that affect our understanding, actions, and decisions unconsciously. Research shows that implicit bias can profoundly affect interactions between communities of color and law enforcement. Police must understand and appreciate the cultural diversity of the communities they serve; this awareness is an integral

² Recently, police officers in Rochester New York pepper sprayed an 11-year-old black girl. It was wrong of the police to treat anyone the way they treated this child, and it must not be permitted to happen again. <https://www.chicagotribune.com/columns/dahleen-glanton/ct-glanton-girl-police-pepper-spray-20210204-swjsex2vyjb6dab3nyqnv5r6ry-story.html>

component of a professional police force. (US DOJ 2015- Final report on the President's Task Force on 21st Century Policing, pg. 58

https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf). To that end, implicit bias training aims to allow officers to recognize their own human biases and how those biases can affect others' perceptions. This form of training can help law enforcement develop skills that reduce prejudice and become safe and effective police professionals. (Leadership Conference on Civil Rights 2019 https://civilrights.org/wp-content/uploads/Policing_Full_Report.pdf.)

Community-specific implicit bias and cultural competency training must include other vulnerable clients³. Special attention and training should be given to identify those people who are deaf or hard of hearing. Training should be implemented, given annually by an outside source/provider by someone who is not an employee of the agency, and continuously monitored to ensure that both the department and the individual police officers are up to date on the training.

Research suggests that biases, including implicit biases, can affect interactions between communities of color and law enforcement. The LASW recommends implicit bias training and intercultural competency training for ALL law enforcement personnel, including but not limited to police officers, school resource officers, peace officers, sheriffs, and supervisors, regardless of where and when they serve. Community-specific bias and cultural training programs should focus on other minority groups, including Black communities, Orthodox Jewish communities, Muslims, Arab and South Asian communities, and individuals with limited English proficiency.

³ Populations police can encounter include, Non-English speakers, LGBTQ individuals, gender non-conforming individuals, individuals with disabilities, individuals experiencing homelessness, and other members of the public whose culture, appearance, or language may be unfamiliar to the officer who encounters them.

The LASW recommends that the training be a team approach between experts in these topics and law enforcement. Training on implicit bias and intercultural competency should be in tandem with experts in diversity, equity, and inclusion. The LASW recognizes that implicit bias training by itself does not fully address the issues, the implication being that training must be done consistently with internal policies supporting the changes as part of ongoing training.

(<https://apps.npr.org/documents/document.html?id=7203724-The-Impacts-of-Implicit-Bias-Awareness-Training>: Finn Institute for Police Research and Policy, July 2020). DCJS mandates much of the current training curriculum, which the WCDPS then implements. Individual towns and municipalities do not control the curriculum. The municipalities should join with other jurisdictions to lobby the state and County to review and revise training requirements and courses. Lobbying for training changes to de-emphasize the use of force in favor of techniques that embrace social skills and de-escalation work should occur. The mandatory training curriculum should be conducted by outside vendors and be continually updated to reflect the changing needs and duties of a modern police force. Information regarding training should be made publicly available and listed prominently on the law enforcement agency website.

Law enforcement agencies should engage in an ongoing effort to educate officers on the harmful effects of aggressive (militaristic) policing on low-income communities and people of color. One such area of concern is the concept of issuing summons, citations, or making arrests to generate revenue ((Presidents Task Force on 21st Century Policing, Final Report, 2015 pg. 29 https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf). New York has banned formal quotas for issuance of tickets or summonses, stops of individuals suspected of criminal activity, and arrests (N.Y. Labor LAW 215-a (1); Bronstein, N. (2015) Police Management and Quota's: Governance in the CompStat Era, pp. 545, 557-558. Columbia J. of Law and Practice).

Historically, minority communities are targeted to meet such quotas, and the resulting fees can have a crippling effect on those who cannot pay the fine. While informal quotas are more difficult to ferret out, local governments should still further examine if these quotas exist and, if so, eliminate them. Officers must be instructed about how best to interact with the public who reside within the so-called "high crime" neighborhoods to avoid the perception that these neighborhoods are being improperly targeted. Other forms of training should include a policy of banning shooting at moving vehicles or high-speed pursuits, using tasers and other forms of non-lethal weapons, limiting the use of SWAT teams, and eliminating No-Knock warrants.

3) Ban No-Knock Warrants:

The LASW recommends banning the use of No-Knock warrants. While there may be a limited number of situations where police legitimately need a No-Knock warrant, they are more likely to result in escalated reactions that can lead to serious injury or death.

4) Ban the Use of Chokeholds:

As of June 12, 2020, New York has criminalized the use of chokeholds by the police. Signed into Law by Gov. Cuomo, this legislation criminalizes aggravated strangulation where a police officer uses a chokehold and causes serious physical injury or death. (Eric Garner Anti-Chokehold Act, NY Senate Bill S6670B (June 12, 2020)). Other various forms of force not currently banned can also restrict breathing. Use of force against handcuffed individuals increases the risk of injury; positioning someone on their stomach while in restraints restricts breathing. (NYS PRRC page 27).

The New Castle Police Department (NCPD) in Westchester County has adopted the following policy:

Choke holds, Carotid holds, and similar compression of the neck represents potential use of deadly physical force. It shall never be used unless an officer or another person is in imminent danger of death or serious bodily injury. All other reasonable measures to reasonably repel the attack have been exhausted. Chokeholds and Obstruction of Breathing or Blood Circulation, any application of pressure to the throat, windpipe, neck, or blocking the mouth or nose of a person in a manner that may hinder breathing, reduce intake of air or obstruct blood circulation, is prohibited unless deadly physical force is authorized. NCPD Use of Force Policy (accessible from Website):<https://mynewcastle.org/DocumentCenter/View/1224/Use-of-Force-Policy-105-3?bidId=> NCPD Use of Deadly Physical Force Policy (accessible from Website):<https://mynewcastle.org/DocumentCenter/View/1967/Use-of-Deadly-Force-and-Firearms-Policy-105-6> NCPD protocol is consistent with the Municipal Police Training Committee Use Of Force Model Policy (6/2019) and exceeds the Model Policy's requirements.

The LASW takes the position that chokeholds and other forms of restraint that interfere with breathing should be prohibited, and if used, should result in immediate disciplinary proceedings against the officer. Municipalities should support removing the "Knee on the neck or back to subdue a criminal suspect" from any police training and support disciplinary actions for any police officers who use this method once it is banned.

Law enforcement agencies should consider adopting preferences for seeking "least harms" resolutions. (Final Report of the President's Task Force on 21st Century Policing (2015), 4.1.1. pg. 43 https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf). Officers should be

trained to issue summonses, warnings, or citations instead of making warrantless arrests for minor infractions. Police officers often have broad discretion regarding whether specific incidents merit a warrantless arrest or issuing desk appearance tickets or summons. Advocates for police reform argue that this latitude often results in people of color disproportionately entering the criminal justice system, harming these individuals, and contributing to the distrust of the police. (Leadership Conference on Civil and Human Rights (2019) New Era of Public Safety: A Guide to Fair, Safe, and Effective Policing. Pp 82, 105).

V. TRUST - COMMUNITY ENGAGEMENT

Every Police Department must have mechanisms and policies in place to interact with their community. Community engagement is imperative to forming trust between officers and citizens in the neighborhoods they serve. Optimizing encounters between police and community members dramatically increases the opportunity to identify conditions or individuals that challenge community and legal standards. Our communities are evolving and becoming more diverse, from racial to ethnic diversity to diversity in religion, culture, language, gender, sexual orientation, housing status, income, disabilities, and more. We need to value and respect diversity both in the community and in the police force and ensure that officers have the knowledge and skills to be culturally responsive and treat each person with dignity and respect. That said, we must prepare law enforcement personnel (both civilian and uniformed) for consistent, positive community encounters and engagement. Awareness of and appreciation for cultural diversity is an integral component of a professional police force (US DOJ 2015 Final

Report of Presidents' Task Force on 21st Century Policing

https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf.)

The makeup of a police force should, ideally, demographically represent the makeup of the community. President Obama's Task Force on 21st Century Policing recognizes that diverse law enforcement agencies foster trust in the community, which aids in easing community tensions. Fear of interactions with the police, especially with the minority community and youth, is still prevalent.

A. Diversify Hiring Practices:

The LASW recommends that law enforcement agencies assess how they can attract a more diverse workforce by reviewing their current recruitment and hiring strategies. Agencies can draft policy directives reflecting goals on diversity recruitment and create recruitment teams that include community members, educators, and police officers. The collaborative can identify obstacles to hiring and implement strategies to generate more recruits (Greenburgh Anti-Systemic Racism in Law Enforcement Task Force Report January 15, 2020).⁴

B. Invest in Youth Outreach:

Additionally, **the** LASW recommends investing in youth outreach by creating or reinstating police athletic leagues (PALs) to foster positive relationships between law enforcement and community youth. Police officers should engage in activities that are important

⁴ The Civil Service Law dictates who the police department can hire. Many municipalities are advocating with the state to change the law to permit greater hiring flexibility.

to the community and are separate and apart from law enforcement, i.e., partnering on a community project or joining in recreational activities.

C. Eliminate "Bar Out" Policies:

The LASW recommends that municipalities review their arrest policies and consider the following: 1) Eliminate "Bar Out" type policies which ban community members who have been arrested and charged (but not necessarily convicted) with a crime from returning to public housing; 2) Eliminate low-level offense pursuits (i.e., foot and car chases); 3) Implement a No children arrest policy; 4) Eliminate school campus arrests and shoplifting, loitering, trespassing arrests without parents present and; 5) Implement the use of non-lethal technology such as net guns as a possible alternative when dealing with unarmed people.

D. Implement Ambassador Programs:

The LASW adopts specific recommendations made by W.C., as well as suggestions included in a report prepared by the Town of Cortlandt entitled "Public Safety and Policing Improvements" that will further enhance police and community communications:

* Police Departments should consider creating community liaisons to serve as ambassadors to various segments of the population, especially those that have traditionally been considered marginalized; and

* Expand communications between the police department and town using Neighborhood WATCH organizations and consider a Residents Advisory Board to hear issues and complaints from the community and further act as a go-between for neighborhoods and police departments.

E. Implement Youth Courts and Restorative Justice:

It is imperative to have youth positively interact with police and other authority figures. Numerous studies indicate that school children of color are suspended at a much higher rate than white children. Many school districts around the country have agreements with their local police departments to deploy uniformed School Resource Officers (SROs) in their schools. SROs are employed for many reasons; most are intended to increase the safety of schools. That said, an increasing number of organizations argue that police presence in the schools results in more student arrests and unnecessary contact between youth and the police, for what otherwise would be considered truancy or just plain teenage misbehavior. (Fair and Just Prosecution, Blueprint for Police Accountability and Reform: A new vision for justice www.fairandjustprosecution.org). The need for youth to interact positively with the police and other authority figures is critical, so we must examine current policies to ensure that we are providing practical alternatives to arrest and incarceration through constructive intervention. In particular, for students of color, early interactions with the criminal justice system have led to a "school to prison pipeline." This irrefutable phenomenon is the "direct and indirect push out of young people from the school system and into the juvenile justice and criminal justice systems" (Urban Youth Collaborative "Ending the School to Prison Pipeline" <http://www.urbanyouthcollaborative.org/ending-school-to-prison-pipeline/>). Across the country, the overuse of school suspensions, zero-tolerance policies that involve the police in minor incidents, school-based arrests, referrals to juvenile

detention, and incarceration adversely impact our children of color. These punitive discipline practices do not reduce conflict or get to the root of behavior problems and disproportionately impact students of color, students with special needs, and LGBTQ students (Urban Youth Collaborative "Ending the School to Prison Pipeline"

<http://www.urbanyouthcollaborative.org/ending-school-to-prison-pipeline/>).

Youth Court, an alternative program where teens headed for Criminal or Family Court can be instead diverted to a Youth Court, is a community-based justice system staffed by the youth who have been trained to work in a courtroom. In Brooklyn, the Red Hook Youth Court is one of five operating Youth Courts in the metropolitan area; other locations are in Queens, Staten Island, Harlem, Brownsville, and Newark, N.J. Youth Courts operate in partnership with Community Justice Centers (like the one in Red Hook). Many Youth Courts have popped up across the country; the one in Red Hook was the first for both New York City and one of the country's first (<https://popularresistance.org/young-justice-inside-the-red-hook-youth-court/>). Established in 1998, it aimed for empathetic, early intervention from peers rather than authority figures. "Youth Courts train teenagers to handle real-life cases involving their peers, offering a restorative response to misbehavior." (Center for Court Innovation <https://www.courtinnovation.org/programs/youth-court>). The Youth Court handles cases involving kids ages 10-18 who have been cited for low-level offenses such as truancy, vandalism, fare evasion, and assault. Referrals come from schools, police departments, the Department of Probation, Family and Criminal Courts, and the local District Attorney's office. Offering restorative justice, hearings in Red Hook Youth Court simulate a real trial, but instead of prosecution and defense, there is an advocate for the respondent and a community advocate. Participation is voluntary and requires young people to take responsibility for their actions; they

have an opportunity to tell their story and answer questions posed by the jury. Sanctions typically include community service, letters of apology, and skill-building workshops; successful completion of sanctions usually results in a favorable disposition of the case.

"This is the magic of Youth Court: using the peer group to self-correct behavior," says Brett Taylor, who runs the Red Hook Court Training program. A former attorney for the Legal Aid Society, Brett cites that the system is effective because teens in trouble are more likely to listen to other teens, and kids who are part of the youth court are often better positioned to understand young defendants.

(<https://juvenilejusticejourneys.nycitynewsservice.com/alternative-programs/>).

Youth courts also connect respondents to training and after-school programs to avoid further disciplinary actions in their schools and communities. Based on the longevity and success of the Red Hook Youth Court (more than 90% of teens who go through Youth Court complete the recommended programs), along with its mission to deliver rehabilitation versus incarceration for our young people, the LASW supports and recommends school-based Youth Courts run by students and encourages that appropriate cases be referred directly from schools or law enforcement to the Youth Court with no arrests.

The LASW urges school districts to eliminate SRO programs. Our youth need to be protected. If an SRO program continues in the school, a Youth Court run by the school (with no law enforcement involvement) must provide the counterbalance. It will allow cases to be diverted directly to the Youth Court instead of an arrest or filing of formal criminal charges.

F. Implement Diversion Programs

Municipalities can work in tandem with law enforcement and consider diversion programs as an alternative means to incarceration. Diversion programs can be implemented at

various stages in the criminal justice process, and these programs recognize that imprisonment may not be the most appropriate mechanism to address certain conduct. Education, drug, or mental health treatment may be a better alternative for the individual and the community.

VI. CONCLUSION

Our country is facing challenging times. Maintaining public safety is imperative, but communities need to be heard, and police officers need to be supported. Although the conflicts are real and the issues are complicated, we have an opportunity for the police and the community to collaborate, work together, and develop policies that allow law enforcement to safely and effectively perform their duties while restoring relationships and trust with the people they serve. The words of Dr. Martin Luther King Jr. are essential in this process; "Darkness cannot drive out darkness, only light can do that." Accountability is answerability; oversight is governance, and transparency is light. We have an opportunity and obligation to reimagine policing. Every facet of police interaction with civilians should be founded on respect, equity, and empathy.

We all own the future of policing in the 21st century, but we need leadership from all sectors - local government, law enforcement, and the community in every jurisdiction. As we have laid out in this report, we believe that the three T's: Transparency, Training, and Trust combine to take the policing in the towns, villages, and cities of Westchester County, New York from mediocre to prominent in the nationwide review of policing.

Accountability resulting from transparency enhances public trust between citizens and law enforcement officers so that all members of the community treat one another fairly and

justly. Access to information, use and preservation of body camera videos, and ease of filing a complaint all support the idea that the police have nothing to hide and that there is no longer a “blue wall of silence.”

Training that encourages recognizing and utilizing proper tools that minimize the use of force during arrest, utilizing de-escalation techniques, and realizing implicit biases and diversity will help foster positive interactions between officers and the public. Changing the culture of policing requires an emphasis on training officers about how to protect human rights, dignity, and public safety.

Trust is the most difficult to achieve, especially when the public distrusts the very police meant to protect them. It is not easy for any institution to pivot and accept the impact of implicit bias in our institutions. That is why police departments must increase officers' opportunities to interact with the community; community outreach is beneficial for both the police and the public. It allows for a more open and constructive dialogue through non-enforcement-type activities. It is especially crucial in those geographic areas within the community where there is a pervasive negative view of the police.

The LASW respectfully submits the above for consideration for each City, Town, and Village governments and police departments in Westchester County to help achieve the 3 T's, Transparency, Training, and Trust.

ADDENDUM

I have the privilege of leading an office of incredible individuals, including retired police officers. I trust their input and judgment. My trusted colleagues suggest this addendum regarding School Resource Officers (SROs).

SRO programs are valuable for communities when the right people are in place. The SRO officers must be vested in the community and show their interest to the students by their actions. The SROs must attend science fairs, assemblies, student shows, dances, art exhibits, sporting events and other programs at the school. The SRO must be well versed in adolescent brain science, understanding that teenagers engage in suboptimal choice behavior. The SRO assignments must be careful and measured, understanding that not everyone fits the needs of the students. The SROs with the “right stuff” will engender the students' respect and trust.

Clare J. Degnan
Executive Director
The Legal Aid Society of Westchester County

EXISTING PRACTICES AND RECOMMENDATIONS

Throughout Ardsley's Police Reform and Reinvention Collaborative process, the Committee discussed key topics regarding Police Department operations. For each of these topics, this section presents existing conditions followed by the Committee's recommendations.

Community Policing Practices and Programs & Outreach and Communication

Community policing is the job of every police officer in their day-to-day interactions with the public. The Ardsley police department has one officer whose main role is community policing, but all officers have this responsibility. The community policing officer is a liaison officer to various groups in the Village, including the three schools, senior citizens and community organizations.

The Ardsley Police Department is committed to community outreach. To date, the department is involved with the following programs:

- Westchester Youth Police Academy.
- Ardsley Police Explorer Post.
- Westchester County Children's Association.
- Child Passenger Safety Unit.
- Ardsley Police Bicycle Unit.
- Toys for Tots.
- Cops N Coffee.
- Westchester Safe Kids.
- Ardsley Senior Citizen Programs.
- SAYF Coalition Supporting Ardsley Youth and Families.

The Ardsley Police Department's community policing officer serves as the department's liaison to these programs. A more in-depth description of the various programs is available in the Google drive found [here](#).

Recommendations for Community Policing Practices and Programs

1. Enhance and further provide youth programs that involve police officers, such as sporting events, multi-school events, and continuing programs like the ice cream social. To draw interest from high school students, sporting events could include a small basketball or football tournament with police coaching, sponsoring or playing.
2. Maintain police officer attendance at the senior barbecue.
3. Investigate the possibility of a junior police academy troop for Ardsley High School students. Westchester County has a five-week youth police academy internship for high school seniors, which is announced in the high school's criminal justice. Ardsley's Police

Department could expand this program or create something similar to reach a broader group of children.

4. Host more visits to the police station for children, and include visits specially tailored for children with special needs, community groups and special interest groups.
5. Continue to work with the school district to provide more opportunities for interaction with police officers. With the school district, explore and evaluate the possibility of hiring a school resource officer. This position would directly serve the schools, unlike the community policing officer position that is focused on the community as a whole.
6. Provide roundtables for the public with elected officials and police to foster additional personal interaction and conversation. This opportunity would give residents a chance to get to know and understand the roles and responsibilities of the people who work for the Village.
7. Provide additional opportunities for police officers to patrol on foot or on bicycle.
8. Hold additional “Coffee with a Cop” or ‘Soda with a Cop” events for residents and students to allow for greater public interaction.
9. Continue to coordinate activities with other police departments, including but not limited to the Greenburgh Police Department.
10. Provide and enhance opportunities to introduce new residents to the Police Department and Village staff.
11. Encourage police officers to hold an event similar to the Fire Department’s Christmas Eve activity.
12. Give awards to everyday heroes. This could include awards for officers, other staff and community members, including students. Awards could be distributed at an event and/or announced on the Village’s media pages.

Recommendations for Outreach and Communication

1. Continue to actively reach out to students.
2. Provide more frequent communication blasts through the Village website and social media about important issues that may be impacting the Ardsley community.
3. Hold meetings between the police, community groups and school groups to discuss and address issues in the community including, but not limit to, members of the following populations:

- Asian
 - Immigrant (not born in U.S.)
 - LGBTQ
 - Women
 - Black
 - Muslim
 - Jewish
 - Elderly
4. Create a “Chief’s Corner” on the Village’s website that would include, among other things, statistical updates, safety alerts and other items of interest. Each January, the Police Chief can disseminate annual data on departmental activities.
 5. Encourage community members to contact the Police Chief directly with concerns. Evaluate the creation of an anonymous communication platform to provide direct feedback to the Police Department.
 6. Seek feedback from the community, possibly through periodic surveys, regarding the Police Department and other Village services.
 7. Maintain open communication between the Police Department, Village and the school district.
 8. Evaluate whether it would be better to have a community policing officer instead of a School Resource Officer to reach greater segments of the community.

Recruitment: Village Process and Civil Service Requirements

When an opening exists in the department, the Village Manager “calls for a list” of potential candidates determined by Westchester County’s Department of Human Resources. When recruiting, the Village must abide by the civil service rules promulgated by Westchester County. Candidates considered for a police officer position may be hired in one of the following ways.

- 1) Transferred from another police department.
- 2) Selected off of a local resident civil service list.
- 3) Selected off of a County-wide civil service list.

The Village may not hire an individual who is not on the approved “civil service” list. All hires are vetted by the Police Department and ultimately must be approved by the Westchester County Department of Human Resources and the Ardsley Village Board of Trustees. More information regarding Ardsley’s recruitment process is available in this report’s [Appendix C](#).

Recommendations for Recruitment

1. Commit to making every effort to create a Police Department that contains a broad range of diversity, including race, gender, language and cultural background to improve understanding and effectiveness in working with all residents.
2. Advocate at the New York State and County level, to the appropriate people, for changes in the civil service hiring requirements to allow greater opportunities to hire a more diverse workforce, including but not limited to:
 - Allowing municipalities to have the ability to select from the local, County and Spanish-speaking list at the time of recruitment.
 - Incorporating more flexible rules into the hiring process to allow for greater diversity.
 - Eliminating the policy of being restricted to one list until it is exhausted or until it expires in four years.
 - Allowing the municipality to choose between lists as warranted by the community's situation and needs.
 - Discuss permitting a municipality to consider other candidates on the list beyond the top three.
3. Work in partnership with other communities to advocate for changes to civil service laws and regulations to allow more opportunities to hire a more diverse workforce. Changes may include removing the restriction to select candidates from the resident preference list until it is exhausted and allowing a municipality to hire candidates lower on the list after careful consideration of current circumstances and department needs at the time of hire.
4. After considering community needs, consider hiring a Spanish speaking officer.
5. Switch hiring from the current residential list to the County list when possible to get a wider pool of candidates.
6. When a vacancy occurs or is anticipated, the Police Chief should use his police networks to seek qualified women and people of color as transfers from other departments.
7. Evaluate the installation of an additional bathroom and changing area to improve facilities for female officers.
8. If more than one vacancy exists, the Village should consider a cluster hiring to add diversity and ease transition.
9. Review legal implications of all hiring practice changes.

Training: Academy Training, Departmental Training and Village-wide Training

Village-wide staff training includes a Sexual Harassment and Workplace Violence training and will soon include an Implicit Bias training for all employees. (So far, all department heads and elected officials have received this training.) Police and Public Works' personnel must also take a Bloodborne Pathogens and Right-to-Know training. Other training opportunities become available throughout the year that the Police Chief may approve for particular staff. The Academy and department training breakdown is available in the Appendices by clicking [Appendix D](#).

Recommendations for Training

1. Review and maintain training to stay current with community needs.
2. Require all Village and police personnel to receive implicit/anti-bias training annually to become more aware of bias-related issues and to avoid acting on biases. The implicit/anti-bias training should be conducted by, or include, a person of color.
3. Also offer training about responding to people with mental illness or disabilities, specifically with de-escalation training.
4. Implement training that covers interactions with members of various minority communities, including but not limited to LGBTQ, Black, Hispanic, Muslim, Arab, and South Asian residents, immigrants, or non-English speaking groups.
5. Advocate at the New York State and County level to provide funding for mental health support for officers and for training on how to handle mental health issues with the public.
6. Consider the possibility of resuming the County program that provided social workers to the Village when needed.
7. Investigate Mental Health First Aid training that creates awareness and understanding about mental health and substance use challenges and that offers support. Investigate the County grant for this program.
8. Collaborate with other municipalizes to partner and lower costs for all training, including implicit bias training.

Financial Matters

The Village handles Police Department financial matters in the same manner as other Village departments. The department's total budgetary support for the 2020-2021 fiscal year is \$5,125,076, which includes all regular department expenditures, as well as other funding provided for general technology, health benefits, retirement, workers' compensation and debt

service. Detailed current and historical financial data for the Police Department is available in the Appendices by clicking [Appendix E](#).

Recommendations for Financial Support

1. Investigate and consider purchasing body cameras.

Accreditation and Departmental Policies and Procedures

The Police Department began the New York State Accreditation process at the beginning of 2019. Once complete, all department policies will comply with the New York State Department of Criminal Justice accreditation standards. The accreditation process is detailed more thoroughly in this report's [Appendix F](#).

Recommendations for Accreditation and Departmental Policies and Procedures

1. Finalize the accreditation process.
2. Make publicly available on the Village website portions of the accreditation report concerning use of force, de-escalation, and use of surveillance technology.

Discipline and Transparency

The Police Chief informed the Committee that over at least the past ten years, there has not been a single complaint, disciplinary action, censure, suspension, administrative proceeding or indictment against or concerning any Ardsley police officer alleging or involving racial profiling, racial discrimination, excessive use of force, prejudice, bigotry, or inequity. To address any instances in which an individual may have resisted filing a complaint out of fear of possible retaliation, the Police Chief is investigating options for members of the public to report complaints anonymously. It is anticipated that an anonymous reporting mechanism will be available in the new fiscal year that begins June 1.

The disciplinary process is very specific and bound by a variety of laws, regulations and union collective bargaining agreement provisions. It is described in more detail in the Appendices by clicking [Appendix G](#). Police and other Village information, not protected from disclosure, can be requested through the Freedom of Information Law.

Recommendations for Discipline and Transparency

1. Establish a method for submitting complaints anonymously.
2. Advocate at the State level for a method to collect data on all police stops by asking the State to include demographic data on driver's licenses because officers cannot make that determination. Drivers would self-identify when applying for a license. The Statistical and

Transparency Act requires courts to compile and publish racial and other demographic data of all low-level offenses, including misdemeanors and violations, but this requirement does not cover traffic stops that do not result in offenses.

3. Ensure an open line of communication about police issues to ensure they are not just discussed on social media.
4. Consider the establishment of an advisory board outside of the Village and Police Department to investigate complaints.
5. Evaluate the need for a non-police advisory board to investigate complaints against the police and determine its specific role. Consider forming a panel of three to five people to study alternatives to the non-police advisory board and report back to the Village.
6. Advocate at the County level for a Dedicated Citizens' Advisory or Review Board to investigate complaints against law enforcement in Westchester County.

Next Steps

The Village Board of Trustee, Village Manager, and Police Chief will review and implement the various recommendations based on financial & administrative feasibility and will initially report back to the public as to progress in six months.



State of New York

Executive Chamber

No. 203

EXECUTIVE ORDER

NEW YORK STATE POLICE REFORM AND REINVENTION COLLABORATIVE

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

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

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

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

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

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

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

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

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

WHEREAS, black lives matter; and

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

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

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

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

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

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

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

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

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

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

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

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



BY THE GOVERNOR

Secretary to the Governor

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

Village of Ardsley
New York State Police Reform and Reinvention Collaborative
Tuesday, November 10th, 7:00 pm-9:00 pm – Agenda

Join Zoom Meeting

<https://pace.zoom.us/j/98271725570>

Meeting ID: 982 7172 5570

Password: 559494

- 7:00 Welcome (Mayor)**
- 7:10 Community Policing Practices & Programs, Outreach and Communication, Initial Data Information (Police Chief)**
- 7:30 Clarifications on Topics Presented**
- 7:40 Breakout Room Discussions**
- Community Policing Practices & Programs
 - *Questions/Issues*
 - *Opportunity/Ideas*
 - Outreach & Communication
 - *Questions/Issues*
 - *Opportunity/Ideas*
 - Committee's Work
 - Timing
 - Survey ideas
 - Police
 - Data Information & Needs
 - *Questions/Issues*
- 8:50 Reconvene, Next Meeting Details and Adjourn (Meredith)**
- *Meeting 3: November 23, 2020, 7:00 pm-9:00 pm*
 - Responses to questions regarding Meeting 2 Topic
 - Topic Presented: Recruitment and Training: Civil Service, Academy Training, Departmental Training, and Village-wide Training & Financial Support
 - *Meeting 4: December 15, 2020, 7:00 pm-9:00 pm*
 - Responses to questions regarding Meeting 3 Topic

- Topic Presented: Accreditation Process: Use of Force, De-escalation, Transparency, Discipline, Cameras; Duty to Intervene
- Responses to questions regarding topic presented
- Overview of Draft Plan

Village of Ardsley
New York State Police Reform and Reinvention Collaborative
Monday, November 23rd, 7:00 pm-9:00 pm – Agenda

Join Zoom Meeting

<https://pace.zoom.us/j/99757541818>

Meeting ID: 997 5754 1818

Password: 985900

- 7:00 Welcome (Mayor) and Overview of the Reform Plan and Evening Agenda (Meredith)**
- 7:10 Responses from Police Chief on Community Policing Practices & Programs, Outreach and Communication, Initial Data Information**
- 7:20 Questions from the Committee**
- 7:30 Recruitment and Training: Civil Service, Academy Training, Departmental Training, and Village-wide Training & Financial Support Overview (Police Chief)**
- 7:45 Breakout Room Discussions**
- Recruitment
 - *Questions/Issues*
 - *Opportunity/Ideas*
 - Training
 - *Questions/Issues*
 - *Opportunity/Ideas*
 - Financial Support
 - *Questions/Issues*
- 8:30 Reconvene, Next Meeting Details and Adjourn (Meredith)**
- *Meeting 4: December 15, 2020, 7:00 pm-9:00 pm*
 - Responses to questions regarding Meeting 3 Topic
 - Topic Presented: Accreditation Process: Use of Force, De-escalation, Transparency, Discipline, Cameras; Duty to Intervene
 - Responses to questions regarding topic presented
 - Overview of Draft Plan

Village of Ardsley
New York State Police Reform and Reinvention Collaborative
December 15, 7:00 pm-9:00 pm – Agenda

- 7:00** **Welcome, Overview of Evening Agenda, and Survey Update (Meredith)**
- 7:10** **Survey Monkey Outreach Ideas**
- 7:20** **Responses from Police Chief on Community Policing Practices & Programs, Outreach and Communication, Initial Data Information, and Recruitment and Training**
- 7:25** **Further Questions from the Committee on the Above Topics**
- 7:40** **Financial Support Overview and Accreditation Process: Use of Force, De-escalation, Transparency, Discipline, Cameras; Duty to Intervene**
- 8:00** **Discussion**
- Financial
 - *Questions/Issues*
 - *Opportunity/Ideas*
 - Accreditation
 - *Questions/Issues*
 - *Opportunity/Ideas*
 - Discipline and Transparency
 - *Questions/Issues*
- 8:30** **Village Hall Meeting, Next Meeting Details and Adjourn**
- *8:30 – 8:45 pm Village Hall Meeting Ideas*
 - *8:45 – 9:00 Meeting 5: January 6, 2021, 7:00 pm-9:00 pm*
 - Responses to questions regarding Meeting 4 Topic
 - Brainstorming Session

Village of Ardsley
New York State Police Reform and Reinvention Collaborative
January 6, 7:00 pm-9:00 pm – Agenda

- 7:00** **Welcome, Overview of Evening Agenda, and Survey Update (Meredith/Tiffany)**
- 7:10** **Survey Monkey Outreach, if still needed**
- 7:20** **Responses from Police Chief/Meredith on Financial Support Overview and Accreditation Process: Use of Force, De-escalation, Transparency, Discipline, Cameras; Duty to Intervene**
- 7:25** **Further Questions from the Committee on the Above Topics**
- 7:40** **Recommendations and Strategies Brainstorming**
- **Community Policing Practices & Programs**
 - **Outreach and Communication, Initial Data Information**
 - **Recruitment and Training Discussion**
 - **Financial**
 - **Accreditation**
 - **Discipline and Transparency**
- 8:30** **Village Hall Meeting, Next Meeting Details and Adjourn**
- *Village Hall Meeting Ideas*
 - *Meeting 6:*

*Below are notes compiled from the Ardsley Police Reform and Reinvention Collaborative meeting 2 held on November 17, 2020 from 7:00 – 9:00 pm. Twenty one people attended the virtual meeting. The topic for the evening was **Social and Community Engagement Aspects of the Role of the Police**. Police Chief Anthony Piccolino presented on ways in which the department facilitates community engagement programs and initiatives. He also presented on data in reference to arrests. Participants moved to breakout sessions to discuss these initiatives. Facilitators asked participants the share questions that they wanted addressed by the Chief, issues related to these initiatives, and suggestions for next steps/ideas related to the topics.*

Questions and Concerns about Timeline/Committee Process

- Committee needs to come to consensus on themes/areas to consider. There are so many areas of police reform. What are our framing questions? What does “reform” mean in this exercise?
- Framing should include race, gender, age, and residents. How are police developing relationships with each group?
- This committee is examining is there a problem in Ardsley?
- Depending on goals and what we accomplish – we might need more meetings – timeline and process maybe too short. Might need to add meetings
- Timeline for completion and not rush
- I echo point about timeline. I don’t see how we can get to review a draft by Dec. 15 if we are still figuring out the questions.
- Discussion is fruitful and would be great to do as a large group. Note taking can be done in small or large groups
- Need to survey the community to understand their needs and thoughts regarding the police
- Input from the community is a great idea!
- Survey
 - Should it be personal calls?
 - Others recommended online survey
 - Need to make survey reaches minorities
 - Qualitative questions are tough
- I don't know how a survey is done without interpretation bias. The survey should be on line. No disrespect but that is a tall order. I would never answer a survey over the phone
- What about a town hall event?
 - A town hall with the police would be great!
 - Anonymous notepad on a zoom town hall
- Race Committee is doing a Q&A with the community soon
- Subcommittee to work on survey?
 - City of Poughkeepsie example
 - Tarrytown example
 - Steve Glusker volunteered to be part of the committee

Breakout Room Discussions

- Community Outreach & Programs
 - Questions/Issues

- Who has touch points with police? What students become part of the organizations? Is there diversity? What is the outreach method?
- How do people know about programs in Ardsley?
- How and where does advertisement happen for these programs?
- How does community know about these police community programs?
 - I did also want to get back to my question about letting the community know about the community related events. I was unaware of most and know that we did a lot of social media sharing when we partnered for Coffee with A Cop
- How do you plan to expand these programs and include communities of color?
- We need to spread the word around about what the police are doing.
- Cultural differences need to be understood
- Programs are “check the box”, but what does it mean to undue racism
- Coffee with a cop is too prescribed. Need a true sense of connection to happen.
- Need to understand who we should be mindful of in our community. We need to understand who might need support.
- Family/friends don’t want to drive through town, as Ardsley has a reputation. Believe that because they are people of color, they will be stopped.
- I have been stopped by police in Ardsley twice in my first years of moving here
- Concerning to hear that people are being stopped. Haven’t had an issue, but it’s a shame that this has happened/happening
- I was stopped while “white.” I was not given a ticket
- Committee members have been stopped by police.
- First meeting with Chief was with families of color felt they were being targeted and pulled over more frequently.
- What do schools teach kids about the police? How is it addressed in the curriculum?
- Many might not want their kids becoming police officers – schools promote the police force – but demographics/affluence of the community - many might not want their kids as police.
- Young men need men to look up to

Opportunity/Ideas

- Community policing
- Community policing needs to be diverse. Need police to look like the people that they represent, women included.
- There is a difference between programs and community policing – need to understand that
- Police need to be on the street. Talking to kids. Can’t police people in the car. Shake hands and meet people. Meeting people is important. Respect both ways will be developed.
- Understanding teenage boys is important.
- If police can connect to young people, it 1) prevents problems before they happen 2) might understand kids and then be able to assist them in the future
- Have a sports day for middle/high school kids to connect with police – need to not see them as only authoritarian

- How do police hang out with the students? They should hang out in front of wings place – hang out and eat with the kids
- Recent coffee with a cop was a good thing because it was diverse. Young people of color could see people like them. Good to see how friendly the cops are. Do we need it to be so uniform? No, we can certainly try other things too
- Need for more male teachers – there are additional things to review, not just police
- Community policing should be considered and better than the norm
- Conversations are happening about promoting diversity of police force
- Roundtable conversations can help – should consider holding roundtables
- A town hall with the police would be great!
- Knowing is half the battle – conversations are needed to be had – being mindful
- Look at some of the practices in Greenburgh. What is the frequency of their efforts? How do they advertise programs?
- Greenburgh police know the kids. They interact with the kids. They just hang out. Need formal events but also need a relationship established. Create a sense of community and bring “community” into community policing
- Greenburgh is right next door and very diverse. Several Ardsley HS and college graduates are members of Greenburgh and Yonkers police departments.
- Several Ardsley residents are also police officers in Greenburgh
Including a woman
- Once a month we need to dive in – listen to kids – it goes so quickly – lingo changes – keep up with it – can’t be foreign with them.
- Need Zoom calls – have a conversation about being a man – understanding what they are going through
- The police are welcome to come to St Barnabus and work with churches
- Resource officers in schools – survey completed shared feeling of safety and support
- Multicultural Committee, Ardsley Race have been working with police
 - Working on virtual program Q&A with officers
- Programs to create trust with kids and brought in police from other jurisdictions that were African American
- Get out of vehicles
- Fridays cops available when kids go into the Village
- Bike safety and have police teach about it in schools
 - Promoting biking trails and some give aways (helmets)
- Police read stories to kids
- Data Information & Needs
 - *Questions/Issues*
 - How do we use data to get to the place we want to be? Doesn’t have Hispanic category? Only have black versus white.
 - Need to understand who is being arrested – Ardsley residents or not?

- Need to have framing questions of how to go through data - not adequate to get through 30 pages
- Theory versus real life. Real world experience aren't captured in data. Harassment isn't captured in data. What are we really looking at when we look at the information/data?
- Would like a better walk through of the information and data. Not just a presentation. How use? How do they use it in their management structure?
- Can you turn the data into summary information, so I can understand what it means.
 - Data shows number of arrests and what charges were.
 - License plate running system that automatically issues ticket
- Word on the street is not being captured. The stories are not being captured. Driving through town you get stopped. People stopped on 9A
- Want to reiterate the need to a. interpret data so we can understand and b. Understand how data is used in the police dept. It's very difficult for lay public to sort through
- It would help if someone would explain what we are supposed to be looking for. I don't know what questions I am supposed to be asking of the data.
- I just want to pull out from the data what doesn't really impact the scope of the committee, and identify what is working well. Thank you Chief!
- In the data, it would be helpful to summarize the type of policing done. For example, 50% of time is spent on community outreach, 20% on traffic infractions etc.
- Different lens for Ardsley residents and need data about the breakdown
- Of arrests in Ardsley, how many are of people outside of Ardsley?
- Regarding arrests: Wondering why the totals were slightly different from the cover page of arrest data to the monthly statistic reports and then the arrest records found matching criteria doc? What criteria were excluded between them all?
- Noticed some "offsite" arrests (i.e. Yonkers and Valhalla), what is entailed in those?
- Didn't see any arrests from the Heroin/Fentanyl bust on/around 3/1/2019, any reason why?
- Have police have been charged with a crime related to force and any serious incident? Any officers put on administrative leave?
- Issues regarding data on issuance of tickets
- Suspended licenses and registrations are most common issues in Ardsley, so interesting to know percentage of cases are 511 and 512s
 - Not a lot of discretion. NY State law criminalizes a lot behavior and tends to fall on marginalized communities/those without means. If you cannot pay, then you end up suspension and in court. A lot stems from laws passed by NY State.
 - How many involved Ardsley residents or nonresidents?
 - ADA Mirza- any statistics on the unfair impact? – anecdotal
 - Variable fines on level of income?

Parking Lot

- Don't want to hire and that person becomes "that" person. It side steps the issue if we just have token hire. We need a reform in hiring overall. Be mindful around mental health.
- Regarding the budget:

- Who actually contributes to the budgeted salary/"personnel services regular" (i.e. village taxes, state funding, federal funding like the terrorism fund)? What percent of the budget is derived from each of those contributors?
- How many hours does it take for an officer to log an arrest? And does any of that time contribute to the overtime budget?
- What is the criteria for purchasing another/new police vehicle? And how often are cars purchased?
- Where do cars get repaired?
- What kind of training is included in the "professional training" and where is that training obtained (onsite/virtual/off site)?
- What are examples of "contract services"?
- What are examples of "gov traffic safety"?
- What are examples of "overtime DWI"?
- How often do officers get new uniforms?
- Noticed seemingly significant increased in the following areas, can we understand why:
 - Personnel Services Regular - \$54,147
 - Personnel Services Overtime - \$25,000
 - Out of Title - \$1,000 (relative the number, it increased by just about a 1/3 of the initial budget)
 - Overtime DWI - \$8,400
 - Special Events - \$9,000
 - Swat Overtime - \$8,000
 - Child Safety Grant - \$6,500
 - Gov Traffic Safety - \$ 7,400
- How often are officers required to go to the gun range?
- How many officers or required/mandated to be on per shift? What are the ranks?

Monday, November 23rd, 7:00 pm-9:00 pm – Notes

Open Discussion: Clarifications on Topics Presented

- Recruitment/Staffing

- Questions/Issues

- With the exams has there ever been a thought process of revisiting this? Not a lot of people with color or even woman and civil service piece is a barrier. Is there any rumblings about relooking at the process? Police force should have some woman and that should be accomplished so it reflects society in general and should be diverse like our society.

The whole Civil Service process is frustrating. Also, we have limited facilities for a female officer, which makes hiring a female more challenging, however, we can make adjustments to provide for this opportunity. We are looking for a more diverse department. There is a Spanish speaking list, a resident preference list and a county-wide list available through Civil Service. We are bound by the “rule of 3” which says: “If three or more candidates are willing to accept (binding list), interviews are then arranged and selection must be made from among the three top ranked candidates. If the position is to be filled, the appointing authority is legally bound to appoint one of these candidates.” The rule leaves us generally with very little hiring flexibility. If we use the resident preference list, we end up with a shorter list and presumably get candidates with a greater knowledge of the Village. If we use the County-wide list, we get a larger pool of candidates, but not all would have knowledge of the Village. If we use the Spanish speaking list, we might get a mix of candidates with varying degrees of knowledge of the Village. We are also permitted to hire a transfer from another community. This individual would come already trained with a certain level of experience, but that training and experience may or may not be a good fit for Ardsley. We would, however, save on the costs of training, but have some additional salary costs because the transfer would come in on a higher step.

- Hiring a female would be more challenging due to our current facilities. What does not mean?

There is only one locker room, which is currently used by the male officers. There is a second bathroom with a locker in it that is intended to be used by female officer(s). The requirements regarding restroom facilities for female prisoners recently changed which required us to utilize this second restroom for female prisoners. If we had a female officer, we would need to change our procedures and escort the female prisoner upstairs to the restroom near the court. This is something we can do, but just requires a different procedure.

- Everyone agrees we should have a more diverse police force. Does the County list have more diversity than the Village resident list?

Yes. There are typically many more candidates than on the resident preference list.

- How often is the department involved in having auxiliary support services? Could be on a voluntary basis.

We’ve had auxiliary police in the past but due to liability issues it was discontinued.

- Why did Hispanic officer transfer out of the Village?
He transferred to the Town of Poughkeepsie to work with his friends.
- How many complaints of profiling, excessive force, charged with misdemeanor/felony, etc.? Any officers placed on administrative leave? So we can wrap our arms around whether there is a problem. (On agenda for next time)
I have no complaints of excessive force. I do not have any officers who have been convicted of any crimes. Unlike most professions, police officers are expected to conduct themselves in a professional manner both on and off duty. In the past officers have been placed on administrative leave, however, it was for off duty conduct, which was under investigation.

○ Opportunity/Ideas

- Need to change to hiring system to have force be reflective of the community.
- Not sure how rules are interpreted in Ardsley, but have to start with highest score, but if person is not appropriate then can move down for State agencies. Can we explore the rules more to be sure it is not possible to move down the list?
- Troubled by notion to accept someone with lower score in the interest of diversity.
- Sometimes someone with higher score is not a better candidate. It is only one indicator and need to be able to have a more holistic review. 90 or 100 score does not mean more qualified for a position.
- We want best of the best able to do the job in our community and make sure they are well adjusted for the Village. The score just shows disciplined for the exam. We want to make sure they are a good fit to make the community better.
- Want our police officers to be in conversation when people are bragging about the officers in the Village

Chief suggested searching YouTube for Ardsley PD – for praise of a particular officer saving someone's life.

• Training

○ Questions/Issues

- How can we go beyond training and actually practice what is learned in the training? Sometimes after training, someone tells you how it really works. Continuing training – mandatory training observed in Greenburgh and not well received and not taken seriously by the people receiving it.

I am not sure what is meant by these comments, but I believe we do practice what we train on. There are consequences for officers when it is determined that they have not followed the training.

- How is information learned in training sustained after the training is over? Also, how does that intersect with the accreditation?

We train annually and review all calls for service to identify training deficiencies that may have been involved in particular responses.

- Who did the implicit bias training? How was it done?

The training was done by Dr. Ron Carlee, Assistant Professor, School of Public Service, Old Dominion University. Dr. Carlee is a former City Manager in Charlotte, N.C. and County Manager in Arlington, V.A. and a Fellow in the National Academy of Public Administration

and hold a Doctorate in Public Administration. He conducts workshops for the Center for Excellence in Public Leadership at George Washington University. The training was done through a joint effort with the other villages in the Town of Greenburgh and with Sleepy Hollow. Department heads and elected officials participated in the first round of training and we are working on the logistics of extending it out to all employees.

- *Opportunity/Ideas*

- Need higher ups to support the training by whatever appropriate means and what happens if it is not followed.

Training is always supported. If the training is not followed the officer would have to justify to a superior officer why he diverted from it.

- Agencies can engage with segments of the community that have not had good contact with the police through training (i.e. those with special needs).

I would like further clarification on this question.

- There are impacts of policing on police officers. How are we supporting officers with their mental and physical health? 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.

We make sure if there is a situation that we are providing them with the appropriate care and support, including access to the Village's Employee Assistance Program.

- Financial Support/Budget *Discuss on December 15th*

- *Questions/Issues*

Open Questions about Timeline/Committee Process

- Community outreach:

- Why are we not focusing on something we want to do rather than proceeding through a pre-set curriculum?

Not sure what someone thinks is missing from the discussions, but we can certainly work to address any remaining questions in subsequent meetings.

- Can we break out on community outreach/survey and town hall next time?
- Survey: Samples to send out and please let us know right away if you want to be on sub-committee and then will share final for comment with group. It will be done on survey monkey.

Discuss on December 15th

- Ryan, Steve, Mayor, Matt, and Meredith on subcommittee
- Need to do outreach to get the survey out to the public
 - Everyone on committee is charged with helping to spread the word
 - Timeline: Survey goes out before next meeting?

- Town Hall: Hosted by the Village, get the word out, open dialogue with facilitation, making sure everyone is heard and ability respond to questions, in planning process.

Discuss on December 15th

- Can you share the link to the County program for the committee to review?

- Can we set up google drive where all materials are archived because hard to keep track.
Meredith will work with someone in the office to set that up.
- Zoom link in the email please

Additional questions related to meeting topics:

- Clear policies for documenting use of force followed with appropriate internal reviews. Are these incidents reviewed during performance reviews? Are external sources used to review?
It is currently State law for reporting use of force. The investigation is internal and goes through several levels of review. Where appropriate, the investigation starts with a detective collecting evidence. A Detective Sergeant then reviews it. The findings are forwarded to the Lieutenant and a recommendation is then forwarded to the Chief for resolution.
- Does your department leverage Early Intervention Systems (EIS) to address concerning behavior?
This is done through our community policing program and the school where appropriate.
- Are there clear policies for reporting misconduct amongst police officers? Are they followed?
It is now law and is covered in Accreditation.
- Would it be worth considering an *Annual Community Policing Survey* to Track Level of Trust/Concerns?
I think this would be a good idea. If not yearly, then possibly every 2 years.
- Police departments should consider requiring specialized training programs focused on the use of force against vulnerable groups, including children, individuals with disabilities, people experiencing mental health emergencies, people under the influence of substances, and people who are pregnant.
This training has long been taught in the academy and is now part of annual training.
- Police departments should consider Crisis Intervention Team (CIT) training.
We cover this through de-escalation and mental health training.
- Data Information & Needs
 - Questions/Issues
 - Arrests for non-residents is high for Hispanic and black individuals. Can we read into the data and stories about people avoiding driving through the village?
We are trying to balance the requests for additional enforcement efforts throughout the Village and the desire to be less strict in our dealings with those whom we come in contact.
 - What about arrests v. contact time with police?
There is no way to objectively figure this out.
 - How is category of ethnicity identified? Ask individual? On rap sheet?
 - Steve shared email about the Dashboard to see data
Discuss on December 15th when discuss the budget

Village of Ardsley
New York State Police Reform and Reinvention Collaborative
December 15, 7:00 pm-9:00 pm – Notes
19 people attended

Survey Monkey Outreach Ideas

- *Social Media (what will stop people outside survey from completing survey)*
 - *Question about zip code*
- *What does it do to the moral of the police force? (Chief- just looking for input and not seeing as a negative. Administrative tool.)*
- *People who are interacting with Ardsley community (church or work in Ardsley)*
- *Executive Order does include reach out to greater community*
- *Ryan Schoenfeld*
 - *School can send it out to parents (all parents)*
 - *Need an introductory paragraph for forwarding email*
 - *All High School students – can be sent directly to different grades by graduation year*
- *What are dates for survey? 12/16-1/1*

Financial Support Overview and Accreditation Process: Use of Force, De-escalation, Transparency, Discipline, Cameras; Duty to Intervene (See Materials)

Discussion

- **Staffing**
 - *Questions/Issues*
 - If you do not have female officers, how do you pat frisks/strip searches of woman? Any vulnerability to the Village in having a male officer perform these tasks?
There are many instances where the officer on a call needs assistance from other agencies. Such instances may be the need to search a female. The officer would conduct a cursory search for weapons and then call around and have a female officer respond from another department to perform this task. At the same time our matron would respond and stay with the female through the entire process until the female is either released or transported to the county jail.
 - *Opportunity/Ideas*
 - Install facilities for female officers, so it would be easier to hire a female officer
- **Financial**
 - *Questions/Issues*
 - **Police Overtime:**
 - What is the meaning of sick, vacation, personal leave day, comp time as a reason for overtime hours?

These categories of leave time refer to the reason for the overtime. When officer A is on vacation, sick etc., officer B is needed to cover the shift so “vacation” leave is the cause of that instance of overtime.

- Accreditation

- Questions/Issues

- What does it mean in terms of the police force being accredited? What changes if you are an accredited police force? (Chief: overseen by the state and if ever sued and followed standard it would help)

Accreditation is a set of 110 standards set by the state. These standards are an accepted way of performing a task. Accreditation sets a very high degree of supervision and accountability. A department that has been accredited will be audited every 3-5 years. A NYS inspector typically spends 1 week at the department auditing records and standards. An inspector will randomly call in a patrol officer and ask him/her questions about the standard to be sure that standard is understood and being followed.

- Discipline and Transparency

- Questions/Issues

- Are there any situations where you feel that the police are not really qualified or best person to handle the situation? And if so what do you see as a solution to that?

Crisis intervention teams are used to respond with officers. Social workers could help. Officers are trained to handle situations that involve drug intervention cases. Support services are available from the County and Town and the Village can call on them at any time. Another example would be a serious crime scene or a serious personal injury auto accident. In such cases the County or Town police would supply properly trained officers who are specifically trained to handle such cases.

- Are there individuals where there are issues and nothing happens? Instances where we can up what is done.

We are bound by law and can't go on personal property. Kids run in all directions when police arrive, so we have to be cautious. There are not a lot of house parties in the Village. Every case is different and varies in the degree of seriousness. An officer must have a degree of discretion

- Is there any consideration about whether complaints would be reviewed by an outside agency for transparency purposes?

The process is pretty intense, so that does not seem to be needed. However, if there was a serious charge, we could ask for outside review. To date, we have no complaints of serious enough nature to warrant this.

- What other support might the police need? Is there a way to support police with personnel?

You can always do more with more personnel but we have to balance it with cost and necessity. What officers want is some type of recognition for doing a good job. Most officers are decent hard-working people who take this job to help people. They don't need

to be lumped in with the few who dishonor the badge. Every profession has their bad actors.

- *Opportunity/Ideas*
 - Outsiders do not get same “free pass” as long-time residents and their children.
 - If there are concerns, the more they are voiced directly to Village, the easier it is for them to be addressed.
 - Things are often put out there on Facebook and then blown out of proportion instead of going directly to the police. People should have the ability to submit complaints anonymously because of fear of retaliation. We have to understand and get comfortable confronting that sometimes people act a certain way just because it involves someone of color and we need to change that narrative.
- Our department has always had an open-door policy when it comes to most issues, including complaints. It’s helpful when these complaints are brought directly to a supervisor so we can investigate it. I understand that some people may feel afraid to come forward with complaints or allegations so I am exploring various opportunities where a person can make an anonymous complaint.

Village Hall Meeting, Next Meeting Details and Adjourn

- *Village Hall Meeting Ideas*
 - Ardsley RACE event and how that differs from what is being discussed here?
 - This one includes Greenburg and is broader, so it’s different.
 - Village will do its own
 - Can survey be the basis for the forum to give it some structure and make it useful
 - Let’s survey and then let that direct the Village Hall agenda, even whether there is a need for a meeting
 - Overview of EO, committee, survey results,
 - We will have survey results for January 6th meeting and can plan from there
 - What was decided for race/ethnicity category in survey? Can they check more than one box?
 - Village addressed comments/suggestions provided
 - What is village getting out of these committee meetings? Need to get more information out to community about what police do. Village is more aware of what is out there and the need to push out more information. Community feels that they can have these types of discussion with the Village staff/police. How to do better outreach to the community?

Meeting 5: January 6, 2021, 7:00 pm-9:00 pm

- Responses to questions regarding Meeting 4 Topic
- Brainstorming Session

Village of Ardsley
New York State Police Reform and Reinvention Collaborative
Notes
January 27, 2021 at 7:00 pm
31 Participants

This meeting was recorded and it can be viewed at [here](#).

Welcome (Mayor Nancy Kaboolian)

Executive Order, Process, Committee and Overview Information Shared (Meredith Robson, Village Manager) (See PowerPoint for details)

Police Department Overview (Police Chief Piccolino) (See PowerPoint for details)

Summary of Survey Responses and Analysis (Ryan Schoenfeld, School Superintendent) (See PowerPoint for details)

Facilitated Question & Community Input (Tiffany Zezula and Jessica Bacher, Facilitators)

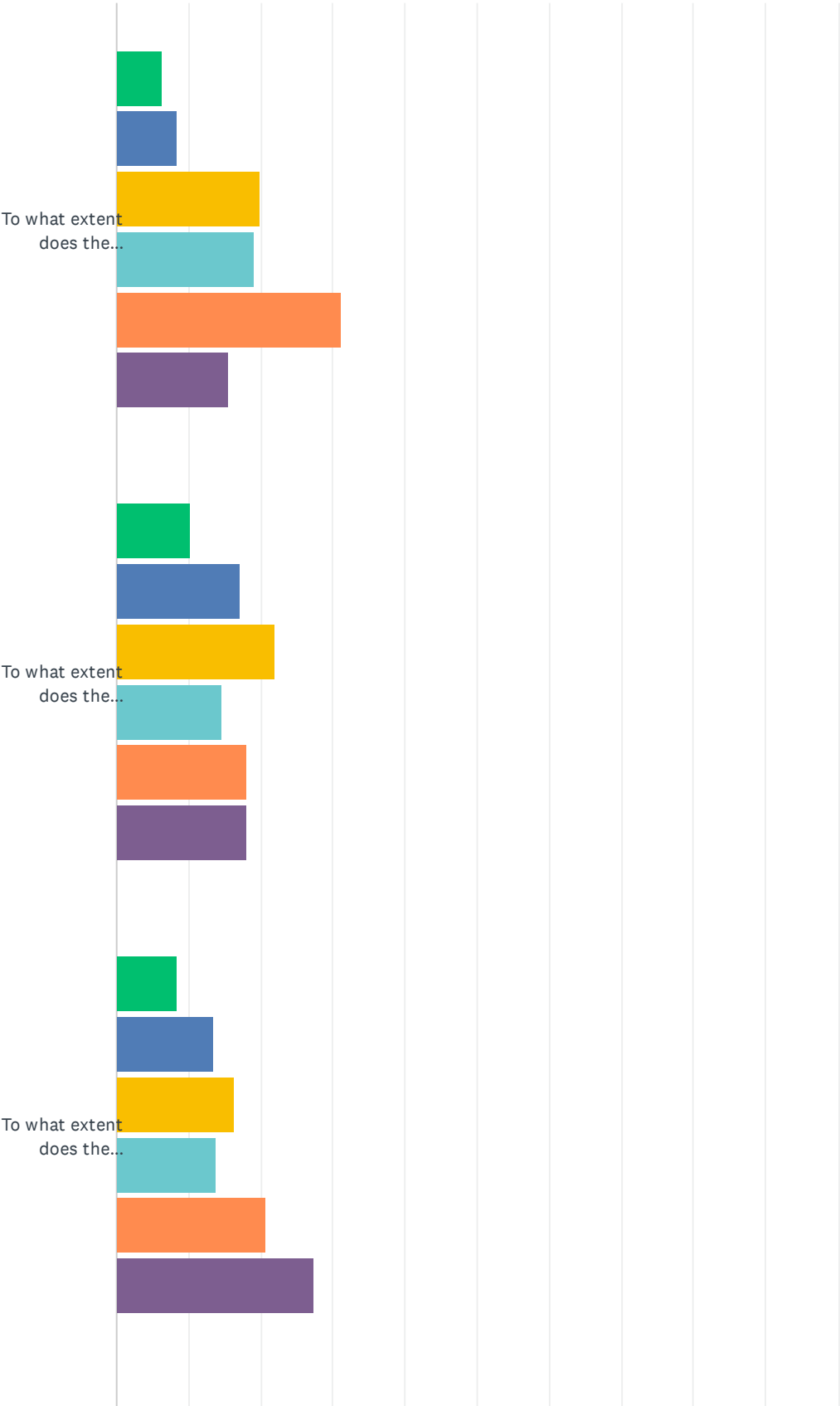
- Will we be addressing written questions?
 - Yes, just asked if we were going to record. Yes, will be posted to website.
- Where will we go from here?
 - Committee will meet again to develop recommendations and report, then will go to board for approval.
 - Chief: better job of communicating with the public about what police do. Diversify the department and are committed to doing that.
- What's next?
 - More future events
 - Community policing officer to increase presence in community, walking around talk to people
 - 1 hour per day they have to get out of car
 - Currently limited by COVID to have personal interaction
 - Working on budget now to increase community policing efforts
 - This is just the beginning of the conversation.
 - Need to let people know the department and what they are doing
 - People need to let police know if they feel something is wrong, so need to have a form of communication
 - Looking for ways for people to make anonymous complaints that go directly to the chief
 - Rollout community information on the same platform
 - Third party provider, so stays anonymous

- Is there a way to try to get an answer to what the experience is like for people of color?
 - **Focus groups or a directed survey.**
 - Three members of committee from Ardsley RACE and Chief regularly speaks to them
 - Sample size for current survey was too small, but did recognize some patterns
 - Process does not end when EO ends, so will continue dialogue
 - Village is becoming more diversified based on data
- Are we **partnering with Greenburgh** and what are they doing?
 - Village partners with them on various task forces. With coffee with a cop, a minority police officer from Greenburgh, Dobbs Ferry and County to participate. Greenburgh Middle School has Village police officer go in. Village youth officer is in contact with them.
 - Village officials committee is a partnership with the other villages and have discussed the process in each community. What can be done with staff is regularly discussed with VOC.
- **Implicit Bias training.** Who went through it?
 - Department Heads and elected officials. Working to get the training to all police officers and employees and possibly all boards and committees, but working on scheduling for everyone.
- Do police deal with situations involving mental health issues? Are there any plans to change that?
 - Yes, in the scope. No plans to change that, but look for needs for more training by reviewing reports.
 - Officers receive training. Officers get people to the hospital to get them further help.
 - Have some facilities in the Village that house people.
 - **De-escalation training** helps with responding to situations
- **Ideas:**
 - Ardsley RACE coffee with cop was a great event, so encourage to continue
 - Chief and force have been amazing presence
 - More interaction with the High Schoolers, so there is better understanding and balance in conversation with youth and police (soda with an officer)
 - When police have been put on detail at school, some parents have expressed concern about having police there
 - Make it more regular for them to see police at the school, so it is not only when something is wrong
 - More familiarity the better
 - Resource officer in schools possible?
 - Sports events with police and youth
 - Activities related to how to become a police officer
 - Internship with high schoolers/ make them honorary cops
 - Trust has to be built
 - High school Social media pages were created because they felt that they were not being heard
 - More Q&A sessions with police and community. Can be done in high school as well.

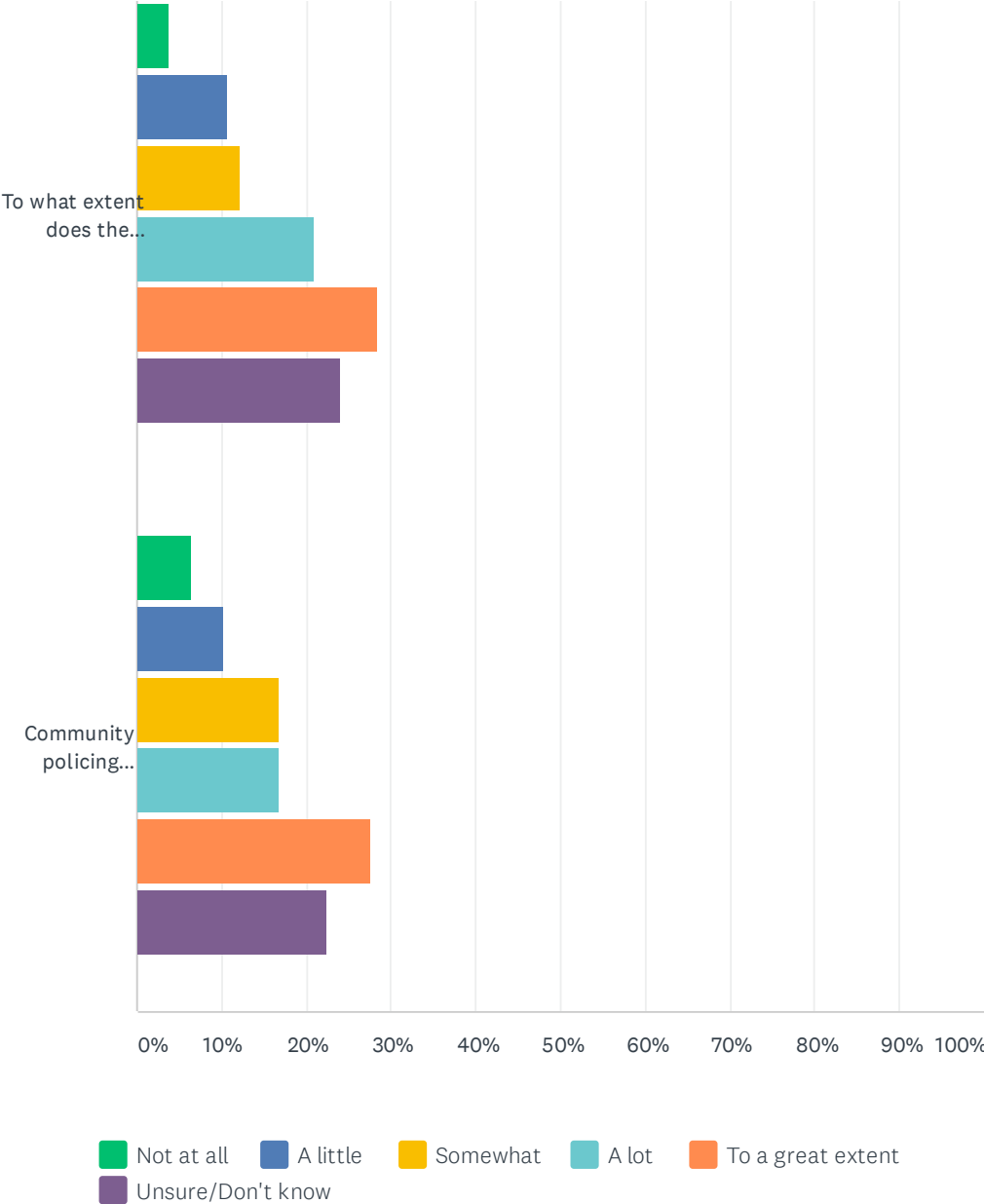
Concluding Remarks (Mayor Kaboolian)

Q1 Community Involvement

Answered: 384 Skipped: 2



Community Survey on Public Safety and Law Enforcement



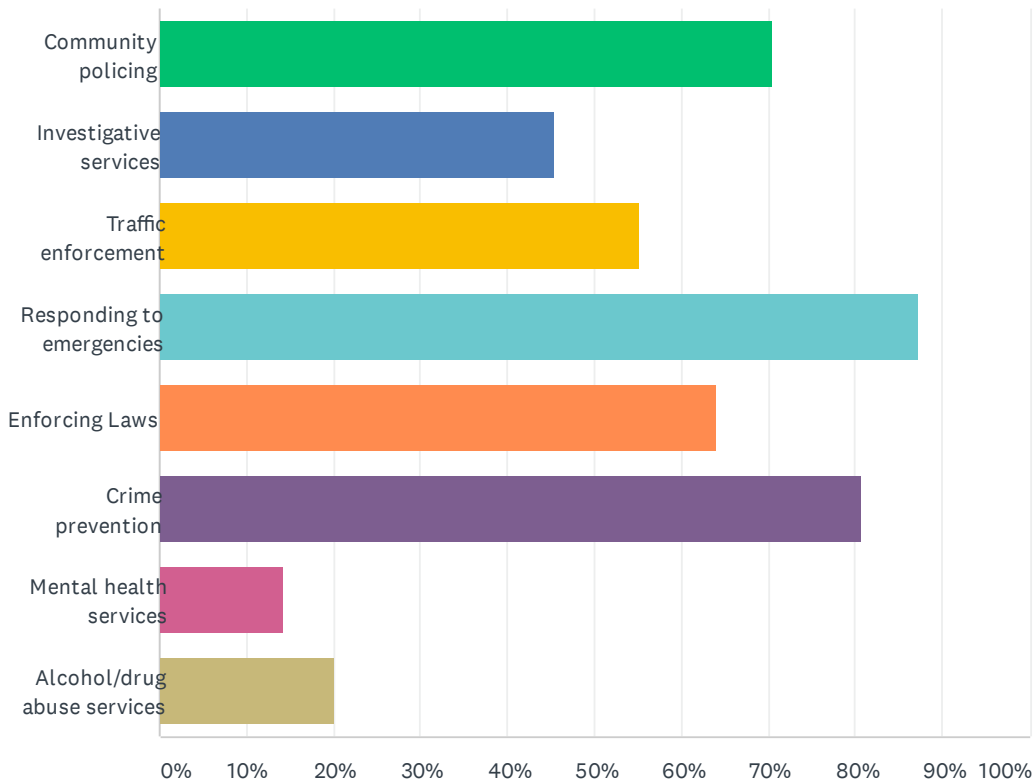
Community Survey on Public Safety and Law Enforcement

	NOT AT ALL	A LITTLE	SOMEWHAT	A LOT	TO A GREAT EXTENT	UNSURE/DON'T KNOW	TOTAL	WEIGHTED AVERAGE
To what extent does the Ardsley Police Department develop relationships with community members (e.g., residents, organizations, and groups)?	6.27% 24	8.36% 32	19.84% 76	19.06% 73	31.07% 119	15.40% 59	383	4.07
To what extent does the Ardsley Police Department regularly communicate with community members (e.g., websites, e-mails, or public meetings)?	10.18% 39	17.23% 66	21.93% 84	14.62% 56	18.02% 69	18.02% 69	383	3.67
To what extent does the Ardsley Police Department make it easy for community members to provide input (e.g., comments, suggestions, and concerns)?	8.38% 32	13.35% 51	16.23% 62	13.87% 53	20.68% 79	27.49% 105	382	4.08
To what extent does the Ardsley Police Department work together with community members to solve local problems?	3.66% 14	10.73% 41	12.04% 46	20.94% 80	28.53% 109	24.08% 92	382	4.32
Community policing involves officers in the Ardsley Police Department working with the community to address the causes of crime in an effort to reduce the problems themselves through a wide range of activities. Based on this definition, to what extent do you think the Ardsley Police Department practices community policing?	6.51% 25	10.16% 39	16.67% 64	16.67% 64	27.60% 106	22.40% 86	384	4.16

Q2 Functions

Please select the principal police department roles that are most important to you. You may choose as many items as you wish:

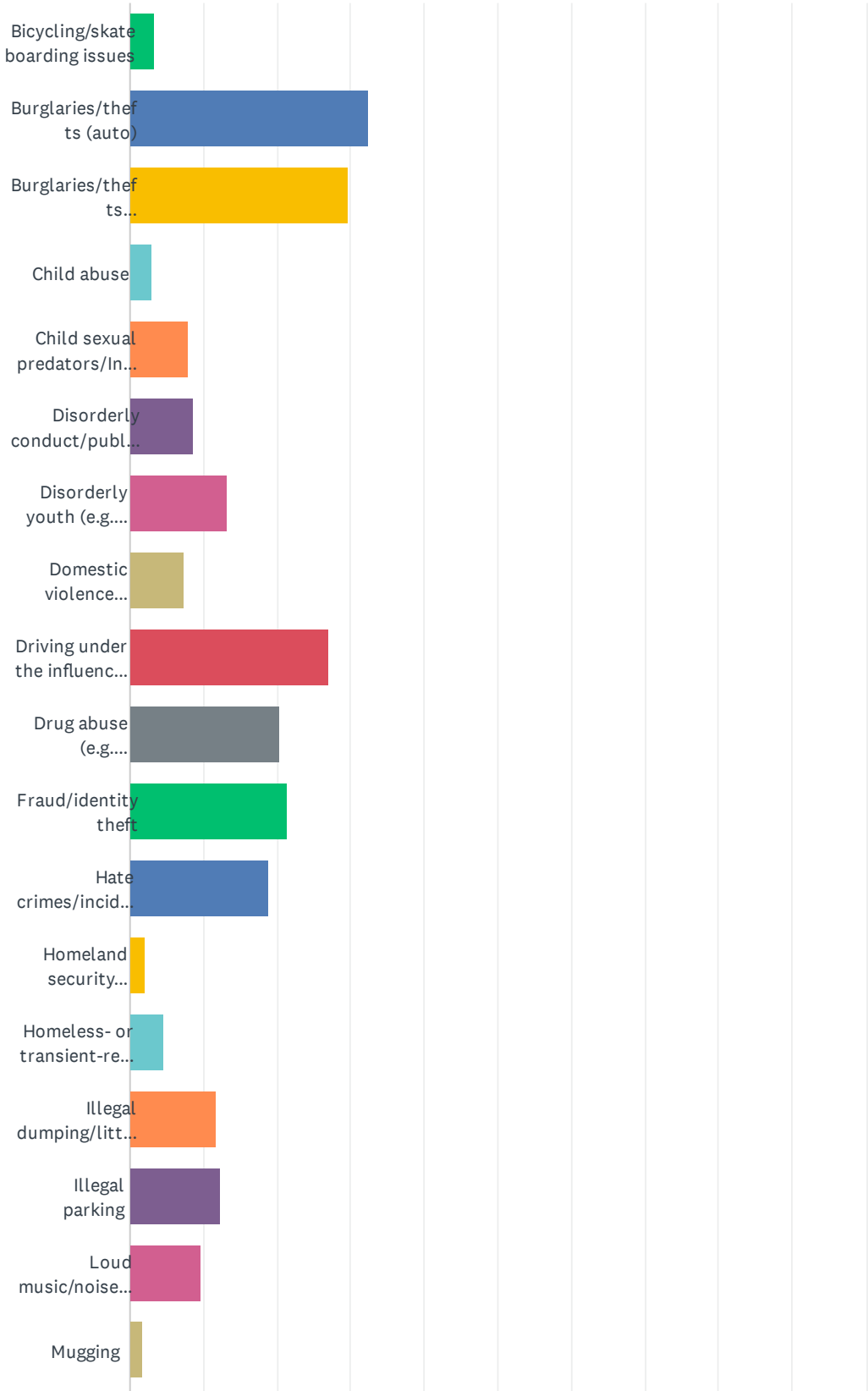
Answered: 384 Skipped: 2



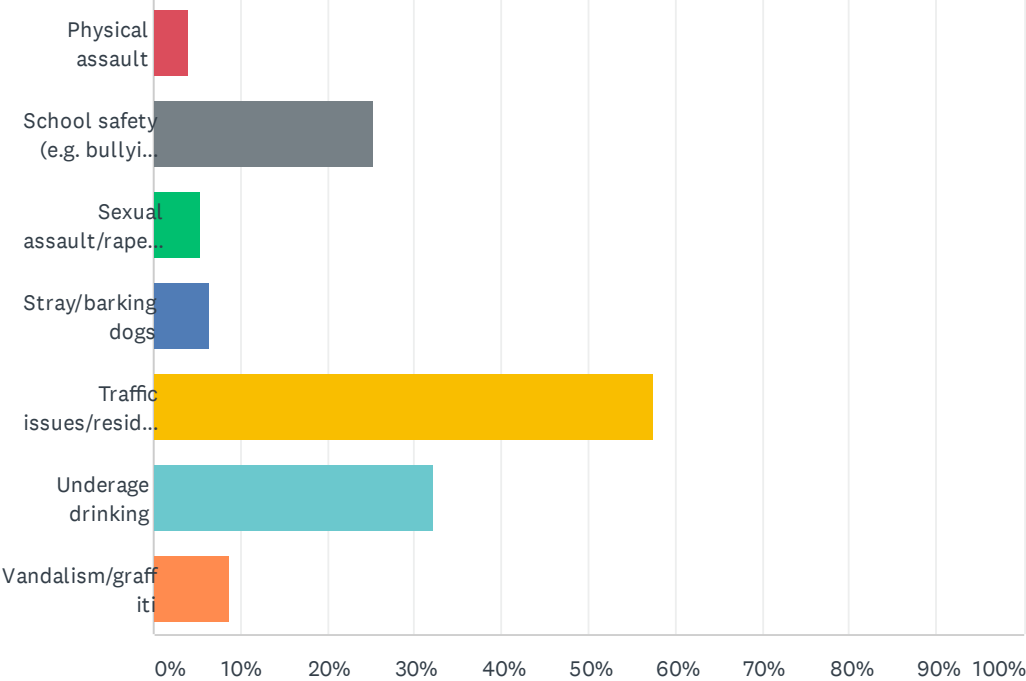
ANSWER CHOICES	RESPONSES	
Community policing	70.57%	271
Investigative services	45.31%	174
Traffic enforcement	55.21%	212
Responding to emergencies	87.24%	335
Enforcing Laws	64.06%	246
Crime prevention	80.73%	310
Mental health services	14.32%	55
Alcohol/drug abuse services	20.05%	77
Total Respondents: 384		

Q3 SafetyPlease select the issues you think are the greatest problems within the Village of Ardsley. You may choose as many items as you wish:

Answered: 351 Skipped: 35



Community Survey on Public Safety and Law Enforcement

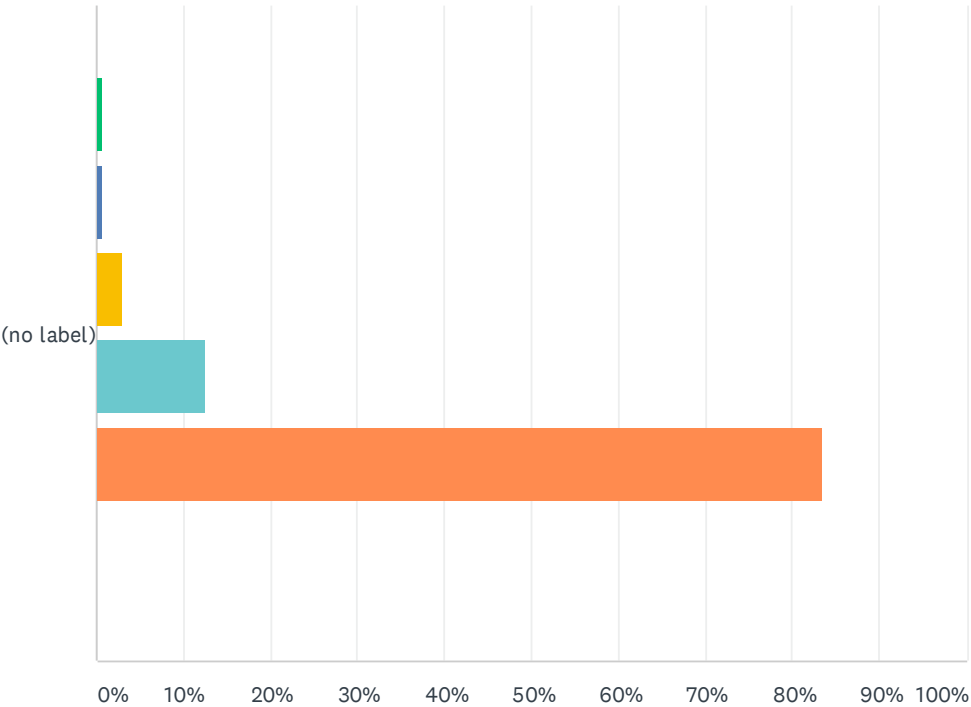


Community Survey on Public Safety and Law Enforcement

ANSWER CHOICES	RESPONSES	
Bicycling/skateboarding issues	3.42%	12
Burglaries/thefts (auto)	32.48%	114
Burglaries/thefts (residential)	29.63%	104
Child abuse	2.85%	10
Child sexual predators/Internet safety	7.98%	28
Disorderly conduct/public intoxication/noise violations	8.55%	30
Disorderly youth (e.g. cruising or gathering)	13.11%	46
Domestic violence (adult)	7.41%	26
Driving under the influence (i.e., alcohol or drugs)	27.07%	95
Drug abuse (e.g. manufacture, sale or use of illegal/prescription drugs)	20.23%	71
Fraud/identity theft	21.37%	75
Hate crimes/incidents	18.80%	66
Homeland security problems	1.99%	7
Homeless- or transient-related problems (panhandling)	4.56%	16
Illegal dumping/littering	11.68%	41
Illegal parking	12.25%	43
Loud music/noise from homes	9.69%	34
Mugging	1.71%	6
Physical assault	3.99%	14
School safety (e.g. bullying, fighting or weapons)	25.36%	89
Sexual assault/rape/and other sex crimes	5.41%	19
Stray/barking dogs	6.55%	23
Traffic issues/residential speeding	57.55%	202
Underage drinking	32.19%	113
Vandalism/graffiti	8.83%	31
Total Respondents: 351		

Q4 To what extent do you feel safe in Ardsley when you are outside alone during the day?

Answered: 382 Skipped: 4

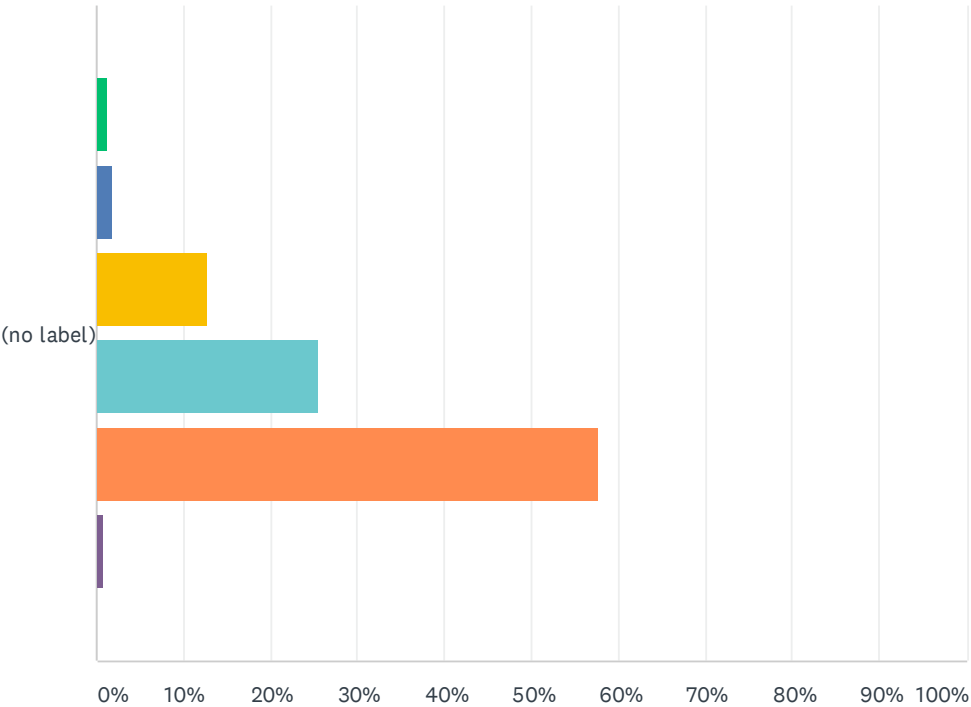


Not at all A little Somewhat A lot To a great extent
Unsure/Don't know

	NOT AT ALL	A LITTLE	SOMEWHAT	A LOT	TO A GREAT EXTENT	UNSURE/DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	0.52% 2	0.52% 2	2.88% 11	12.57% 48	83.51% 319	0.00% 0	382	4.78

Q5 To what extent do you feel safe in Ardsley when you are outside alone at night?

Answered: 379 Skipped: 7

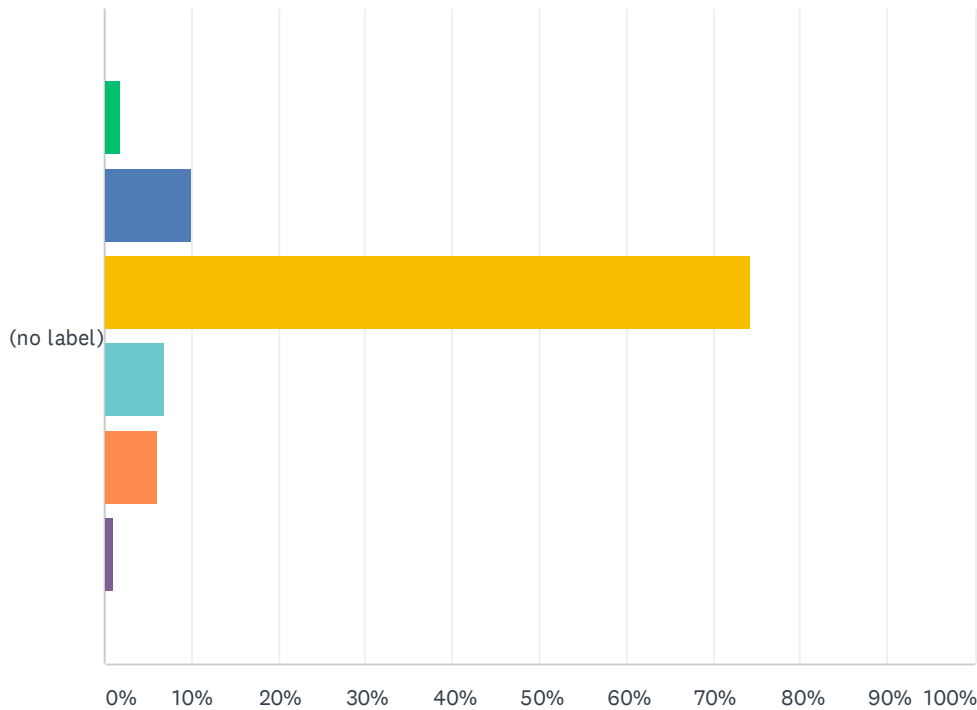


Not at all A little Somewhat A lot To a great extent
Unsure/Don't know

	NOT AT ALL	A LITTLE	SOMEWHAT	A LOT	TO A GREAT EXTENT	UNSURE/DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	1.32% 5	1.85% 7	12.66% 48	25.59% 97	57.78% 219	0.79% 3	379	4.39

Q6 Over the last 12 months, to what extent have your feelings of safety in your community increased, decreased, or stayed the same?

Answered: 380 Skipped: 6

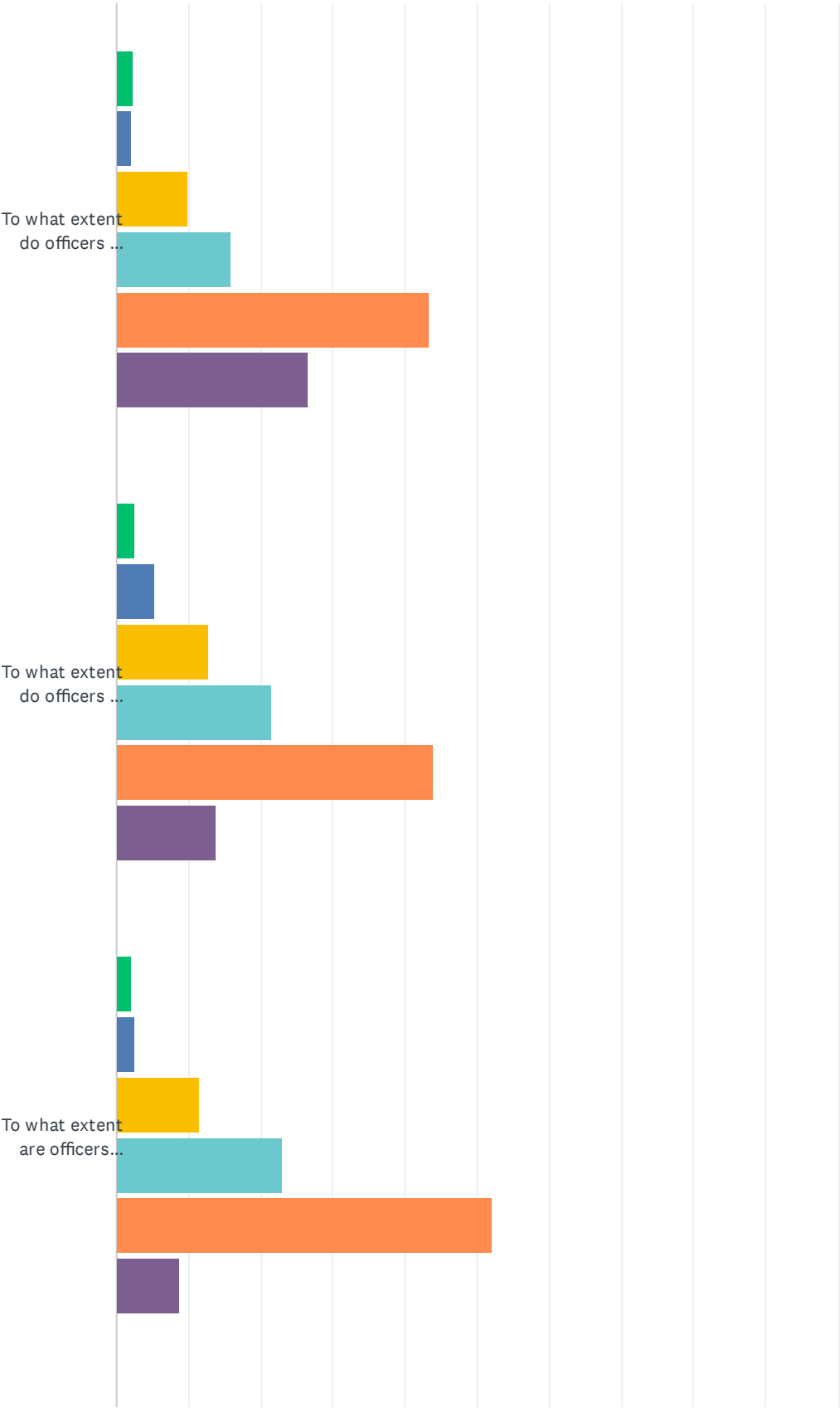


Decreased a lot Decreased some Stayed the same Increased some
Increased a lot Unsure/Don't know

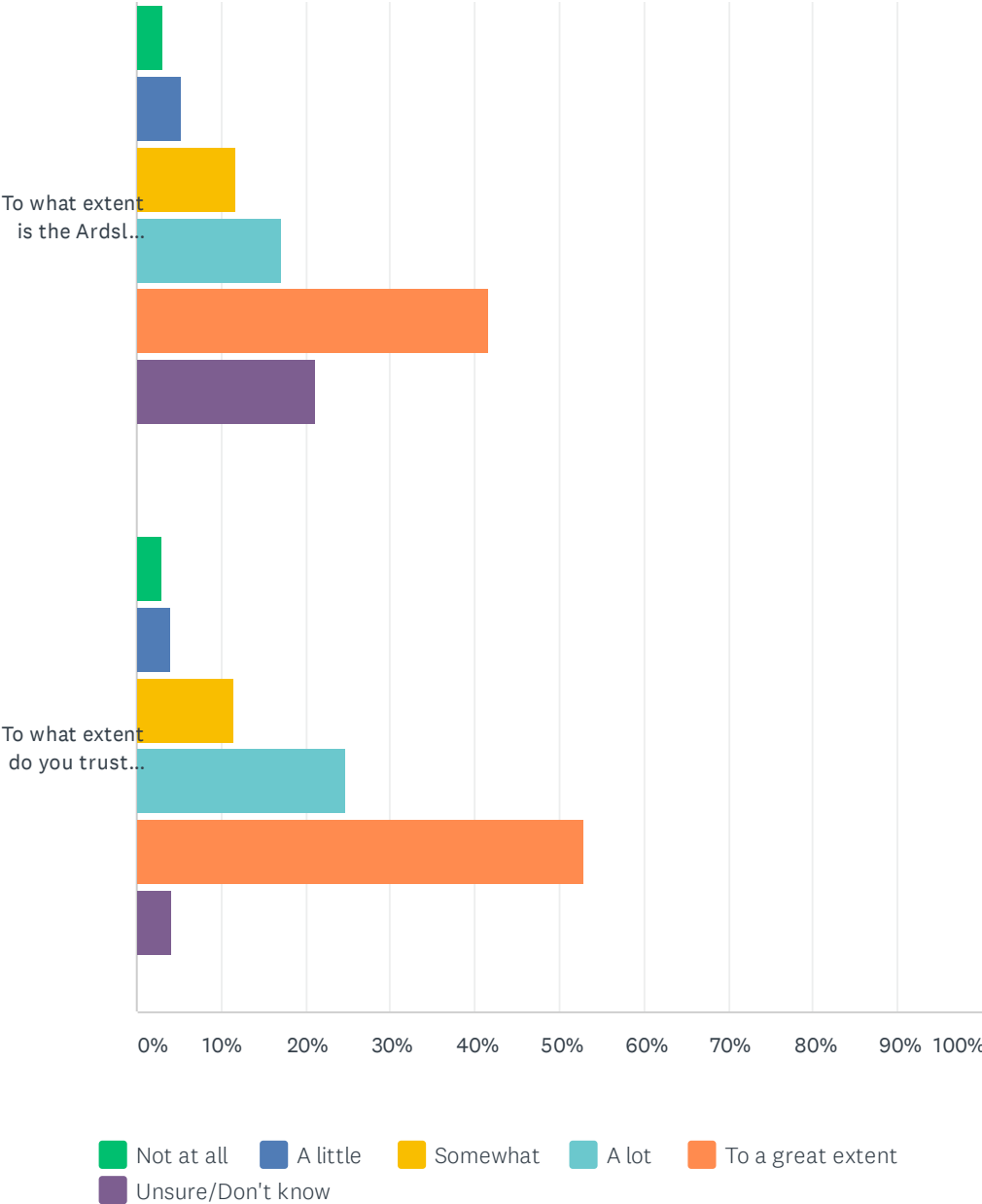
	DECREASED A LOT	DECREASED SOME	STAYED THE SAME	INCREASED SOME	INCREASED A LOT	UNSURE/DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	1.84% 7	10.00% 38	74.21% 282	6.84% 26	6.05% 23	1.05% 4	380	3.08

Q7 Procedural Justice

Answered: 385 Skipped: 1



Community Survey on Public Safety and Law Enforcement

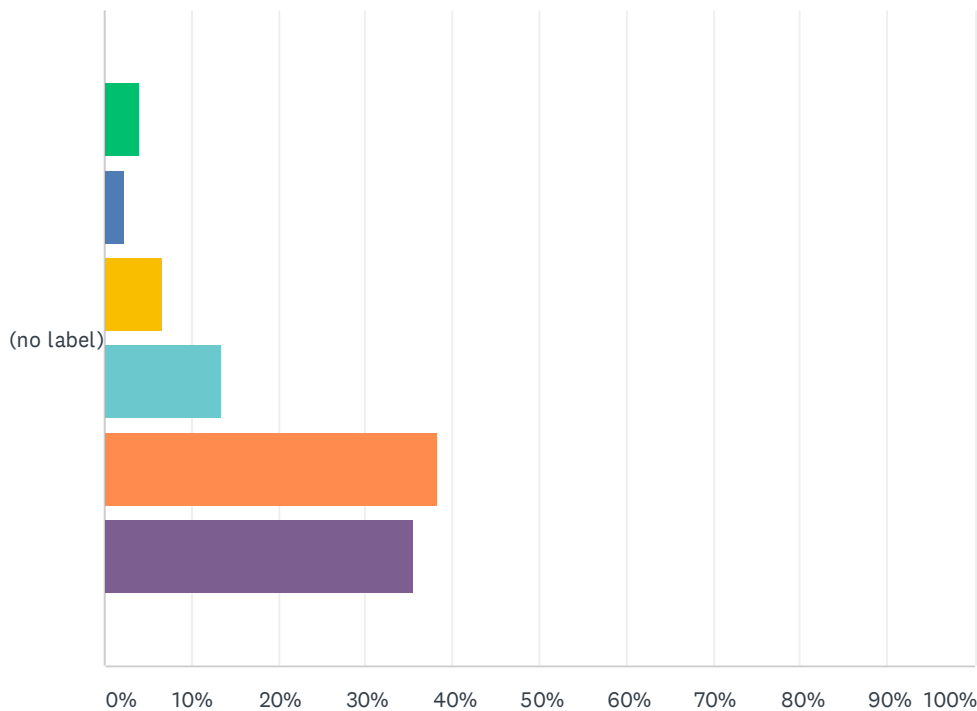


Community Survey on Public Safety and Law Enforcement

	NOT AT ALL	A LITTLE	SOMEWHAT	A LOT	TO A GREAT EXTENT	UNSURE/DON'T KNOW	TOTAL	WEIGHTED AVERAGE
To what extent do officers in the Ardsley Police Department treat people fairly?	2.34% 9	2.08% 8	9.90% 38	15.89% 61	43.23% 166	26.56% 102	384	4.75
To what extent do officers in the Ardsley Police Department show concern for community members?	2.60% 10	5.21% 20	12.76% 49	21.61% 83	44.01% 169	13.80% 53	384	4.41
To what extent are officers in the Ardsley Police Department respectful?	2.08% 8	2.60% 10	11.46% 44	22.92% 88	52.08% 200	8.85% 34	384	4.47
To what extent is the Ardsley Police Department responsive to the concerns of community members?	3.13% 12	5.21% 20	11.72% 45	17.19% 66	41.67% 160	21.09% 81	384	4.52
To what extent do you trust the Ardsley Police Department?	2.86% 11	3.91% 15	11.46% 44	24.74% 95	52.86% 203	4.17% 16	384	4.33

Q8 If you had contact with an officer of the Ardsley Police Department during the last 12 months, to what extent did the officer sufficiently explain his actions and procedures?

Answered: 360 Skipped: 26



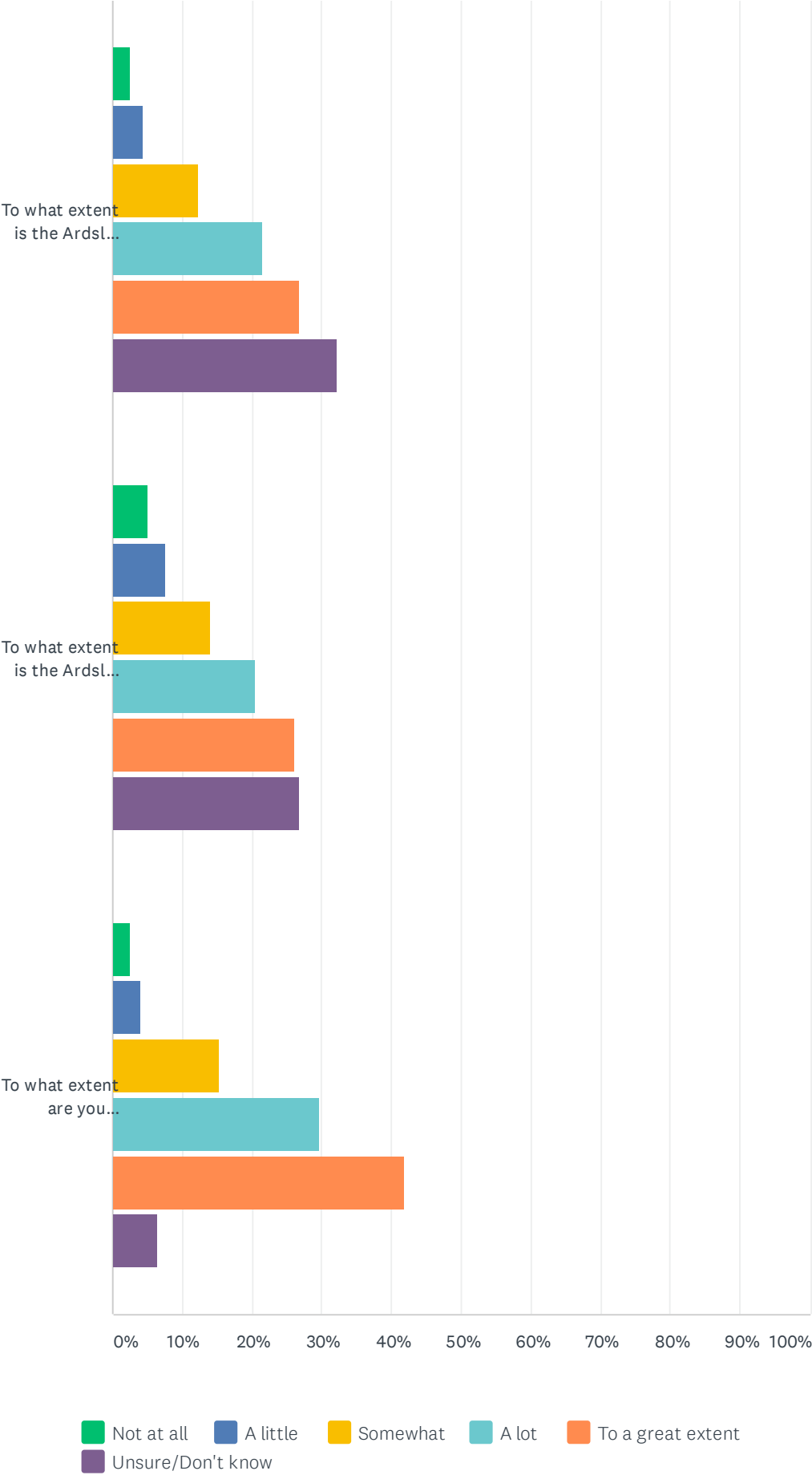
Not at all A little Somewhat A lot To a great extent
Unsure/Don't know

	NOT AT ALL	A LITTLE	SOMEWHAT	A LOT	TO A GREAT EXTENT	UNSURE/DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	3.89% 14	2.22% 8	6.67% 24	13.33% 48	38.33% 138	35.56% 128	360	4.87

Q9 Performance

Answered: 385 Skipped: 1

Community Survey on Public Safety and Law Enforcement

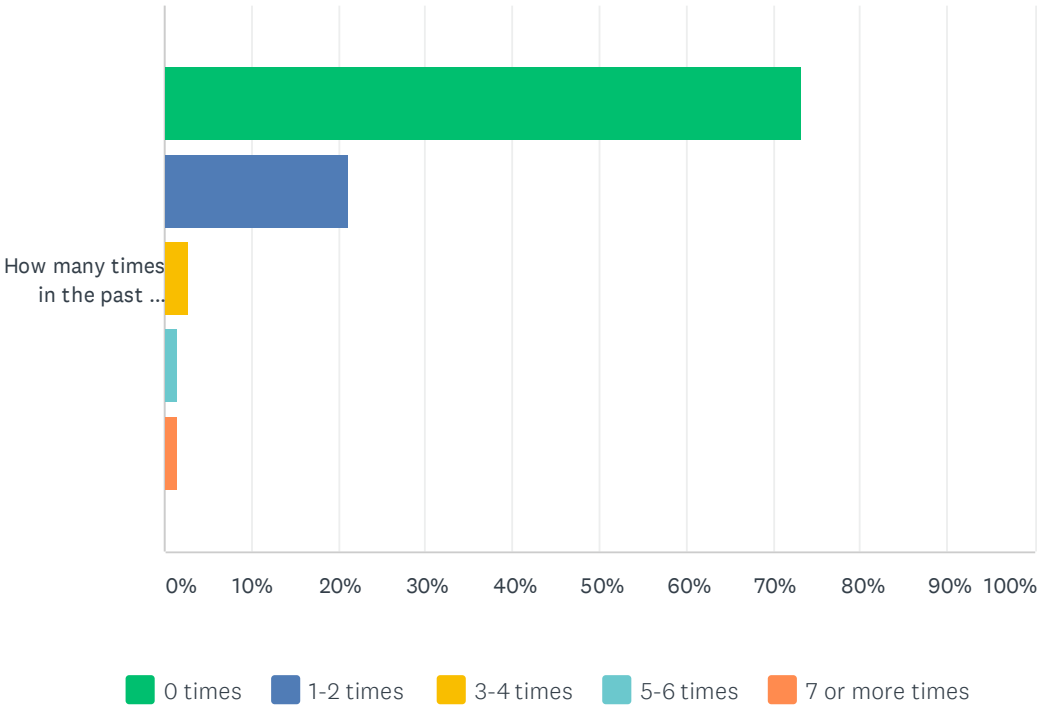


Community Survey on Public Safety and Law Enforcement

	NOT AT ALL	A LITTLE	SOMEWHAT	A LOT	TO A GREAT EXTENT	UNSURE/DON'T KNOW	TOTAL	WEIGHTED AVERAGE
To what extent is the Ardsley Police Department effective at proactively preventing crime?	2.60% 10	4.43% 17	12.24% 47	21.61% 83	26.82% 103	32.29% 124	384	4.63
To what extent is the Ardsley Police Department addressing the problems that really concern you?	4.94% 19	7.53% 29	14.03% 54	20.52% 79	26.23% 101	26.75% 103	385	4.36
To what extent are you satisfied with the overall performance of the Ardsley Police Department?	2.60% 10	3.91% 15	15.36% 59	29.69% 114	41.93% 161	6.51% 25	384	4.24

Q10 Contact and Satisfaction

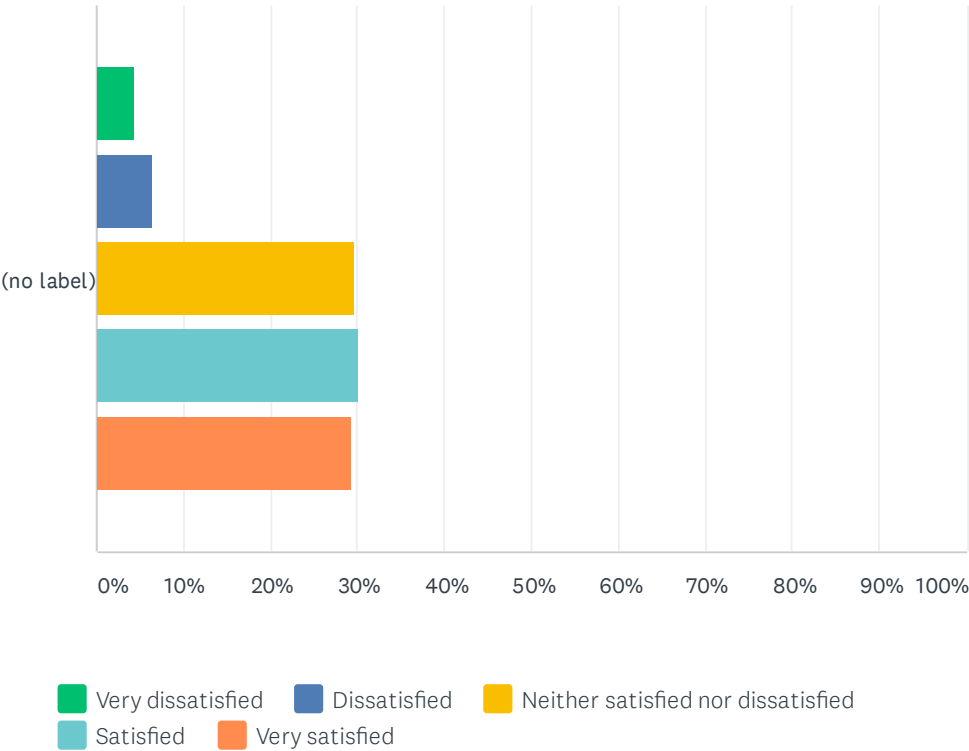
Answered: 358 Skipped: 28



	0 TIMES	1-2 TIMES	3-4 TIMES	5-6 TIMES	7 OR MORE TIMES	TOTAL	WEIGHTED AVERAGE
How many times in the past 12 months have you had contact with the Ardsley Police Department for traffic issues (e.g., citation, warning or vehicle crash)? If 0 times, proceed to question 12.	73.18% 262	21.23% 76	2.79% 10	1.40% 5	1.40% 5	358	1.37

Q11 To what extent are you satisfied with your interaction(s) with the Ardsley Police Department for traffic issues?

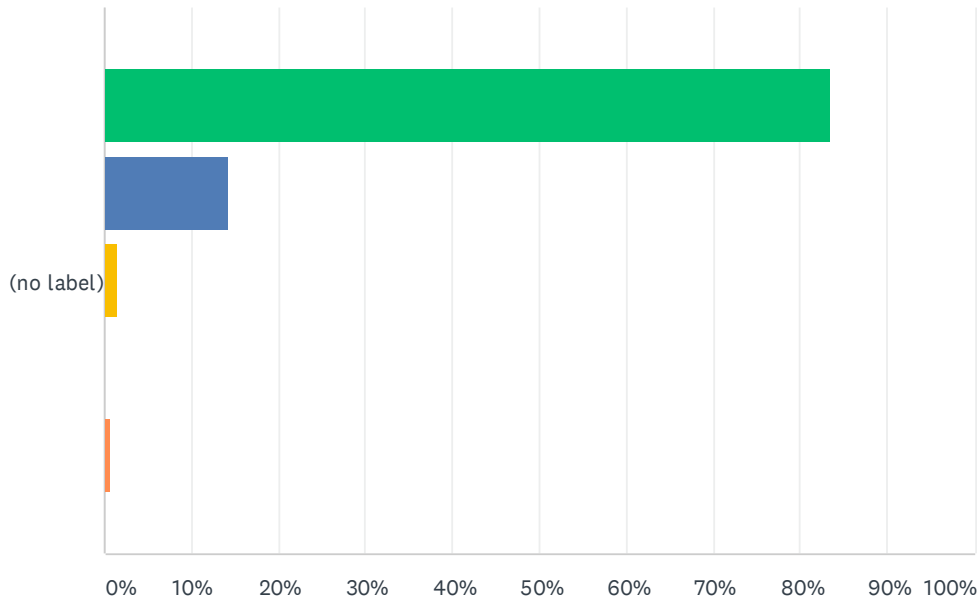
Answered: 229 Skipped: 157



	VERY DISSATISFIED	DISSATISFIED	NEITHER SATISFIED NOR DISSATISFIED	SATISFIED	VERY SATISFIED	TOTAL	WEIGHTED AVERAGE
(no label)	4.37% 10	6.55% 15	29.69% 68	30.13% 69	29.26% 67	229	3.73

Q12 How many times in the past 12 months have you had contact with the Ardsley Police Department for 911 emergency calls? If 0 times, please proceed to question 14.

Answered: 328 Skipped: 58

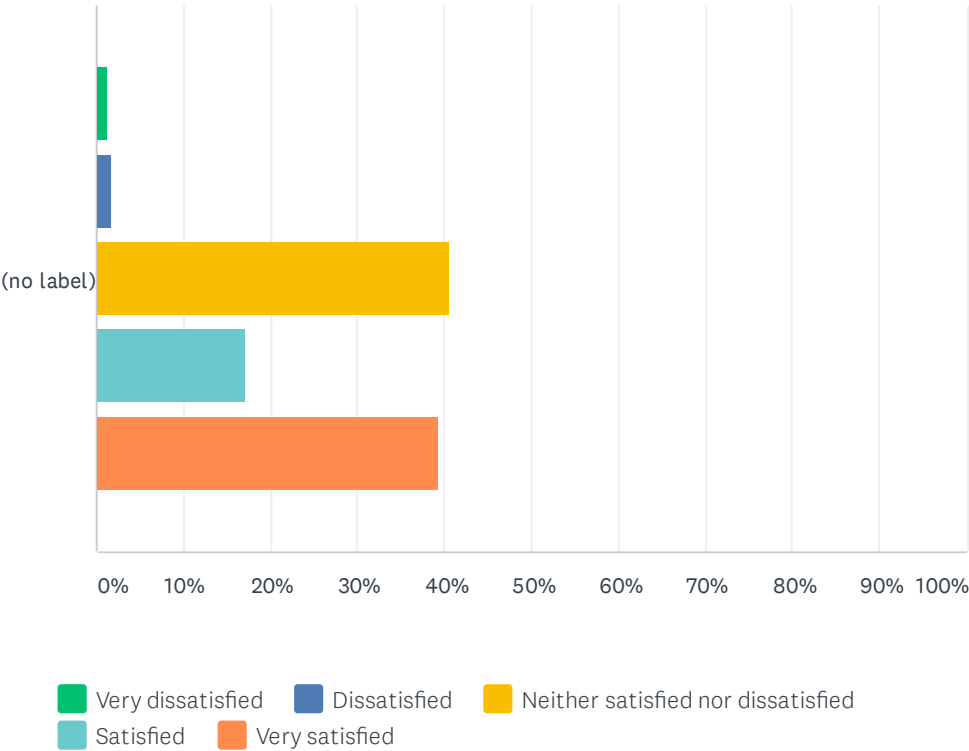


0 times 1-2 times 3-4 times 5-6 times 7 or more times

	0 TIMES	1-2 TIMES	3-4 TIMES	5-6 TIMES	7 OR MORE TIMES	TOTAL	WEIGHTED AVERAGE
(no label)	83.54% 274	14.33% 47	1.52% 5	0.00% 0	0.61% 2	328	1.20

Q13 To what extent are you satisfied with your interaction(s) with the Ardsley Police Department for 911 emergency calls?

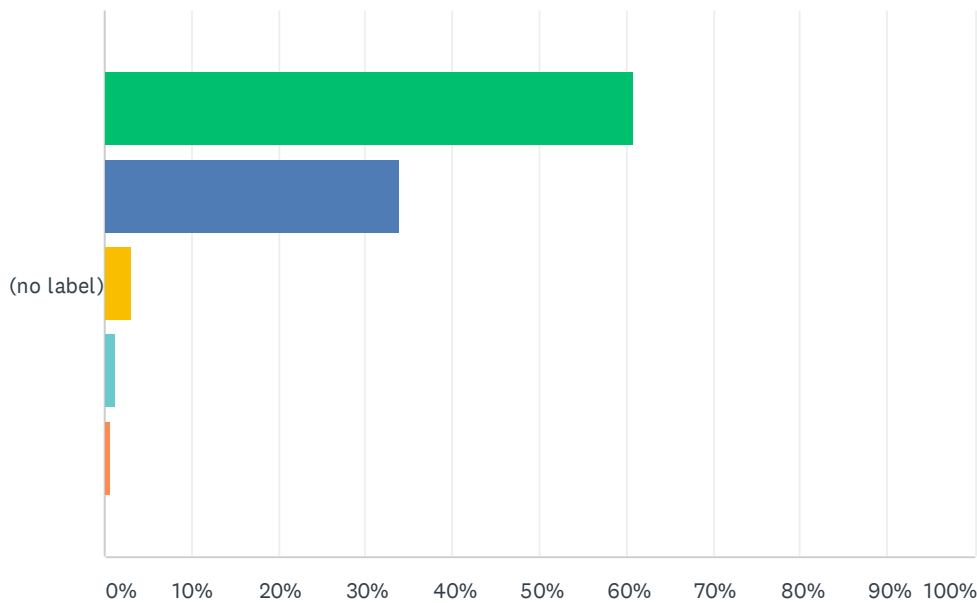
Answered: 170 Skipped: 216



	VERY DISSATISFIED	DISSATISFIED	NEITHER SATISFIED NOR DISSATISFIED	SATISFIED	VERY SATISFIED	TOTAL	WEIGHTED AVERAGE
(no label)	1.18% 2	1.76% 3	40.59% 69	17.06% 29	39.41% 67	170	3.92

Q14 How many times in the past 12 months have you had contact with the Ardsley Police Department for non-emergency calls (e.g., to report a crime or suspicious activity)? If 0 times, please proceed to question 16.

Answered: 312 Skipped: 74

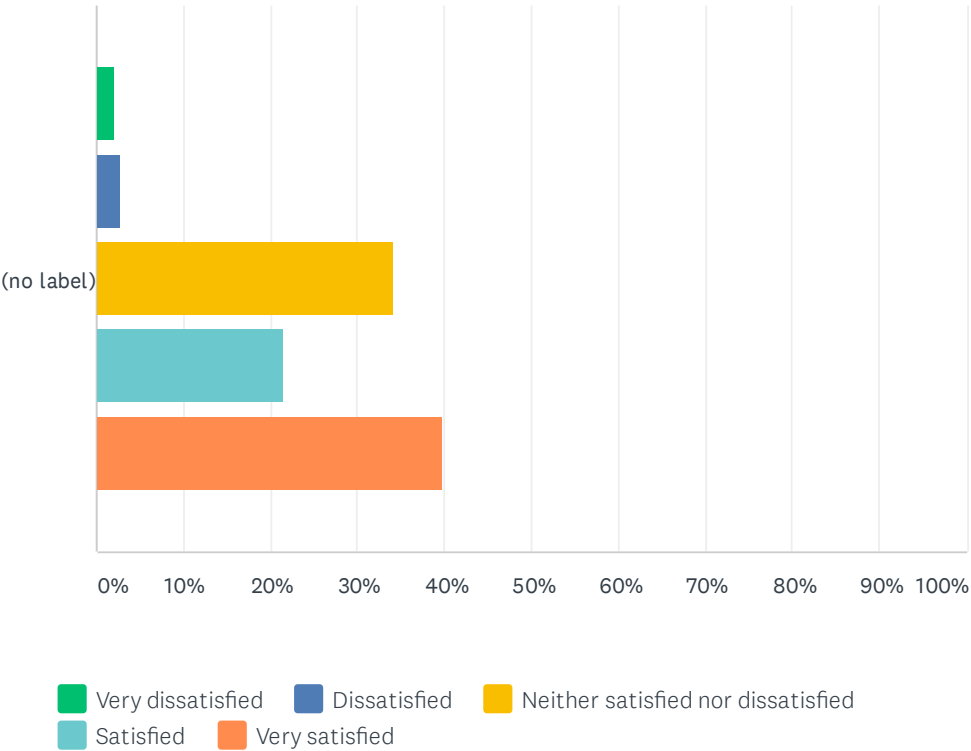


0 times 1-2 times 3-4 times 5-6 times 7 or more times

	0 TIMES	1-2 TIMES	3-4 TIMES	5-6 TIMES	7 OR MORE TIMES	TOTAL	WEIGHTED AVERAGE
(no label)	60.90% 190	33.97% 106	3.21% 10	1.28% 4	0.64% 2	312	1.47

Q15 To what extent are you satisfied with your interaction(s) with the Ardsley Police Department for 911 emergency calls?

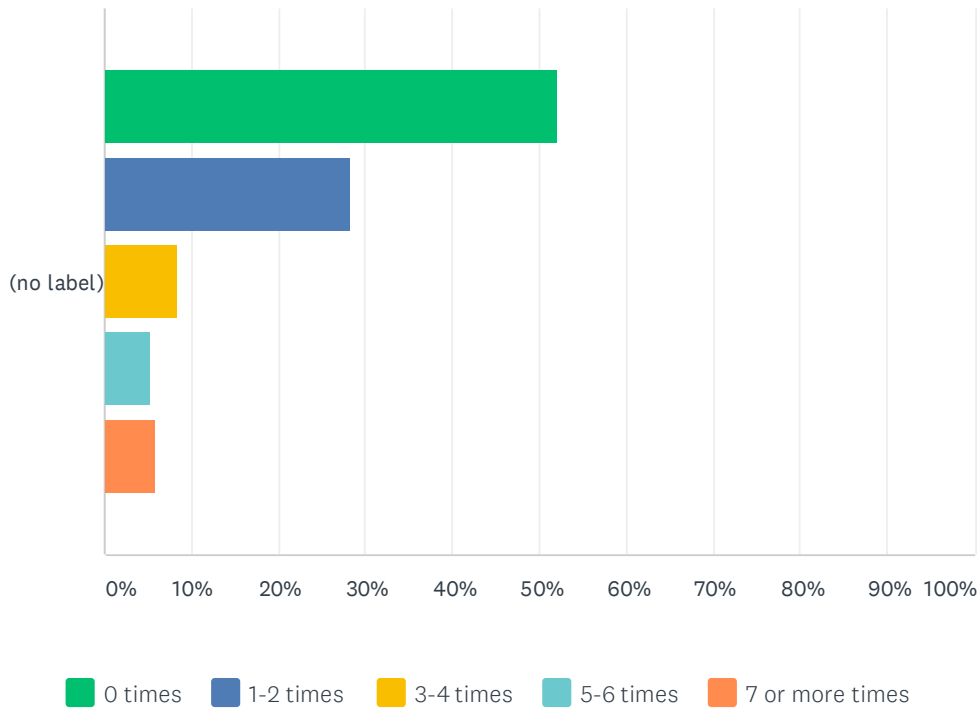
Answered: 191 Skipped: 195



	VERY DISSATISFIED	DISSATISFIED	NEITHER SATISFIED NOR DISSATISFIED	SATISFIED	VERY SATISFIED	TOTAL	WEIGHTED AVERAGE
(no label)	2.09% 4	2.62% 5	34.03% 65	21.47% 41	39.79% 76	191	3.94

Q16 How many times in the past 12 months have you had contact with the Ardsley Police Department for other contacts or interactions (e.g., attend a community meeting or talk to an officer on patrol)? If 0 times, please proceed to question 18.

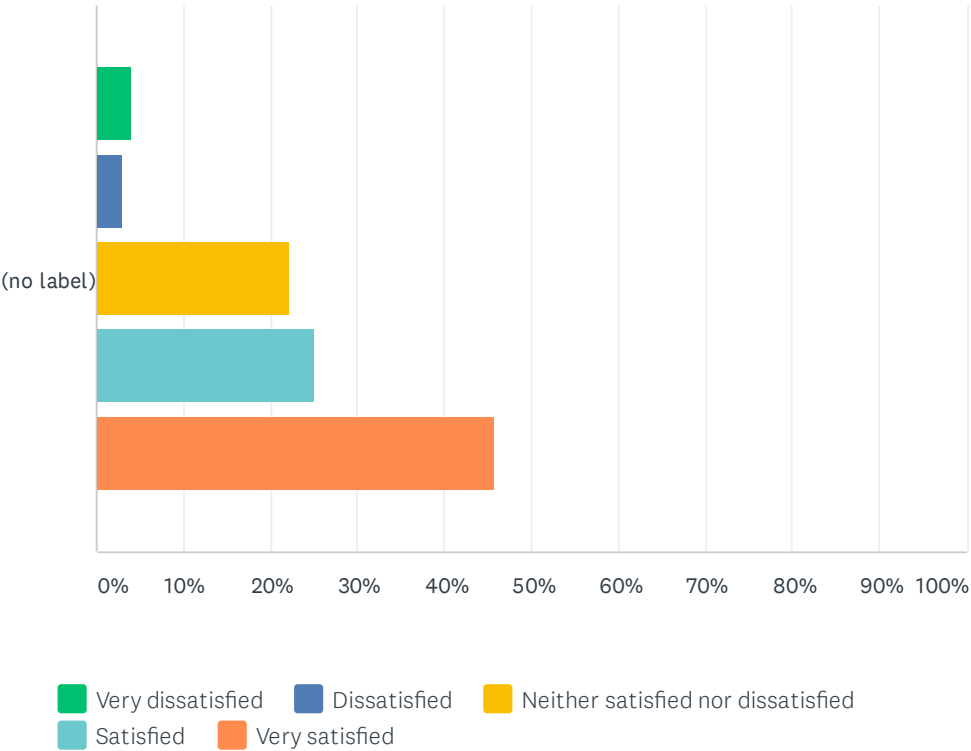
Answered: 343 Skipped: 43



	0 TIMES	1-2 TIMES	3-4 TIMES	5-6 TIMES	7 OR MORE TIMES	TOTAL	WEIGHTED AVERAGE
(no label)	52.19% 179	28.28% 97	8.45% 29	5.25% 18	5.83% 20	343	1.84

Q17 To what extent are you satisfied with your interaction(s) with the
Ardsley Police Department for other contacts or interactions?

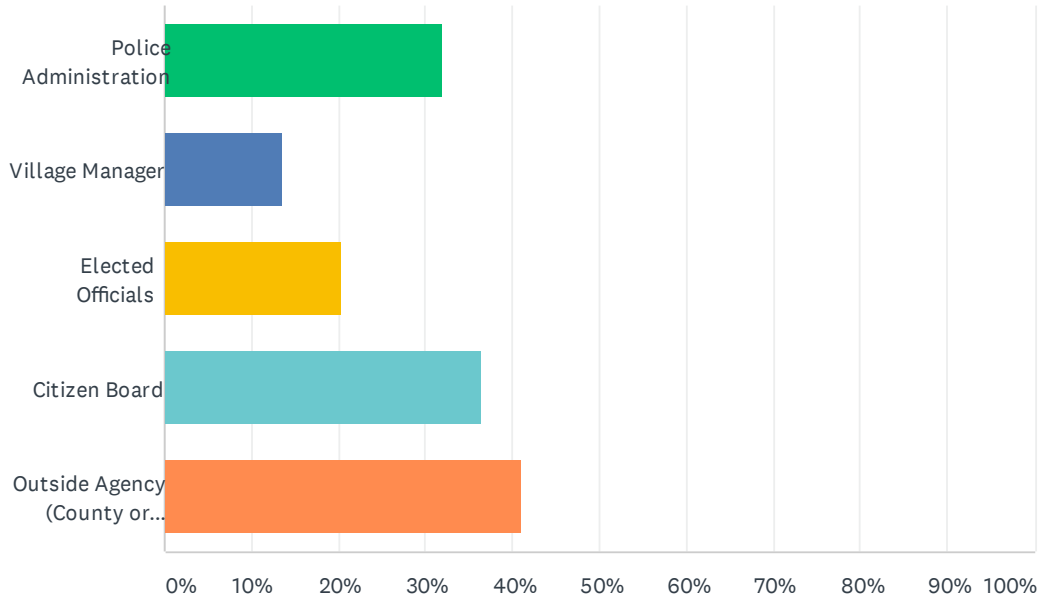
Answered: 231 Skipped: 155



	VERY DISSATISFIED	DISSATISFIED	NEITHER SATISFIED NOR DISSATISFIED	SATISFIED	VERY SATISFIED	TOTAL	WEIGHTED AVERAGE
(no label)	3.90% 9	3.03% 7	22.08% 51	25.11% 58	45.89% 106	231	4.06

Q18 Who should investigate complaints against police officers in the Ardsley Police Department?

Answered: 351 Skipped: 35



ANSWER CHOICES	RESPONSES	
Police Administration	31.91%	112
Village Manager	13.68%	48
Elected Officials	20.23%	71
Citizen Board	36.47%	128
Outside Agency (County or State)	41.03%	144
Total Respondents: 351		

Q19 Other CommentsWhat can be done to improve the bond and trust between the Ardsley Police Department and the Ardsley community?

Answered: 193 Skipped: 193

Community Survey on Public Safety and Law Enforcement

#	RESPONSES	DATE
1	You can hire a greater variation of people as Ardsley Police (like more diversity like BIPOC and women). You can also have them learn about the injustices of our law enforcement system and require them to go through tolerance lectures to make sure they treat EVERYONE with respect.	1/3/2021 10:27 PM
2	Nothing they do a wonderful job.	1/3/2021 8:13 PM
3	Incorporate diversity training for officers annually and events to meet and greet community.	1/3/2021 6:58 PM
4	Na	1/2/2021 2:00 PM
5	I don't know the mechanisms that exist for police/community interaction — I'd make those more visible and public.	1/1/2021 10:26 PM
6	Ardsley police do a great job for the community. It would be a shame and disservice to make significant changes	1/1/2021 5:16 PM
7	I personally have been completely satisfied. In addition, response rates to phone calls are 5x better than in the city, somewhat as expected given NYCs issues	1/1/2021 2:50 PM
8	Names should be on badges	1/1/2021 2:12 PM
9	increase police- public interactions in casual setting, as opposed to police initiated interactions	1/1/2021 12:22 PM
10	more community held events	1/1/2021 11:43 AM
11	Continued regular and consistent dialogues with community (in-person or Zoom monthly community meetings, police involvement at other community gatherings (e.g., Trunk or Treat), working in collaboration with other village organizations, committees (e.g., Ardsley Historical Society, Ardsley CEA Committee, etc.), sharing goals of any planning/vision documents, explaining and involving the community in procedural justice.	1/1/2021 11:25 AM
12	The officers should be recognizable by name to us and our children and they should know the names of families and their children.	1/1/2021 11:22 AM
13	Greater visibility. More interaction. Need diversity on the force. More interaction with students of all ages.	1/1/2021 10:19 AM
14	Promote community events that build trust between young people and police. Promote dialog between police and community and religious leaders. Promote activities that show the community that the police are fellow citizens like them and show the police who they are protecting. The goal is to reduce criminal activity which means building better character and morals. Show police that the community expects them to uphold a high standard of moral conduct because we give them the power to enforce our laws.	1/1/2021 10:15 AM
15	Fire department does a far better job at community outreach and trust building with the community. Police should limit itself to situations like burglaries, theft etc. All other non-emergency situations involving issues like of mental health, should be answered by professionals that are properly trained for those things. Police in many ways is not properly trained to handle those situations. So Police should not lead the response in those situations. COMMUNITY oversee of the Police is very essential for a healthy functioning of community.	1/1/2021 9:43 AM
16	We had a hate crime (anti Semitic) incident on our street over 12 months ago. It was quite upsetting and concerning. We heard nothing from the police re this incident and it went unsealed with no proactive solutions shared to prevent further hate crime incidents.	1/1/2021 9:30 AM
17	In my experience, the Ardsley police do a very good job. They are responsive and professional without being intimidating. Problems with police elsewhere does not mean there is a problem here.	1/1/2021 9:24 AM
18	More community interaction.	1/1/2021 9:17 AM
19	More community events to engage various races, ethnicity, religion, and gender	1/1/2021 9:14 AM
20	Police have a very difficult job. They deserve more appreciation and respect.	1/1/2021 2:01 AM
21	Create opportunities to interact and get to know the Police officers better.	12/31/2020 6:04 PM
22	They are very present and helpful in the community	12/31/2020 4:48 PM

Community Survey on Public Safety and Law Enforcement

23	There should be more events that are open to the public for Q&A sessions to learn more about the community, police members, practices, procedures and continuing education/professional development.	12/31/2020 3:12 PM
24	The department could send out occasional email blasts (like our mayor does) sharing information about crime in the area and making general recommendations on safety and general good behavior.	12/31/2020 2:43 PM
25	more police on the streets patrolling.	12/31/2020 2:12 PM
26	trust is earned when police enforce laws to catch criminals, everything else (showing concern etc) is secondary police cannot be your friend and must be impartial to do their job	12/31/2020 1:52 PM
27	Speeding by the schools is a problem. Speeding on Saw Mill by CVS and Starbucks is an accident waiting to happen. Drag racing was a problem but is getting better. Thank you.	12/31/2020 1:43 PM
28	To start taking away licenses that need to be taken away.	12/31/2020 11:27 AM
29	They need to recognize systemic racism in society as a whole. And they have made some progress in that regard in the last 6 months.	12/31/2020 10:25 AM
30	More exposure and presence in the community. Many of my responses were "unsure," because I am unable to comment due to lack of knowledge. I see the police drive around my neighborhood (Woodlands) occasionally and certainly appreciate their presence, but I would love to be on a first name basis (or at least familiar) with an officer whom I knew was assigned to my area. I support community policing, but am unsure if Ardsley Police are practicing this approach. We are a small jurisdiction and therefore should be able to form a closer relationship with our law enforcement officials.	12/31/2020 10:20 AM
31	The police do a great job keeping Ardsley safe but, the few times I contacted them, I got no response at all. One time was because of seeing lots of raccoons in the sewers and the other was to request a speed bump or 'Children At Play' sign on my street which I consider an accident waiting to happen. I'm afraid it might only happen after someone gets hurt. I know it's not up to whomever I spoke to to make these thing happen, but I would appreciate at least some type of follow up.	12/31/2020 9:34 AM
32	Increased communication- might model approaches from Scarsdale &/or New Castle Support an option to have No Solicitations sticker for residents who want one for safety reasons	12/30/2020 10:59 PM
33	?	12/30/2020 8:40 PM
34	Have one patrol car at each school in the lot during school hours to reduce response time for potentially dangerous events at school (e.g. a student(s), or parent, or intruder(s) with a weapon(s). We need police, trained professionals, at our three schools to protect our kids, and those kids, their parents and our school staff will feel safer and grateful because in an emergency every second will count. We're paying the taxes to have the police. Let's have them where they can do the most good for the most human beings - all our kid who are gathered together every school day in Ardsley's three school buildings.	12/30/2020 5:25 PM
35	Having the police department walk or bicycle around the neighborhood and talk with citizens.	12/30/2020 5:15 PM
36	More events to learn about the police department, especially available to the high schoolers! An email to students of some sort. Maybe zoom meetings at the moment.	12/30/2020 5:10 PM
37	Diversity could help. Ardsley wants to be an inclusive community. Let's see it in our officials and our police department.	12/30/2020 5:03 PM
38	I have never seen a more overstaffed, underworked, jaded, ineffective or worthless police department. Someday someone will help me understand how, with majority of the town budget devoted to police there is a warehouse run out of the Apple Motor Inn there is a single vehicle break-in and a meth lab was run out of Ardsley Acres. I have heard no fewer than 3 stories in the last year of preferential treatment of residents who are pulled over for DWI and let go b/c they are residents. But for sustaining their own existence w the issuance of traffic tickets perhaps someone can tell me what, exactly, the police in town do.	12/30/2020 4:09 PM
39	not sure. i have a great deal of trust	12/30/2020 3:25 PM
40	There are many police officers on staff in Ardsley, but it is not clear what they are doing.	12/30/2020 2:51 PM
41	Nothing	12/30/2020 2:28 PM

Community Survey on Public Safety and Law Enforcement

42	Maybe more visibility. Patrolling the streets would help with safety and improved relations. Over all, I think they're all great. Where I live though (Glen Rd) is very dark at night. It would Be nice to have better (or another) light at the corner of Glen and Huntley.	12/30/2020 2:21 PM
43	If someone feels not being in his/her place and wants to built communism, they are welcome to leave Ardsley and move to Cuba, Venezuela etc. Ardsley police is doing great job and Gob bless them for their work!!!	12/30/2020 2:12 PM
44	The police department is great. We should focus on building connections and a community. We've had street signs torn down and other vandalism by youth not from this area. Safety is the top priority including day and night.	12/30/2020 2:00 PM
45	I feel Ardsley Police Department is doing well.	12/30/2020 1:53 PM
46	Nothing. APD does a fantastic job	12/30/2020 1:20 PM
47	Cops aren't immune to the law. Despite everything, they still act like they have an aura of superiority. They don't. They work for the citizens, they should make our lives easier, but not harder.	12/30/2020 1:10 PM
48	More community interactions to help build trust.	12/30/2020 1:09 PM
49	Friendly police presence at the schools for parents and children to see and greet police officers and build a relationship . Seeing them everyday at dismissal or at beginning of school and greeting the school community will increase trust and build a sense of safety and confidence.	12/30/2020 1:06 PM
50	Nothing. They are doing a great job	12/30/2020 12:57 PM
51	Hire better officers and provide training.	12/30/2020 12:53 PM
52	Reporting accurate information, not an opinion without knowing all the facts	12/30/2020 12:47 PM
53	Just keep doing what they do. We feel very safe as a family with two teenage daughters. We feel that the Policemen are very approachable and always willing to help. I think they do a great job and I am grateful for what they do and how they do it.	12/30/2020 12:44 PM
54	More community outreach. Would be nice to know who the officers are, would be nice to see the same officers on patrol in our neighborhood so we can get to know them. They should stop and say hello when they see us outside.	12/30/2020 12:32 PM
55	I think the Ardsley Police Dept. is the greatest Police agency out of any of the places I've ever lived! I Think they do a great job!	12/30/2020 12:29 PM
56	Idk	12/30/2020 12:27 PM
57	When you have new people move into Ardsley, a police officer can introduce themselves to the family or individuals with pamphlet on the community services can be provided.	12/30/2020 12:00 PM
58	Have them actually advocate for community members instead of treating us with disdain, like we're the problem.	12/30/2020 11:59 AM
59	community engagement opportunities	12/30/2020 11:56 AM
60	Community policing. Foot patrol. Police-sponsored community events.	12/30/2020 11:55 AM
61	N/A	12/30/2020 11:42 AM
62	The Ardsley Police Dept should enforce the law when it comes to drug/alcohol related reports within the middle and high school. Keeping these incidents from making the local paper and protecting the offenders to please the school is wrong.	12/30/2020 11:40 AM
63	They're great.	12/30/2020 11:39 AM
64	Events	12/30/2020 11:34 AM
65	More involvement at school and community events	12/30/2020 11:23 AM
66	Happy with everything now.	12/30/2020 11:23 AM
67	Maybe more door to door introductions	12/30/2020 11:15 AM
68	Periodic communications and transparency (emails, newsletters)	12/30/2020 11:14 AM

Community Survey on Public Safety and Law Enforcement

69	I feel we are fortunate to have a great police force. What I need more than anything from police in general, is to be measured and patient in their response to youth interactions (I have 3 kids, one of them 17, he's really good, but I can imagine scenarios in which he could be at the wrong place at the wrong time), and to come help my family and I when we have an emergency. My experience so far is that the Ardsley police are amazing, I trust them, and value them.	12/30/2020 11:10 AM
70	The community needs to understand police rules, training, etc. The community seems to be very naive as to the dangers of the job. The community only sees one side of every story, the side the media portrays; often this is a false story. Because of this, they have a greater lack of understanding of what it means to be a cop and how to be a cop	12/30/2020 11:08 AM
71	Sexual assault needs to be taken more seriously as does calls responding to mentally ill people. Get rid of the racist cops too	12/30/2020 11:01 AM
72	Limit left-wing propaganda	12/30/2020 10:58 AM
73	Maybe more visibility at community events? Tony Vacca is the best!!!! He is well known and probably because of that people trust him.	12/30/2020 10:56 AM
74	We just moved here so my responses might not be too helpful	12/30/2020 10:53 AM
75	Reduce use of police for non crime events- Ie replace police officers with non officers for traffic control, coned rerouting, mental health issues, substance use issues	12/30/2020 10:51 AM
76	More community involvement when social activities resume. School visits and youth engagement.	12/30/2020 10:50 AM
77	N/a	12/30/2020 10:48 AM
78	I haven't had any contact with the Dept in 7 years that I have lived here. That can be good as I have not heard of any crime, but it is bad in that there has been no outreach by the dept.	12/30/2020 10:44 AM
79	The fact that this survey was sent out in ardsley is a joke. The ardsley police although not perfect do a great job. And any political nonsense backlash that caused this survey to be sent is ridiculous.	12/30/2020 10:39 AM
80	I'm not sure	12/30/2020 10:38 AM
81	Officer Tony is a approachable, informative, and reassuring professional.	12/30/2020 10:33 AM
82	Facilitate communications between Police department and school children. It is important to build the relationship at early age. Includes classroom participation, presentations, etc.	12/30/2020 10:29 AM
83	Outreach activities with youth seem to be effective and helpful	12/30/2020 10:29 AM
84	I think the Ardsley police do a great job. Please do not try and fix them. They are not broken.	12/30/2020 10:25 AM
85	Ardsley Police are the best. Polite, caring, and active at all community events	12/30/2020 10:24 AM
86	I'm sure that they (the Ardsley Police Department) are doing their best. I am just not personally aware of how so I really can't say.	12/30/2020 10:23 AM
87	Close down Ardsley Acres and Apple Motor in - policing both that unfort have undesireables takes away from working with the community. Both have caused unnecessary use of resources and have proven dangerous and even deadly. Both must go.	12/30/2020 10:21 AM
88	More regular/frequent public events (similar to what we have seen in recent months)	12/30/2020 7:56 AM
89	Na	12/29/2020 8:53 PM
90	Greater visibility in town. Walk around intermittently with driving around the community.	12/29/2020 8:42 PM
91	I think we have a model of community engagement - I really see the Ardsley Police as an ally who cares about residents and treats us with respect.	12/29/2020 7:57 PM
92	More community meetings with police addressing issues and petitioning the community for their concerns	12/29/2020 7:46 PM
93	Police force who live in the neighborhood themselves. More walking patrol rather than sitting in their cars. more interacting and talking with the community. More small and friendlier interaction while professional	12/29/2020 7:30 PM

Community Survey on Public Safety and Law Enforcement

94	Police are doing a good job, could be a little friendlier to the residents	12/29/2020 6:48 PM
95	I think more enforcement on the issues concerning many parents like underage drinking and parties, drugs including underage use of recreational marijuana must happen daily.	12/29/2020 6:41 PM
96	Nothing, let them do their jobs.	12/29/2020 5:32 PM
97	Transparency about the system. Explanation of how 911 works and that there is no one else to respond to DV and mental health calls right now. Explain that even if there were, police would still need to be dispatched because on some percentage of those calls, violence occurs and police are the only people trained and equipped to deal with it. Transparency about the criminal justice process. Transparency about the use of force, what circumstances. The general public does not know.	12/29/2020 7:06 AM
98	-	12/29/2020 12:30 AM
99	get out of the cruisers, police officers!	12/28/2020 7:08 PM
100	Greater visibility, on foot patrol in good weather, just hanging and talking.	12/28/2020 5:29 PM
101	There needs to be a continued dialogue between the community and it's police. When there are individuals who post messages claiming to support the police, but are really dog whistles for racism and intimidation of minorities, it would go a long way to hear the police officers respond and call out those actions for what they are. I do believe they are trying to do the right thing, but silence has been deafening at times in reading comments from town members of facebook forums attempting to hide behind support of police as justification for racist messages and support for racist actions.	12/28/2020 4:06 PM
102	I have trust in the Ardsley officers. They bond all the time with the community. I have a lot of respect for our police dept. and officers. Very professional and fair. I am very happy with the Ardsley Police Dept. and all the officers.	12/28/2020 3:53 PM
103	More interaction	12/27/2020 3:45 PM
104	no information	12/27/2020 11:06 AM
105	More contact and communication.	12/27/2020 9:59 AM
106	Overall we are very satisfied with APD. An officer directing traffic at Concord Road in the AM would be very helpful. Our town MUST take action against Apple Motor Inn and Ardsley Acres Motel, there is crime happening at these locations, prostitution and drug use, we MUST take action	12/27/2020 9:42 AM
107	The police don't seem to want to deal with any issues other than "real crime." Every time I call to ask for non emergency help or raise a concern I am typically met with someone who doesn't seem to want to deal with my concerns. They can be nicer and more willing to speak with citizens and actually understand or address concerns no matter how small. I don't feel I can approach the police officers unless there is an emergency. I think they feel like I am wasting their time.	12/27/2020 8:46 AM
108	Ardsley PD is a great police department. The only recommendation I would make is for an increase in diversity. I don't see any female police or minority police officers.	12/26/2020 11:19 PM
109	The name of this survey — which presupposes that the Ardsley Police need to be reinvented — is misconceived and offensive.	12/26/2020 9:10 PM
110	I am extremely satisfied with the way the police in Ardsley interact with the community.	12/26/2020 6:21 PM
111	N/A	12/26/2020 6:12 PM
112	The department needs to do more interaction with the community. Unless there is an incident there really no info as to what our community police is about.	12/26/2020 6:04 PM
113	they do a great job	12/26/2020 5:52 PM
114	More police outreach. More officers walking around the village - not just in the business district.	12/26/2020 5:42 PM
115	Continue doing what they are doing!	12/26/2020 5:30 PM
116	Stop the racism in yhe Ardsley PD.. which I have experienced as an African American Male.	12/26/2020 4:23 PM

Community Survey on Public Safety and Law Enforcement

117	Visibility and interaction with residents when they patrol the community.	12/26/2020 4:16 PM
118	I believe they have a very good relationship already	12/26/2020 4:13 PM
119	Have the police going around more often.	12/26/2020 4:09 PM
120	Extend the reach of this survey to as many residents as possible as well as non-residents that are regularly in Ardsley. The more diverse experiences/perspectives gathered the better, and I am very well aware that my experiences will be very different from someone else's.	12/23/2020 11:54 AM
121	More talks by APD to citizens during storms or other calamities. Presence during Public Events	12/22/2020 11:45 PM
122	They need to be way more visible, not just stopping cars on Rt. 9A. Patrolling our streets would be good, possibly preventing break-ins. I can't remember the last time I saw a police car just patrolling my area.	12/22/2020 5:12 PM
123	Have them treat citizens respectfully and not take a superior or high-handed attitude when dealing with them.	12/22/2020 8:41 AM
124	Officers organize and attend more community events. Promote more police officers to live in Ardsley.	12/21/2020 10:41 PM
125	We have one of the best Police Departments in the area. They are understanding, compassionate and responsive to community concerns. They are a great bunch of guys.	12/21/2020 9:37 PM
126	They are great!	12/21/2020 7:41 PM
127	Perhaps have meetings/forums in which the police explain what they do, what their goals are and how they are pursuing them, etc. Also, on the rare occasion when I have called the station with an issue (e.g., a coyote walking through my back yard), I usually get the sense that they are not that interested in responding to what I'm saying. I get the feeling that I'm interrupting their work, rather than feeling that responding to my call is part of their work.	12/21/2020 7:01 PM
128	I feel for the most part the Ardsley PD is very involved with the community. I spent a great deal of time walking on Ashford Ave late at night during the pandemic and always felt safe as the police patrol often	12/21/2020 6:43 PM
129	Leave the Police alone and let them do their job!!	12/21/2020 6:40 PM
130	I think the bond is strong. The police department members are cordial and helpful. They host community meetings and I think they do an amazing job. In terms of the question about who should investigate complaints it should be police and citizens together, not one or the other.	12/21/2020 6:39 PM
131	I'm not sure	12/21/2020 6:30 PM
132	I think that most people have a lot of trust and confidence in the Ardsley Police Dept. They are responsive and friendly.	12/21/2020 6:21 PM
133	Keep up the good work! Keep crime rates and theft rates low. Only concern is that during the pandemic there has been some theft in the surrounding neighborhoods.	12/21/2020 5:54 PM
134	Greater responsiveness. They did not investigate a hate crime on my street several years ago leaving us unclear about their investigation. We believe there was no investigation which is a perception that impacts our trust in them.	12/21/2020 5:52 PM
135	Police visibility at community events is nice to see and helps create trust.	12/21/2020 5:48 PM
136	Acknowledge the concerning origins of the police structure and that any "fixes" to such a flawed system will never be lasting, and will never ultimately bring justice. Anti-racist work is ground up.	12/21/2020 1:32 PM
137	No suggestions	12/21/2020 9:31 AM
138	I am fairly new to the community and have had limited but positive interactions with APD. I believe we should invest in fair assessments to ensure all members of the community feel safe and protected.	12/21/2020 9:27 AM
139	Have Town Hall Community Meetings.	12/21/2020 1:12 AM
140	The Ardsley police department is held in high regard. They are a group of officers who take	12/20/2020 11:50 AM

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their work seriously and are very proactive. They are fair, professional and treat the citizens with respect.

141	Better alerts when pedophiles move into the area. Better training of police and more resources for mental health issues in the community.	12/20/2020 8:07 AM
142	Ardsley Police do an excellent job. There is no issue requiring substantial reform. The department has the support of a large majority of residents.	12/19/2020 8:32 PM
143	Community outreach.	12/19/2020 5:59 PM
144	Police can be more social with young adults of all colors. Not just white or successful adults.	12/19/2020 3:36 PM
145	More action on hate crimes and patrol traffic pick up and drop off for school	12/19/2020 12:53 PM
146	I have always been bothered by the way the police would supervise school dances and football games at the high school. Children were obviously drunk some kids doing inappropriate sexual activity in the gym The police thought it was funny. kids would be so drunk at football games in front of police and nothing was done.	12/19/2020 12:19 PM
147	Enforce TRAFFIC laws better please! Too many speeders, and people ignoring stop signs especially in the residential neighborhoods.	12/19/2020 12:03 PM
148	Small town politics and bias should not be part of. PO treatment towards community	12/19/2020 11:54 AM
149	Leave police alone. Let them do their jobs. They are not the problem. They help	12/19/2020 11:20 AM
150	Albeit a pandemic the coffee chats to meet with the community at the local Starbucks was an excellent step in the right direction of connecting more with the community.	12/19/2020 11:18 AM
151	Doing this is a good start.	12/19/2020 11:10 AM
152	Our police dept is awesome. They have a lot to deal with the 9A motels where it appears most of the issues are located.	12/19/2020 10:11 AM
153	Smile more when driving and walking around. Just look people in the eye and say hi or smile. Seriously. Sounds silly but it goes a long way. I have always been struck by the coldness of officers around town. No attempts to connect with passerby unless they know them. And they make no attempts to know more people. They need to lead this as a cop is intimidating to others. Tony Vacca does a great job of connecting with the community. Others don't even have an open or approachable demeanor. They should learn from him. Have more Tony Vaccas. He is a remarkable asset and you need more who take his approach and have his demeanor. I love the coffee with a cop idea. Do more of that. Be more communicative with the community about crime and other associated issues. Be more communicative about community and other positive initiatives. Have a regular form of communication with the community. Stop hanging out behind Mosiello Jewelers. It is creepy. What are you doing there at random hours of the day? Either sitting in the car or going into that rear indoor area. And by the way, what is that? There is stuff going on there that cannot be good. Hanging around there is really suspicious. Stop doing that and address whatever weird or bad stuff is happening in that spot. In your increased community communications, answer questions and address issues that people ask you about. First one might be what is that spot behind Mosiello and how about that shady spot next to Umami and across from Starbucks? Let's be more transparent. Appreciate your involvement with the transient populations thru town that are problematic. Address and communicate about some of the familiar vagrants on the streets and what is being done for and about them. Thank you	12/19/2020 9:34 AM
154	There seems to be good trust between the police department and the community. I'd like to see the police department share more information about the good work they do and the positive interactions they have, as well as trainings they are doing. If people know what they are doing then I think there will be less need for a committee like this.	12/19/2020 8:40 AM
155	Police officers require extensive training. It should be required that they all have college degrees. I've worked in Safety and it's my experience that the great majority are undereducated and racist.	12/19/2020 8:23 AM
156	Continue community programs, continue support of safety during rally's/marches, share stats with community	12/19/2020 8:22 AM
157	The Ardsley Police Dept has great leadership and members - very happy with how they protect us - Thank You to our Police Dept ☺	12/19/2020 8:13 AM

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158	Perhaps have a page within the village's website showing positive things they've done for the community, show arrests made, give crime stats within the village.	12/19/2020 7:16 AM
159	Nothing they are lovely	12/19/2020 6:34 AM
160	Police & community health & wellness	12/19/2020 6:05 AM
161	Tone down the presence. Avoid purchase of intimidating vehicles and equipment.	12/19/2020 4:16 AM
162	Stop pulling over POC just because they drive through ardsley	12/19/2020 3:28 AM
163	More opportunities to meet the police	12/19/2020 12:17 AM
164	We have the best officers in Ardsley. They are community people. They know their community. They are always kind and respectful	12/18/2020 11:04 PM
165	Knowing more about the department and what training they receive to deal with the variety of people in the public would increase confidence. Particularly for people of color and special needs people	12/18/2020 10:46 PM
166	Since this is not a confidential survey I cannot say	12/18/2020 10:12 PM
167	n/a	12/18/2020 9:59 PM
168	I think the Ardsley police department is good overall. Sometimes they don't want to deal with you on small matters but other than that they do their job and I have had no issues	12/18/2020 9:26 PM
169	Keep doing the great job! Thank you ☺	12/18/2020 8:57 PM
170	Continue APD ongoing Community Policing programs	12/18/2020 8:48 PM
171	When concerns are brought to the attention, instead of being offended and trying to prove how much you have done in the past is not helpful. Safety is ongoing issues.	12/18/2020 8:15 PM
172	Be more welcoming and friendly to residents and not rude, especially when asking questions . Or when going in person to ask a question and not being ignored and basically turned away , not helpful. This occurred and Hopefully it wasn't a race or discriminatory action.	12/18/2020 7:57 PM
173	Nothing, stop looking for problems where they don't exist.	12/18/2020 7:50 PM
174	Consider the fact that some of the "hate crimes" reported in Ardsley are committed by people who are NOT from Ardsley.	12/18/2020 7:47 PM
175	Every interaction I've had with the ardsley police they were the rudest they could possibly be. License plate falls off my bike and dmv says I need a police report I get an officer yelling at me. My father stays overnight and I need to call to let them know, I get the most rude abrupt officer ever. Write an email complaining about the box being blocked always, excessive speeding, and everyone running the stop sign on my road, I get an aggressive reply. How about they start acting like civil servants and not entitled brats that hate being disturbed or questioned.	12/18/2020 7:15 PM
176	More presence & checking in when not problems	12/18/2020 5:11 PM
177	Our police department have always remain respectful, professional and caring. We had an incident one summer when my youngest who was a toddler got stuck inside our truck. Within short minutes they were there and helped us get him out. They were friendly with my other child and even autographed my sons ball. I have only positive things to say.	12/18/2020 4:39 PM
178	I believe the bond and trust are high. Perhaps a little more social / q&a interaction sessions. Can be done via Zoom or other service during Covid.	12/18/2020 4:37 PM
179	We are very fortunate to have low crime and an EXCELLENT police force. Just driving around Ardsley, you can see police officers out and they will wave if you wave back.	12/18/2020 4:37 PM
180	not much more. They do a great job	12/18/2020 3:47 PM
181	During village meetings the representative should not dismiss concerns in the manner seen in the last few years	12/18/2020 3:24 PM
182	I have no issues. Ardsley police have always been a phone call away, and responded promptly and have always been professional, resourceful and assisted me in my needs. In my opinion, I	12/18/2020 2:02 PM

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feel as if the Ardsley police force are always there to protect me when needed. We are a small community and the Ardsley police force give me a sense of safety.

183	more checks on speeding cars	12/18/2020 1:47 PM
184	I lived in Ardsley all my life and the police have always performed to support the community.	12/18/2020 1:16 PM
185	They do a great job and do NOT need to be "reinvented"	12/18/2020 12:54 PM
186	I always thought the ardsley police were very nice and very good	12/18/2020 12:30 PM
187	As far as I'm concerned we have a very good police force.	12/18/2020 12:02 PM
188	Nothing. The bond is currently good.	12/18/2020 12:01 PM
189	Our PD is very concerned with our community. "If it ain't broke, don't fix it."	12/18/2020 12:00 PM
190	Police often sit, hidden, waiting for traffic violations, but never in the areas where violations happen every single day (Abington Ave., Heatherdell Rd.). They also direct traffic but don't do anything to help people get across the road or actually make traffic flow more smoothly, then say "well, I'm just supposed to be doing THIS thing so I can't do that." Ridiculous.	12/18/2020 12:00 PM
191	more visibility	12/18/2020 11:57 AM
192	As a white woman I have very different experiences than my friends of color. I often see those pulled over are PoC. I would like to see them address this.	12/18/2020 11:52 AM
193	greater communication	12/18/2020 10:08 AM

**Q20 Please provide any other comments you wish to share regarding the
Ardsley Police Department below.**

Answered: 159 Skipped: 227

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#	RESPONSES	DATE
1	The police do not need to be funded as much as other services like schools.	1/3/2021 10:27 PM
2	I have had little interaction with police in the 4 years I have lived here and the 1 time I called 911 for my child being in distress, the officer came prompt and was so kind and attentive.	1/3/2021 6:58 PM
3	Na	1/2/2021 2:00 PM
4	Except for one very odd parking ticket experience (dismissed by the Village Justice) many years ago, I've never had a bad experience with the Ardsley Police.	1/1/2021 10:26 PM
5	Ardsley Police help keep Ardsley, Ardsley	1/1/2021 5:16 PM
6	Only positive interactions	1/1/2021 2:12 PM
7	the officers I have had contact with were professional, courteous and listened attentively.	1/1/2021 12:22 PM
8	be more visible	1/1/2021 11:43 AM
9	Thank you for your continued focus on our community. I hope the department finds these survey results helpful.	1/1/2021 11:25 AM
10	Policing shouldn't feel to the community that the police have power over people, it should feel like protection of the people.	1/1/2021 11:22 AM
11	Need to have a police force that reflects the village. Need diversity.	1/1/2021 10:19 AM
12	Police have an incredibly difficult job and deserve the community's support and respect. It does no good to publicly criticize our police officers. Of course we expect them to follow our laws and to uphold a high standard of morality.	1/1/2021 10:15 AM
13	Community oversee of Police is very important. 'Laser-like' focus on de-escalation strategies, training etc. Even in extreme exigencies where Police has to resort to discharge of their weapons, they should be trained to shoot-to-disable. NOT to shoot-to-kill. Fire department is a model for community trust building Ardsley Police could emulate.	1/1/2021 9:43 AM
14	Given the lack of racial diversity in Ardsley itself, and the nationwide problem of system racism, especially in policing, I would like to know what our PD is doing to ensure that people of all ethnic backgrounds are treated fairly. I'm disappointed that this survey doesn't have even one question on this topic. To be clear, I'm not complaining about anything the APD is doing, or not doing. I'm concerned that this issue is so far under the radar that it didn't even make it into this survey!	1/1/2021 9:36 AM
15	See above. Thank you ardsley police for keeping us safe.	1/1/2021 9:30 AM
16	Again, I am very appreciative of the work done by the Ardsley Police Department.	1/1/2021 9:24 AM
17	The school officers are very nice. The friendly officers who assist our young people before and after school are kind.	1/1/2021 9:14 AM
18	Although the media portrays police in a negative light I would like them to know that there are many that do support and appreciate police officers and the sacrifice they make everyday to keep the community safe.	1/1/2021 2:01 AM
19	This is a small community and our Police Department has served us well. Increasing communication, access, and transparency about their roles and how they support the community. Attempting to hire highly qualified and diverse officers of both genders whenever feasible should be given serious consideration.	12/31/2020 6:04 PM
20	They should wear masks when speaking to each other, especially in public. It sets a good example for the younger community members and those who may be hesitant to wear theirs.	12/31/2020 3:12 PM
21	The department did a "coffee with a Cop" event recently. That was terrific. In addition to the email blast idea I'd suggest that when the village does it's outdoor movie nights and concert nights there be an officer there whose sole purpose at the event is to go around, introduce him/herself and ask how you're doing?, any questions? Stuff like that In essence acting as a liaison for a couple hours.	12/31/2020 2:43 PM
22	Thank you for your service. It really helps.	12/31/2020 2:12 PM

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23	Shouldn't there be more officers patrolling just one area?	12/31/2020 11:27 AM
24	During the many years I've lived here, I have always found our Police to be conscientious, respectful, friendly, unbiased, and eager to be of assistance.	12/31/2020 11:21 AM
25	There should be more diversity on the force. There are no women or minorities and this needs to change.	12/31/2020 10:25 AM
26	My interactions with the Ardsley Police Department have been few but all have been acceptable. Mostly, I've called for clarification on parking regulations and to let them know I'd be away for an extended period. I heard from a neighbor that during my time away an officer would occasionally walk around my property to check that everything was in order. That level of service, however mundane, is greatly appreciated. I am also aware of some larger crime responses in which they've been involved over the previous years, including a shootout at the Ardsley Motel and a significant drug bust in the southern part of the Village. So, it appears to me that the department is working diligently at various levels. What's missing is a closer relationship with the community, something that could be improved with greater outreach. For example, I don't know where the department sits so far as racial diversity within its ranks and/or its commitment to community diversity and anti-bias policing. One of the things I've appreciated are the emails from the Village, especially the Mayor, that keep us informed about goings on or changes in service, etc. In fact, this is how I came to be completing this survey. It would be nice to receive similar emails from the Police Department, maybe on a monthly or twice-a-month basis to keep us informed, not only about crime or alerts, but also to articulate their efforts on important community concerns. If this exists, I am not aware of it, and that too could be part of improved outreach. Ardsley is generally safe due to its citizens' relatively uniform high(er) socio-economic status. It remains safe due to the good work of our Police Department. Getting the word out on the latter would help build a stronger bond between the department and those it serves.	12/31/2020 10:20 AM
27	I am constantly hearing about coyote sightings around Ardsley and not just one at a time, sometimes in packs which are extremely dangerous. It doesn't seem like anyone is doing anything about it. These animals need to be removed from the streets.	12/31/2020 9:34 AM
28	Can seem disinterested when answering a phone call connected to a non- emergency topic... such as speeding on local roads	12/30/2020 10:59 PM
29	Thank you	12/30/2020 8:40 PM
30	Thank you for protecting us, enforcing our laws and making ARDSLEY a great place to raise a family.	12/30/2020 5:25 PM
31	Probably need less police. Village is safe enough.	12/30/2020 5:22 PM
32	N/A	12/30/2020 5:15 PM
33	The intersection between Sprain Brook Road and Ardsley road there is an intersection. This intersection is very dangerous. One way a car is going downhill and they can see both the red and green light. This is a very busy intersection and completely unsafe. This scenario is just waiting for an accident to happen. This is a huge problem for me. For a long time, there were no lights for them to be fixed and now the "solved" problem is a worse situation. Another problem is that some of the school bus drivers are very fast and when Revolutionary road intersects with Heatherdall road there is a small fence. My concern is that the bus drivers can be very fierce and think that they are in charge because they are bigger so there should be a better-protected fence if there happens to be an accident. That fence is too weak to hold a bus. If a bus fell it would fall onto Apple Motor Inn! This is a big concern when I take the bus in the morning and afternoon.	12/30/2020 5:10 PM
34	Cut the funding for overpaid, underworked, and non-responsive police department and stop buying them brand new vehicles every 2 years.	12/30/2020 4:09 PM
35	Two of the biggest needs in Ardsley are preventing speeding on 9A and limiting illegal activities in the motels on 9A. It is not clear if the Ardsley police are addressing these issues.	12/30/2020 2:51 PM
36	They are very good	12/30/2020 2:28 PM
37	Keep up the great work!	12/30/2020 2:21 PM
38	God bless you guys for doing your work in this challenging times !	12/30/2020 2:12 PM

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39	NA	12/30/2020 1:53 PM
40	None	12/30/2020 1:09 PM
41	Ardsley police department is doing a great job and fair to everyone. I feel safe and respected. I wish people would leave the police alone.	12/30/2020 12:57 PM
42	Not everything is a black and white issue, this is a problem that all elected officials seem to have, along with news agencies. Blaming the police for everything is like putting the horse before the carriage. Repairing relations between police and the community starts at HOME	12/30/2020 12:47 PM
43	I think the Ardsley police are a fantastic entity and are some of the nicest, kindest and most sincere police officers I've ever dealt with	12/30/2020 12:29 PM
44	Idk	12/30/2020 12:27 PM
45	I feel very safe for myself and family in Ardsley. When officers have come to my house they have always been very respectful even in difficult situations which I greatly appreciated. It would be nice to see some diversity in the officers - women, blacks, Hispanics...	12/30/2020 12:00 PM
46	When tv show was shooting on my street, the sat there gabbing with crew instead of making sure roads were clear to pass. When I called about a coyote, I was told there was nothing they could do. When I called about a bee line buss blocking a residential street, again told there was nothing they could do. My greatest fear in Ardsley is getting hit by a car and the police do nothing to stop speeding or enforce traffic laws.	12/30/2020 11:59 AM
47	None	12/30/2020 11:55 AM
48	N/A	12/30/2020 11:42 AM
49	The Ardsley police dept are professional, respectful and dedicated members in our community who should receive the respect they have earned.	12/30/2020 11:40 AM
50	None	12/30/2020 11:39 AM
51	My only worry is safety from drivers speeding & going through our traffic lights when our children walk into town.	12/30/2020 11:23 AM
52	Just thanks. It must be a challenging time to be a police officer, and I really appreciate them.	12/30/2020 11:10 AM
53	An amazing team of professionals who care about our community , especially Tony V !	12/30/2020 11:08 AM
54	Get rid of the racist cops	12/30/2020 11:01 AM
55	Good job guys!	12/30/2020 10:58 AM
56	I think they are hard working and with more contact and visibility people who don't trust them, will trust them naturally. It doesn't have to be forced.	12/30/2020 10:56 AM
57	it's always nice to see Police Chief Piccolino interacting with the community.	12/30/2020 10:50 AM
58	N/a	12/30/2020 10:48 AM
59	None	12/30/2020 10:44 AM
60	I would like a further explanation of why this survey was sent out. Do community organizers (in Ardsley) feel better about themselves? You gave people 2 days to fill this out and the survey isn't even done right.	12/30/2020 10:39 AM
61	I once called the police to my house because there had been a suspicious car in my driveway. When a police officer came, the car had just left, but he was very helpful and nice. That being said, he was in my house and not wearing a mask so I felt a bit uncomfortable.	12/30/2020 10:38 AM
62	I am generally satisfied and would not really like to see it "reinvented".	12/30/2020 10:29 AM
63	Keep up the good work!	12/30/2020 10:25 AM
64	Keep up the great work	12/30/2020 10:24 AM
65	Any Ardsley Police Department person that I have come into contact with has always been friendly and respectful.	12/30/2020 10:23 AM
66	I've only had positive experiences with the Ardsley Police Department.	12/30/2020 10:16 AM

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67	Na	12/29/2020 8:53 PM
68	I really like that I know some of the officers - they seem engaged with the community and have the values of respect and to serve. We are very lucky - I think the officers who are on the force joined and serve for all the right reasons (to serve the community) and I trust that they are driven by high values, empathy and respect for others and their views. That is my expectation and so far they have met it.	12/29/2020 7:57 PM
69	Overall I find them to be courteous and respectful and professional	12/29/2020 7:46 PM
70	people need to feel they are part of the Community rather than one who watching over them or talking at them when there is a communication.	12/29/2020 7:30 PM
71	Wonderful force no complaints	12/29/2020 7:22 PM
72	Keep up the good work	12/29/2020 6:48 PM
73	I have been impressed with their responsiveness and professionalism.	12/29/2020 7:06 AM
74	-	12/29/2020 12:30 AM
75	I think we have too many police officers and I feel I do not know who they are, where they live and what their connection is to the village, Greenburgh, etc.	12/28/2020 7:08 PM
76	All in all we have a very good Dept. We should be happy we do.	12/28/2020 6:04 PM
77	Always seem to be friendly and helpful. I often wave when I see them to show my support for the police.	12/28/2020 5:41 PM
78	Stop the left turns and going straight violations while exiting the CVS lot! Stop the Left turns into Starbucks from Northbound 9A.	12/28/2020 5:29 PM
79	I would not change a thing. I am very happy with the Ardsley Police Dept. and all the officers.	12/28/2020 3:53 PM
80	Nothing.	12/27/2020 9:59 AM
81	We need help from Town of Greenburgh or County to address crime at Apple Motor Inn and Ardsley Acres	12/27/2020 9:42 AM
82	They are professional and extremely responsive to the needs of the community.	12/26/2020 11:19 PM
83	All the officers that I have had contact with have been very respectful and concerned.	12/26/2020 6:21 PM
84	N/A	12/26/2020 6:12 PM
85	We had one interaction about a bullying incident at middle schools several years ago where we engaged with Ardsley police. Their conduct was admirable and matter was resolved with much transparency.	12/26/2020 6:04 PM
86	na	12/26/2020 5:52 PM
87	We like the fact they help with traffic before and after mass	12/26/2020 5:30 PM
88	None	12/26/2020 4:23 PM
89	They do a great service to our community	12/26/2020 4:13 PM
90	I want to see more proactive connections with the community as well as more information about different ways to address community issues like homelessness and emergencies that may not necessarily need connecting with the police department as a first tier approach.	12/23/2020 11:54 AM
91	More presence at Public Events. More Physical exercising to look trimmer. How about softball game with Police, Fire Dept, DPW. Everyone plays. Hot Dogs and Hamburgers for all	12/22/2020 11:45 PM
92	They need to be fully aware of everything going on: electric outages, flooding, etc. we should be able to call them and not hear "I don't know".	12/22/2020 5:12 PM
93	The police were very helpful and responsive when we had ongoing construction /noise issues next door that went on for over three years. This was a few years ago.	12/22/2020 6:52 AM
94	Create an Ardsley task force of community members including village officials, business and residential, police officers to discuss survey results and adopt an action plan to improve	12/21/2020 10:41 PM

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community relations.

95	We have lived her for over 45 years and all interactions with the Police Department has been positive.	12/21/2020 9:37 PM
96	As you can see from the above, I have had very little contact with the Ardsley Police during my more than 30 years living here. I have rarely had to call upon them and do not have any serious complaints, but it would probably be good if I had more of a sense of who the people are behind the badges, so that if I did later have a need for their services, I'd know who I was dealing with and they would know who I am.	12/21/2020 7:01 PM
97	You are doing a great job!!!	12/21/2020 6:40 PM
98	They are outstanding and I think they are doing a fantastic job. I have NO complaints about them at all. They are respectful always.	12/21/2020 6:39 PM
99	My biggest concerns are people not following traffic laws. People run red lights, making left hand turns onto the wrong lane, speeding and passing cars over a double yellow line.	12/21/2020 6:30 PM
100	Keep on the lookout for theft!	12/21/2020 5:54 PM
101	I think they do a great job.	12/21/2020 5:48 PM
102	No comments	12/21/2020 9:31 AM
103	Engage more with the youth of Ardsley. Engage more with communities of color in Ardsley.	12/21/2020 1:12 AM
104	This is a great Agency with many of the finest officers in our county. Personally, I feel that the citizens are the issue. Everyone thinks they are a lawyer or are special in some way. I also believe that the citizens think they are above the law.	12/20/2020 11:50 AM
105	By in large a well run department. Need more resources to combat mental health issues in the community and for tracking and deterring pedophiles from living in Ardsley.	12/20/2020 8:07 AM
106	I think the police are doing a very good job.	12/19/2020 5:59 PM
107	Police should treat those with criminal history the same as those without. Same respect. Same conversation. Same social interaction.	12/19/2020 3:36 PM
108	Generally happy	12/19/2020 12:53 PM
109	I think the ardsley police is fine but the relationship with high school needs to be taken seriously	12/19/2020 12:19 PM
110	leave them alone, let them do their jobs. Stop trying to micro manage them with these wasteful "feel-good" initiatives. Find something better to do with our tax money please.	12/19/2020 12:03 PM
111	Police do a great job.	12/19/2020 11:20 AM
112	My husband and I relocated to Ardsley 4 years ago due to our employment being close by. We selected Ardsley for it's size, safety, diversity, and sense of community. We've always felt welcome and the police have always made us feel very safe and welcome. Now that we have a newborn african American son, we intend to get more involved and ensure the officers know our child, so as he grows we do not experience any conflicts which can arise from any implicit biases. But we LOVE our Ardsley community. Keep up the good work.	12/19/2020 11:18 AM
113	THANK YOU TO ALL OFFICERS AT THE ARDSLEY POLICE DEPARTMENT FOR ALL THEY DO TO KEEP US SAFE IN THE COMMUNITY. HAPPY HOLIDAYS	12/19/2020 10:16 AM
114	See above and so glad you are involved with this. Appreciate the communications from the chief. I like what he has to say. Let's hear more and let's have the rest of the department live that. They do not.	12/19/2020 9:34 AM
115	Policing across our country requires vast improvement. In my experience, the majority of street officers, and their leadership are extremely racist and classist. The police require much more extensive training than they receive - they should have college degrees. The police should not be responding to mental health emergencies either. The police should be preventing & investigating crime, undertaking traffic management, and providing general safety.	12/19/2020 8:23 AM
116	In my interactions as a community member and ASVAC volunteer, our officers are helpful and respectful. Many are approachable. Diversity amongst police department would be great. No	12/19/2020 8:22 AM

Community Survey on Public Safety and Law Enforcement

females or POC currently work in our department. We could do better there.

117	I've lived here for 28 years and our police dept continues to get better and better	12/19/2020 8:13 AM
118	For the fourteen years that I have lived in Ardsley, I have only had very positive experience with the Ardsley Police.	12/19/2020 7:31 AM
119	Of all the interactions I've had with the Ardsley police from traffic stops, parking tickets, 911 calls to the house I have nothing but positive feelings. They do their job, have been helpful and reasonable and fair.	12/19/2020 7:16 AM
120	1. Thank you. 2. Focus on outreach and being seen as part of the solution. 3. Understand root causes for issues when enforcing laws. We wish you the very best.	12/19/2020 7:15 AM
121	Treat everyone the way you would treat your grandmother or grandfather	12/19/2020 3:28 AM
122	I have found the Ardsley police to be fair and helpful in my experience	12/18/2020 11:51 PM
123	I think the police officers need to get to know the community members, especially kids. Tony Vacca should not only be the face of the police force. The kids should feel comfortable enough to approach any police officers.	12/18/2020 11:07 PM
124	Don't want to respond for fear of getting a parking g ticket	12/18/2020 10:12 PM
125	n/a	12/18/2020 9:59 PM
126	there is some still racist issues in our community we should always visit that!!!!	12/18/2020 9:30 PM
127	Some officers are better than others	12/18/2020 9:29 PM
128	The Police Dept should have deeper knowledge of the laws and court proceedings,	12/18/2020 9:28 PM
129	I believe in supporting the police but they should be more active in the community and get to know people. Maybe school visits? Parent presentations?	12/18/2020 9:26 PM
130	After the pandemic it would be appreciated if officers were walking in town more often. The APD cars appear to be heavily outfitted and regardless, the cars create barriers. It would be good to see officers interacting more with residents, school & business community leaders, etc. It has been very good to see officers at rallies and community gatherings. Officer Vacca and the Chief are good to see, but others appear to have less presence.	12/18/2020 9:04 PM
131	APD does a great job in our small village & we are lucky to have our own Police Department which give Dept personnel the opportunity to know us personally & understand our Village.	12/18/2020 8:48 PM
132	The APD are well known in town because of how community orientated they are! They are always there to celebrate our schools/kids/little league baseball etc and there when emergencies arise!	12/18/2020 8:41 PM
133	Speeding on heatherdell rd is a real issue especially during school arrival and dismissal times. I have been traveling from saw mill River road up heatherdell at 25 mph and have had people not only tailgate me but pass me over the double solid line at the crosswalk!! This is significantly dangerous as there were kids walking home.	12/18/2020 8:38 PM
134	I am still concerned about how Ardsley Police could let gun shooting, and drug dealers moving into the village. We are not a gated community so yes anyone can move in if they choose to. But, for some reasons, even though there are other villages like Hastings in Hudson, Dobbs Ferry, Irvington and others nearby. They chose Ardsley and crimes happened in our village. It means that Ardsley is somehow sending a message that Ardsley has less law enforcement/policing so that those criminals feel more comfortable being in our village than others. That is unacceptable. Start be more visible in the village and giving out tickets for speeding etc. You need to change the message you are currently sending and let outsiders know that Ardsley doesn't tolerance criminal activities.	12/18/2020 8:15 PM
135	Help shut off the emergency siren that blows 5-10 times a day. It is an outdated technology and is a quality of life issue.	12/18/2020 7:47 PM
136	Police are doing good job and we know they will be there to help us if needed. They protect and provide service above self.	12/18/2020 7:36 PM
137	Ardsley Police officers have always been pleasant and helpful when called upon. I feel that they keep me safe and will always be there to help if needed	12/18/2020 7:26 PM

Community Survey on Public Safety and Law Enforcement

138	Has anyone considered that our chief of police is not good at his job?	12/18/2020 7:15 PM
139	Na	12/18/2020 5:11 PM
140	Nothing to share	12/18/2020 4:39 PM
141	Very happy with the Ardsley Police Department. During an instance concerning an identity issue (turned out to be an unfortunate coincidence), they were highly helpful in assistance & recommendations.	12/18/2020 4:37 PM
142	We should really hold our police officers in high regard. I have never heard one single complaint against our police force. It is a hard job to do in this day and time and we need to understand that and thank them	12/18/2020 4:37 PM
143	You can't burglarize an auto. Larceny you steal from auto. Grand Larceny you steal the auto.	12/18/2020 3:47 PM
144	We need diversity	12/18/2020 3:24 PM
145	Thank you for always being a phone call away. God bless.	12/18/2020 2:02 PM
146	Always helpful, polite, and efficient.	12/18/2020 1:36 PM
147	Wasting time an money on police issues that don't exist	12/18/2020 1:16 PM
148	Keep up the great work.	12/18/2020 12:54 PM
149	Would be great to just see police out and about, on foot, interacting with residents in residential streets. That would be a much better survey.	12/18/2020 12:35 PM
150	see above	12/18/2020 12:30 PM
151	The cost of maintaining a police department in a village of this size is not widely known. How do we make it more cost effective?	12/18/2020 12:20 PM
152	They do a wonderful job!!	12/18/2020 12:14 PM
153	The officers do a great job	12/18/2020 12:03 PM
154	Police are not the problem it's the citizens breaking laws and resisting arrest that are the problem	12/18/2020 12:02 PM
155	We are fortunate to have such a caring PD. 6 officers are AHS grads	12/18/2020 12:00 PM
156	I take great comfort seeing patrol cars cruise through all the neighborhoods constantly. They are friendly and responsive.	12/18/2020 12:00 PM
157	Hard to know if the safety of the community is a reflection of the police force or some other factors but knowing that this community is safe is extremely reassuring.	12/18/2020 11:57 AM
158	It would be great if the problem of speeding down Heatherdell, especially approaching concord rd, was made a priority finally.	12/18/2020 11:52 AM
159	Excellent — offices are friendly and department seems great.	12/18/2020 11:50 AM

Q21 DemographicsHow many years have you lived/worked in Ardsley?

Answered: 371 Skipped: 15

Community Survey on Public Safety and Law Enforcement

#	RESPONSES	DATE
1	14	1/3/2021 10:27 PM
2	38	1/3/2021 8:13 PM
3	4 years living here	1/3/2021 6:58 PM
4	15	1/3/2021 3:58 PM
5	1	1/2/2021 2:03 PM
6	8	1/2/2021 2:00 PM
7	16	1/2/2021 1:06 PM
8	15	1/2/2021 9:08 AM
9	Lived here since 1975.	1/1/2021 10:26 PM
10	30	1/1/2021 8:56 PM
11	38	1/1/2021 6:38 PM
12	8	1/1/2021 6:06 PM
13	19	1/1/2021 6:00 PM
14	20	1/1/2021 5:27 PM
15	21	1/1/2021 5:16 PM
16	30	1/1/2021 2:50 PM
17	50	1/1/2021 2:43 PM
18	5	1/1/2021 2:12 PM
19	37	1/1/2021 1:46 PM
20	20	1/1/2021 12:22 PM
21	32	1/1/2021 11:43 AM
22	3	1/1/2021 11:25 AM
23	45	1/1/2021 11:22 AM
24	10	1/1/2021 11:09 AM
25	16 years	1/1/2021 11:07 AM
26	45 years	1/1/2021 10:42 AM
27	11	1/1/2021 10:41 AM
28	4	1/1/2021 10:26 AM
29	25	1/1/2021 10:19 AM
30	2	1/1/2021 10:15 AM
31	3	1/1/2021 10:13 AM
32	30 years	1/1/2021 9:56 AM
33	25	1/1/2021 9:45 AM
34	10	1/1/2021 9:43 AM
35	33	1/1/2021 9:36 AM
36	34 years	1/1/2021 9:30 AM
37	60	1/1/2021 9:24 AM

Community Survey on Public Safety and Law Enforcement

38	11	1/1/2021 9:18 AM
39	37 years in Ardsley proper, 60 years in the district	1/1/2021 9:17 AM
40	4	1/1/2021 9:14 AM
41	27	1/1/2021 9:12 AM
42	30 Years	1/1/2021 8:06 AM
43	1	1/1/2021 2:01 AM
44	2.5	12/31/2020 6:04 PM
45	7	12/31/2020 4:48 PM
46	6 yrs	12/31/2020 4:24 PM
47	25 Years	12/31/2020 3:12 PM
48	25	12/31/2020 3:11 PM
49	36	12/31/2020 2:43 PM
50	6	12/31/2020 2:12 PM
51	4	12/31/2020 1:52 PM
52	4.5	12/31/2020 1:43 PM
53	My whole life	12/31/2020 11:27 AM
54	72	12/31/2020 11:21 AM
55	17	12/31/2020 10:48 AM
56	26	12/31/2020 10:25 AM
57	3	12/31/2020 10:20 AM
58	5	12/31/2020 9:34 AM
59	11	12/31/2020 9:14 AM
60	11	12/31/2020 6:41 AM
61	14 years	12/31/2020 2:27 AM
62	20	12/30/2020 11:56 PM
63	12	12/30/2020 10:59 PM
64	20	12/30/2020 9:54 PM
65	9	12/30/2020 9:29 PM
66	30	12/30/2020 9:19 PM
67	4	12/30/2020 8:40 PM
68	14	12/30/2020 7:29 PM
69	13	12/30/2020 6:53 PM
70	20	12/30/2020 6:49 PM
71	27	12/30/2020 5:25 PM
72	5	12/30/2020 5:22 PM
73	6	12/30/2020 5:21 PM
74	5 years lived in Ardsley	12/30/2020 5:15 PM
75	3 years	12/30/2020 5:10 PM

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76	6	12/30/2020 5:03 PM
77	28	12/30/2020 4:09 PM
78	5	12/30/2020 3:43 PM
79	16	12/30/2020 3:25 PM
80	8	12/30/2020 3:06 PM
81	2.5	12/30/2020 3:03 PM
82	10	12/30/2020 2:51 PM
83	10	12/30/2020 2:28 PM
84	17 years.	12/30/2020 2:21 PM
85	7	12/30/2020 2:17 PM
86	2 years	12/30/2020 2:12 PM
87	25	12/30/2020 2:11 PM
88	7	12/30/2020 1:53 PM
89	9	12/30/2020 1:51 PM
90	4	12/30/2020 1:26 PM
91	17 years	12/30/2020 1:20 PM
92	16	12/30/2020 1:10 PM
93	10	12/30/2020 1:09 PM
94	5.5	12/30/2020 1:08 PM
95	7	12/30/2020 1:06 PM
96	4	12/30/2020 1:04 PM
97	20	12/30/2020 12:57 PM
98	9	12/30/2020 12:53 PM
99	20	12/30/2020 12:50 PM
100	13	12/30/2020 12:47 PM
101	20 years living in Ardsley.	12/30/2020 12:44 PM
102	4	12/30/2020 12:44 PM
103	4	12/30/2020 12:38 PM
104	14	12/30/2020 12:38 PM
105	4	12/30/2020 12:32 PM
106	23	12/30/2020 12:29 PM
107	15 years	12/30/2020 12:27 PM
108	10 years	12/30/2020 12:20 PM
109	7	12/30/2020 12:14 PM
110	3.5	12/30/2020 12:11 PM
111	21	12/30/2020 12:07 PM
112	6.5	12/30/2020 12:00 PM
113	7	12/30/2020 11:59 AM

Community Survey on Public Safety and Law Enforcement

114	10	12/30/2020 11:56 AM
115	1	12/30/2020 11:55 AM
116	2	12/30/2020 11:55 AM
117	4	12/30/2020 11:42 AM
118	24 years	12/30/2020 11:40 AM
119	18	12/30/2020 11:39 AM
120	8	12/30/2020 11:35 AM
121	20	12/30/2020 11:34 AM
122	5	12/30/2020 11:34 AM
123	6	12/30/2020 11:24 AM
124	7	12/30/2020 11:23 AM
125	15 years	12/30/2020 11:23 AM
126	11	12/30/2020 11:21 AM
127	2	12/30/2020 11:19 AM
128	30 years	12/30/2020 11:19 AM
129	3	12/30/2020 11:15 AM
130	7	12/30/2020 11:14 AM
131	17 years	12/30/2020 11:14 AM
132	6	12/30/2020 11:10 AM
133	4	12/30/2020 11:10 AM
134	11	12/30/2020 11:08 AM
135	21	12/30/2020 11:08 AM
136	20	12/30/2020 11:04 AM
137	4	12/30/2020 11:01 AM
138	11	12/30/2020 10:59 AM
139	7	12/30/2020 10:58 AM
140	11 or 12 years. Can't remember.	12/30/2020 10:56 AM
141	1	12/30/2020 10:53 AM
142	1	12/30/2020 10:51 AM
143	8	12/30/2020 10:50 AM
144	7	12/30/2020 10:48 AM
145	20	12/30/2020 10:45 AM
146	7	12/30/2020 10:44 AM
147	16	12/30/2020 10:40 AM
148	11	12/30/2020 10:39 AM
149	17	12/30/2020 10:38 AM
150	5	12/30/2020 10:37 AM
151	24 yrs	12/30/2020 10:33 AM

Community Survey on Public Safety and Law Enforcement

152	13	12/30/2020 10:33 AM
153	1	12/30/2020 10:31 AM
154	2	12/30/2020 10:29 AM
155	16	12/30/2020 10:29 AM
156	5	12/30/2020 10:25 AM
157	40	12/30/2020 10:24 AM
158	Twenty	12/30/2020 10:23 AM
159	6 years	12/30/2020 10:21 AM
160	17	12/30/2020 10:20 AM
161	17	12/30/2020 10:20 AM
162	26	12/30/2020 10:19 AM
163	11	12/30/2020 10:16 AM
164	20	12/30/2020 10:16 AM
165	17	12/30/2020 10:10 AM
166	9	12/30/2020 9:48 AM
167	35 years	12/30/2020 8:31 AM
168	13	12/30/2020 7:56 AM
169	21 years.	12/29/2020 9:59 PM
170	5	12/29/2020 9:06 PM
171	35	12/29/2020 9:03 PM
172	5	12/29/2020 8:53 PM
173	26 years	12/29/2020 8:42 PM
174	34	12/29/2020 8:29 PM
175	35 years	12/29/2020 7:57 PM
176	50	12/29/2020 7:52 PM
177	22	12/29/2020 7:46 PM
178	6	12/29/2020 7:30 PM
179	15	12/29/2020 7:27 PM
180	40	12/29/2020 7:22 PM
181	10	12/29/2020 7:11 PM
182	16	12/29/2020 6:48 PM
183	14	12/29/2020 6:47 PM
184	7	12/29/2020 6:41 PM
185	6	12/29/2020 5:32 PM
186	3	12/29/2020 9:49 AM
187	16	12/29/2020 7:06 AM
188	9	12/29/2020 12:30 AM
189	6	12/28/2020 8:15 PM

Community Survey on Public Safety and Law Enforcement

190	13	12/28/2020 7:08 PM
191	30	12/28/2020 6:04 PM
192	20	12/28/2020 5:41 PM
193	45	12/28/2020 5:29 PM
194	9 years.	12/28/2020 5:23 PM
195	30	12/28/2020 4:57 PM
196	2	12/28/2020 4:06 PM
197	28 years	12/28/2020 3:53 PM
198	40 yrs	12/27/2020 3:45 PM
199	35	12/27/2020 11:06 AM
200	31	12/27/2020 9:59 AM
201	8 years	12/27/2020 9:42 AM
202	9	12/27/2020 9:12 AM
203	5	12/27/2020 8:46 AM
204	22	12/26/2020 11:19 PM
205	45	12/26/2020 10:08 PM
206	21 years	12/26/2020 6:21 PM
207	6 years	12/26/2020 6:12 PM
208	17	12/26/2020 6:04 PM
209	35	12/26/2020 5:52 PM
210	4 years	12/26/2020 5:50 PM
211	8	12/26/2020 5:50 PM
212	20	12/26/2020 5:42 PM
213	27	12/26/2020 5:35 PM
214	24 years	12/26/2020 5:30 PM
215	20	12/26/2020 5:14 PM
216	29 years	12/26/2020 5:13 PM
217	24	12/26/2020 4:28 PM
218	3	12/26/2020 4:23 PM
219	33	12/26/2020 4:17 PM
220	Over 30 years	12/26/2020 4:16 PM
221	19	12/26/2020 4:13 PM
222	10	12/26/2020 4:09 PM
223	38	12/26/2020 4:01 PM
224	4	12/26/2020 3:52 PM
225	20	12/26/2020 3:37 PM
226	20	12/24/2020 8:36 AM
227	1.3	12/23/2020 11:54 AM

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228	Worked 55 yrs. Lived 47 yrs.	12/22/2020 11:45 PM
229	25	12/22/2020 5:12 PM
230	4	12/22/2020 2:47 PM
231	8	12/22/2020 9:03 AM
232	22	12/22/2020 8:41 AM
233	16	12/22/2020 8:07 AM
234	24	12/22/2020 6:52 AM
235	48	12/21/2020 10:42 PM
236	40 years	12/21/2020 10:41 PM
237	45+ yrs	12/21/2020 9:37 PM
238	39	12/21/2020 7:41 PM
239	3	12/21/2020 7:40 PM
240	3	12/21/2020 7:15 PM
241	35	12/21/2020 7:01 PM
242	3.5	12/21/2020 7:00 PM
243	19 in the village and 32 additional years in the school district	12/21/2020 6:43 PM
244	17	12/21/2020 6:40 PM
245	40	12/21/2020 6:39 PM
246	60 years	12/21/2020 6:30 PM
247	50 years	12/21/2020 6:21 PM
248	6	12/21/2020 5:54 PM
249	5	12/21/2020 5:53 PM
250	36	12/21/2020 5:52 PM
251	25	12/21/2020 5:48 PM
252	10	12/21/2020 5:45 PM
253	5	12/21/2020 3:13 PM
254	4	12/21/2020 1:32 PM
255	12	12/21/2020 12:14 PM
256	20	12/21/2020 11:05 AM
257	32	12/21/2020 9:31 AM
258	1	12/21/2020 9:27 AM
259	2	12/21/2020 1:12 AM
260	30	12/20/2020 2:25 PM
261	23	12/20/2020 1:34 PM
262	25	12/20/2020 11:50 AM
263	45	12/20/2020 8:07 AM
264	11	12/19/2020 8:32 PM
265	26	12/19/2020 5:59 PM

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266	10	12/19/2020 3:36 PM
267	28	12/19/2020 12:53 PM
268	14	12/19/2020 12:19 PM
269	10 yrs	12/19/2020 12:03 PM
270	9	12/19/2020 11:54 AM
271	18	12/19/2020 11:30 AM
272	20	12/19/2020 11:20 AM
273	4	12/19/2020 11:18 AM
274	30 years	12/19/2020 11:10 AM
275	38	12/19/2020 10:16 AM
276	28	12/19/2020 10:11 AM
277	18	12/19/2020 9:34 AM
278	8	12/19/2020 8:52 AM
279	5	12/19/2020 8:40 AM
280	6+	12/19/2020 8:32 AM
281	4	12/19/2020 8:23 AM
282	9 years	12/19/2020 8:22 AM
283	28	12/19/2020 8:13 AM
284	26	12/19/2020 7:36 AM
285	14 years	12/19/2020 7:31 AM
286	18 years	12/19/2020 7:19 AM
287	30 plus	12/19/2020 7:16 AM
288	6	12/19/2020 7:15 AM
289	30	12/19/2020 7:12 AM
290	3	12/19/2020 6:34 AM
291	5	12/19/2020 6:05 AM
292	30	12/19/2020 4:16 AM
293	41	12/19/2020 3:28 AM
294	18	12/19/2020 12:26 AM
295	6	12/19/2020 12:17 AM
296	2	12/19/2020 12:02 AM
297	54	12/18/2020 11:51 PM
298	39	12/18/2020 11:25 PM
299	10	12/18/2020 11:07 PM
300	27	12/18/2020 11:04 PM
301	6	12/18/2020 10:46 PM
302	23	12/18/2020 10:22 PM
303	20	12/18/2020 10:12 PM

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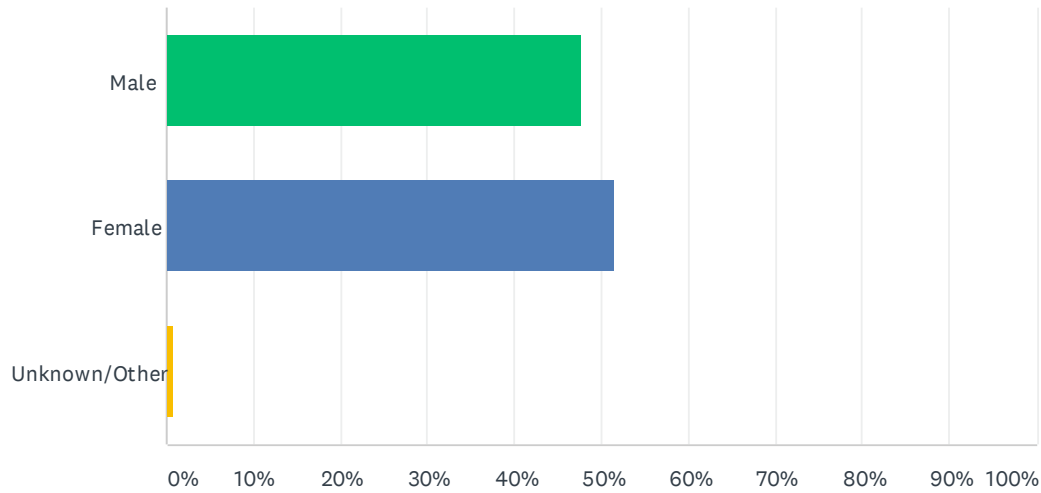
304	39	12/18/2020 10:10 PM
305	2	12/18/2020 9:59 PM
306	20 years	12/18/2020 9:30 PM
307	24	12/18/2020 9:29 PM
308	43	12/18/2020 9:28 PM
309	8	12/18/2020 9:26 PM
310	35	12/18/2020 9:13 PM
311	6	12/18/2020 9:04 PM
312	28	12/18/2020 8:48 PM
313	25	12/18/2020 8:41 PM
314	20	12/18/2020 8:38 PM
315	8 years	12/18/2020 8:15 PM
316	30	12/18/2020 8:06 PM
317	3	12/18/2020 7:57 PM
318	20	12/18/2020 7:50 PM
319	9	12/18/2020 7:47 PM
320	21	12/18/2020 7:45 PM
321	72 years	12/18/2020 7:36 PM
322	8	12/18/2020 7:15 PM
323	34	12/18/2020 6:27 PM
324	19	12/18/2020 5:50 PM
325	35	12/18/2020 5:30 PM
326	7	12/18/2020 5:11 PM
327	7	12/18/2020 4:39 PM
328	25	12/18/2020 4:37 PM
329	25	12/18/2020 4:37 PM
330	64	12/18/2020 4:19 PM
331	15	12/18/2020 4:09 PM
332	9	12/18/2020 4:09 PM
333	26 years	12/18/2020 3:47 PM
334	5	12/18/2020 3:47 PM
335	8	12/18/2020 3:39 PM
336	10	12/18/2020 3:36 PM
337	4	12/18/2020 3:24 PM
338	21	12/18/2020 3:04 PM
339	12	12/18/2020 2:53 PM
340	34	12/18/2020 2:28 PM
341	19	12/18/2020 2:27 PM

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342	20 years	12/18/2020 2:02 PM
343	20	12/18/2020 1:50 PM
344	2	12/18/2020 1:47 PM
345	54	12/18/2020 1:36 PM
346	26	12/18/2020 1:35 PM
347	20	12/18/2020 1:34 PM
348	50+	12/18/2020 1:16 PM
349	27	12/18/2020 1:10 PM
350	15	12/18/2020 12:54 PM
351	25	12/18/2020 12:37 PM
352	27	12/18/2020 12:35 PM
353	27	12/18/2020 12:30 PM
354	34	12/18/2020 12:20 PM
355	48	12/18/2020 12:14 PM
356	44	12/18/2020 12:10 PM
357	17	12/18/2020 12:03 PM
358	4	12/18/2020 12:02 PM
359	4	12/18/2020 12:01 PM
360	43	12/18/2020 12:01 PM
361	7	12/18/2020 12:01 PM
362	50 +	12/18/2020 12:00 PM
363	4	12/18/2020 12:00 PM
364	35	12/18/2020 12:00 PM
365	15	12/18/2020 11:58 AM
366	16	12/18/2020 11:57 AM
367	12	12/18/2020 11:57 AM
368	7	12/18/2020 11:52 AM
369	1	12/18/2020 11:50 AM
370	25 yrs	12/18/2020 10:08 AM
371	15	12/17/2020 2:38 PM

Q22 What is your gender?

Answered: 375 Skipped: 11

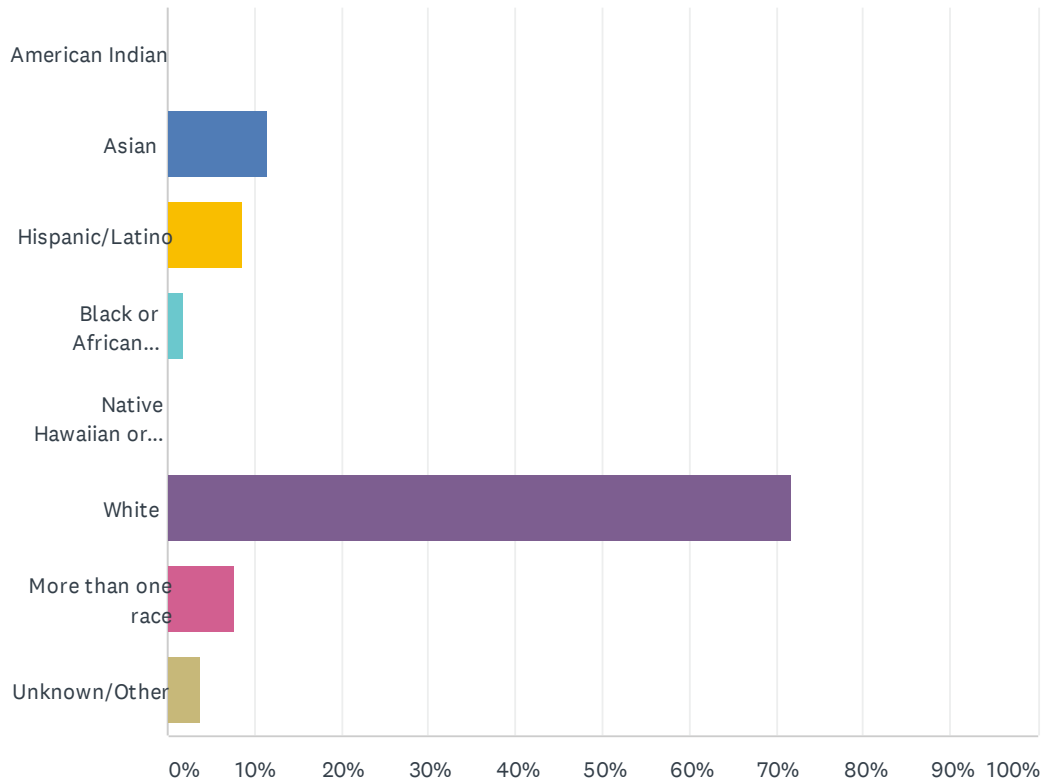


ANSWER CHOICES	RESPONSES	
Male	47.73%	179
Female	51.47%	193
Unknown/Other	0.80%	3
TOTAL		375

#	UNKNOWN/OTHER	DATE
1	melsexual	12/31/2020 2:12 PM
2	Other	12/29/2020 7:52 PM
3	Non-Binary	12/21/2020 1:32 PM

Q23 What is your race/ethnicity?

Answered: 364 Skipped: 22



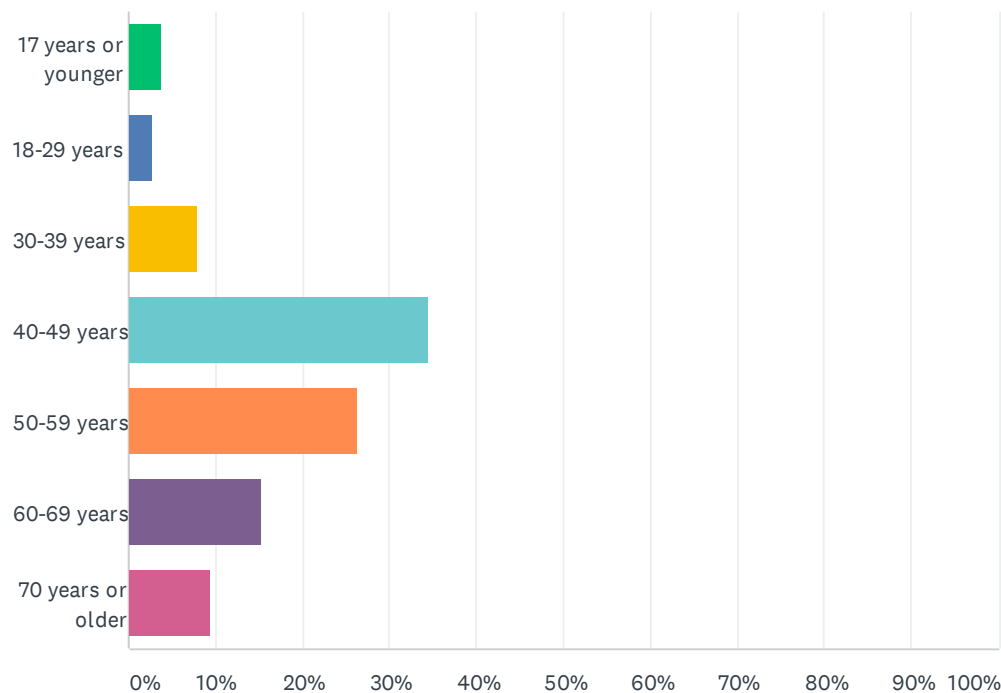
ANSWER CHOICES	RESPONSES	
American Indian	0.00%	0
Asian	11.54%	42
Hispanic/Latino	8.52%	31
Black or African American	1.92%	7
Native Hawaiian or other Pacific Islander	0.00%	0
White	71.70%	261
More than one race	7.69%	28
Unknown/Other	3.85%	14
Total Respondents: 364		

Community Survey on Public Safety and Law Enforcement

#	UNKNOWN/OTHER	DATE
1	none of your business	1/1/2021 9:56 AM
2	N/A	12/30/2020 2:51 PM
3	decline to answer	12/30/2020 11:24 AM
4	White/Native American	12/30/2020 10:31 AM
5	na	12/30/2020 10:29 AM
6	Other	12/29/2020 7:52 PM
7	Decline	12/29/2020 7:06 AM
8	This should have no bearing	12/28/2020 6:04 PM
9	Human	12/27/2020 9:42 AM
10	N/A	12/20/2020 8:07 AM
11	South Asian	12/18/2020 11:07 PM
12	American	12/18/2020 7:57 PM
13	Does that really mattter	12/18/2020 5:50 PM
14	What does that matter??? But if you must know I am Portuguese/Hispanic	12/18/2020 4:39 PM

Q24 What is your age group?

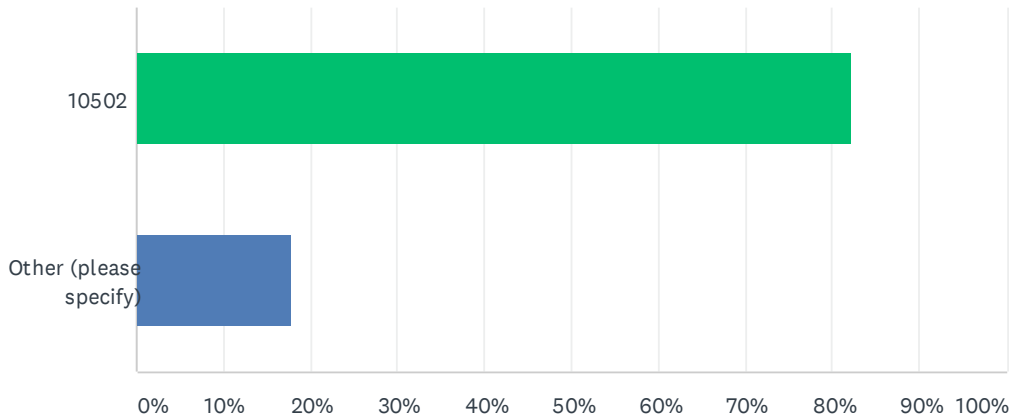
Answered: 373 Skipped: 13



ANSWER CHOICES	RESPONSES	
17 years or younger	3.75%	14
18-29 years	2.68%	10
30-39 years	8.04%	30
40-49 years	34.58%	129
50-59 years	26.27%	98
60-69 years	15.28%	57
70 years or older	9.38%	35
TOTAL		373

Q25 In what zip code do you reside?

Answered: 379 Skipped: 7



ANSWER CHOICES		RESPONSES	
10502		82.32%	312
Other (please specify)		17.68%	67
TOTAL			379

Community Survey on Public Safety and Law Enforcement

#	OTHER (PLEASE SPECIFY)	DATE
1	10522	1/3/2021 6:58 PM
2	10607	1/3/2021 3:58 PM
3	10530	1/2/2021 9:08 AM
4	10607	1/1/2021 11:09 AM
5	10583	1/1/2021 10:41 AM
6	10530	1/1/2021 9:45 AM
7	10522	1/1/2021 9:14 AM
8	10522	1/1/2021 2:01 AM
9	10543	12/31/2020 6:04 PM
10	10522	12/31/2020 2:12 PM
11	10522	12/31/2020 1:43 PM
12	10522	12/31/2020 11:27 AM
13	10583	12/31/2020 9:14 AM
14	10583	12/31/2020 6:41 AM
15	10533	12/30/2020 8:40 PM
16	10522	12/30/2020 5:22 PM
17	10522	12/30/2020 5:10 PM
18	12550	12/30/2020 2:38 PM
19	10607	12/30/2020 2:11 PM
20	10522	12/30/2020 1:09 PM
21	10530	12/30/2020 1:08 PM
22	10583	12/30/2020 12:47 PM
23	10530	12/30/2020 12:44 PM
24	19704	12/30/2020 12:43 PM
25	10530	12/30/2020 12:32 PM
26	10607	12/30/2020 12:20 PM
27	10522	12/30/2020 11:55 AM
28	10530	12/30/2020 11:39 AM
29	10607	12/30/2020 11:21 AM
30	10583	12/30/2020 11:15 AM
31	10522	12/30/2020 11:14 AM
32	10522 (dobbs ferry but Ardsley schools, and more connected to ardsley than dobbs)	12/30/2020 11:10 AM
33	10703	12/30/2020 11:10 AM
34	10522	12/30/2020 11:01 AM
35	10530	12/30/2020 10:59 AM
36	10583	12/30/2020 10:58 AM
37	10607	12/30/2020 10:56 AM

Community Survey on Public Safety and Law Enforcement

38	10522	12/30/2020 10:50 AM
39	10530	12/30/2020 10:48 AM
40	10583	12/30/2020 10:44 AM
41	10530	12/30/2020 10:40 AM
42	10530	12/30/2020 10:37 AM
43	10522	12/30/2020 10:31 AM
44	10708	12/30/2020 10:29 AM
45	10530	12/30/2020 10:24 AM
46	10530	12/30/2020 10:20 AM
47	10530	12/30/2020 10:19 AM
48	10522	12/30/2020 10:16 AM
49	10567	12/30/2020 8:31 AM
50	10583	12/24/2020 8:36 AM
51	10522	12/21/2020 7:40 PM
52	10530	12/21/2020 12:14 PM
53	10522	12/20/2020 11:50 AM
54	10522	12/20/2020 8:07 AM
55	10583	12/19/2020 5:59 PM
56	10502	12/19/2020 3:36 PM
57	10530	12/19/2020 12:19 PM
58	10530	12/19/2020 9:34 AM
59	10583	12/19/2020 8:23 AM
60	10522	12/19/2020 7:19 AM
61	10583	12/19/2020 7:15 AM
62	10583	12/19/2020 7:12 AM
63	10522	12/18/2020 9:26 PM
64	10530	12/18/2020 4:09 PM
65	10522	12/18/2020 2:53 PM
66	10530	12/18/2020 1:10 PM
67	10530	12/18/2020 11:58 AM

Q26 Please provide your email address only if you wish to be contacted if we have questions regarding your survey responses.

Answered: 60 Skipped: 326

Community Survey on Public Safety and Law Enforcement

#	RESPONSES	DATE
1	Jemyni613@aol.com	1/3/2021 6:58 PM
2	inscape44@verizon.net	1/1/2021 10:26 PM
3	bholenath1@aol.com	1/1/2021 8:56 PM
4	roriburke@verizon.net	1/1/2021 5:16 PM
5	msader18@gmail.com	1/1/2021 2:50 PM
6	vze2h8f4@hotmail.com	1/1/2021 12:22 PM
7	queralt1991@gmail.com	1/1/2021 10:42 AM
8	daisy.perez_235@yahoo.com	1/1/2021 2:01 AM
9	toniann.steinberg@gmail.com	12/31/2020 3:12 PM
10	violetta527@aol.com	12/31/2020 11:21 AM
11	waynefriedman@gmail.com	12/31/2020 9:34 AM
12	gina.sage@ardsleyschools.org (school) or gcsage8@gmail.com (personal)	12/30/2020 5:10 PM
13	Riiiiight. I'm sure this survey will be so well received you'll be sure to send someone to pull me over at the first opportunity and thank me. No thank you. You will make no changes anyway so why share my email ?	12/30/2020 4:09 PM
14	anakamura@seido.com	12/30/2020 2:21 PM
15	ethan.valle@yahoo.com	12/30/2020 2:17 PM
16	StephenC8220@Yahoo.com	12/30/2020 12:47 PM
17	Adambenalt@yahoo.com	12/30/2020 12:32 PM
18	ldk	12/30/2020 12:27 PM
19	Nisha27in@gmail.com	12/30/2020 11:42 AM
20	Netjat@verizon.net	12/30/2020 11:39 AM
21	patnaikmk@yahoo.com	12/30/2020 11:15 AM
22	acjfwatson@hotmail.com	12/30/2020 11:10 AM
23	karenhanney@aol.com	12/30/2020 11:08 AM
24	olivianeza@aol.com	12/30/2020 10:50 AM
25	Ok	12/30/2020 10:48 AM
26	albertcruz44@gmail.com	12/30/2020 10:44 AM
27	BKilmore4@aol.com	12/30/2020 10:33 AM
28	na	12/30/2020 10:29 AM
29	Na	12/29/2020 8:53 PM
30	carol.sommerfield@gmail.com	12/29/2020 7:57 PM
31	lindabden10@optonline.net	12/28/2020 3:53 PM
32	na	12/26/2020 5:52 PM
33	Troy.mcpherson5@gmail.com	12/26/2020 4:23 PM
34	armenkay@verizon.net	12/22/2020 11:45 PM
35	Topaz15@optimum.net	12/22/2020 5:12 PM
36	vadims@yahoo.com	12/21/2020 6:40 PM

Community Survey on Public Safety and Law Enforcement

37	hrg83@msn.com	12/21/2020 5:52 PM
38	sharlow.stephanie@gmail.com	12/21/2020 9:27 AM
39	saboldaniel0@gmail.com	12/20/2020 11:50 AM
40	Lrivera2009@optonline.com	12/19/2020 5:59 PM
41	Andydl321@gmail.com	12/19/2020 12:53 PM
42	madinah.brown@gmail.com	12/19/2020 11:18 AM
43	joadie.freyer@gmail.com	12/19/2020 11:10 AM
44	depatnaude@yahoo.com	12/19/2020 8:23 AM
45	Sarberkowitz@gmail.com	12/19/2020 8:22 AM
46	cprank@yahoo.com	12/19/2020 7:15 AM
47	Feldmanfamilyfive@gmail.com	12/19/2020 6:34 AM
48	Lfbremer@aol.com	12/19/2020 4:16 AM
49	Buggirl242@aol.com	12/18/2020 11:51 PM
50	normamontel@optonline.net	12/18/2020 9:28 PM
51	gratzongirl21@aol.com	12/18/2020 8:41 PM
52	yckilpatrick@gmail.com	12/18/2020 8:15 PM
53	Mgno13@yahoo.com	12/18/2020 8:06 PM
54	Dina.cardoso3@yahoo.com	12/18/2020 4:39 PM
55	no thanks	12/18/2020 4:37 PM
56	marywachtell@me.com	12/18/2020 2:02 PM
57	mregenbogen@optonline.net	12/18/2020 12:30 PM
58	Dan.mulholland44@gmail.com	12/18/2020 12:00 PM
59	nope	12/18/2020 12:00 PM
60	adijusto@ardsleyvillage.com	12/18/2020 10:08 AM

Survey

Community Survey

388 respondents (311 Ardsley)

5 Major Sections (17 questions)

1. Community Involvement
2. Safety
3. Procedural Justice
4. Performance
5. Contact and Satisfaction

Rating Scale (Likert Scale)

To a great extent

A lot

Somewhat

A little

Not at all

Unsure/Don't know

Celebrations

Wonderings

CELEBRATIONS



- 1) In Ardsley - Feeling Safe @ Day (99%)
- 2) In Ardsley - Feeling Safe @ Night (97%)
- 3) Police Officers - Respectful (94%)
- 4) Trust and Overall Performance (92%)

WONDERINGS



- 1) Last 12 mos. - Feelings of Safety (52%)*
- 2) Communication w/ Community Members (54%)
- 3) Ease of Providing Feedback (61%)**

* Multiracial, Asian, and Black who responded (39%) & Age 40-49 and 60 or older (50%)

** Age 30-49 (52%)

Qualitative Data (from open ended question) :



Qualitative Data - Themes

(open ended questions - 192 comments)

Celebrations:

(62 comments)

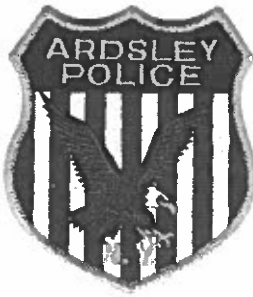
- ★ Completely Satisfied
- ★ Professional
- ★ Responsive
- ★ Friendly

Wonderings/Suggestions:

(77 comments)

- Community Involvement
- Communication
- Deepen Connections
- More Diversity & Training

104-01 RECRUITMENT AND SELECTION OF POLICE OFFICERS



ISSUE DATE:	EFFECTIVE DATE:	REVISES:	CHAPTER:
		1/16/2015	104 – HUMAN RESOURCES
REFERENCES:			
NEW YORK STATE ACCREDITATION STANDARDS			
11.1 (Personnel Recruitment)		12.6 (Oral Interviews)	
12.1 (Physical and Psychological Fitness)		12.7 (Employment Record Maintenance)	
12.5 (Background Investigations)		12.8 (Probation)	
SPECIAL INSTRUCTIONS:			
This policy supersedes all previous policies and procedures			
DISTRIBUTION:			PAGE:
ALL MEMBERS OF THE DEPARTMENT			- 191 -
ISSUING AUTHORITY:			
ANTHONY D. PICCOLINO, CHIEF OF POLICE			

PURPOSE:

To insure that qualified candidates are selected for employment as police officers and that the selection process is valid, job-related, nondiscriminatory and appropriately documented.

POLICY:

It is the policy of the Ardsley Police Department to recruit and hire well qualified persons to perform the many tasks necessary in providing superior law enforcement services to the citizens of the Village of Ardsley. It is also the policy of this Department to comply with local, state and federal laws that regulate selection and hiring practices. The Village of Ardsley is an equal opportunity employer.

PROCEDURE:

Recruitment

1. The primary method of recruitment for positions with the Department is through the County Department of Human Resources civil service recruitment and testing program.
2. Alternatively, candidates may be hired by transfer or reinstatement to the Department from another jurisdiction within the state in which they hold the same or comparable civil service title.
3. Candidates applying for appointment to the Department through the transfer or reinstatement process must receive approval from and meet the eligibility criteria established by the County Department of Human Resources.
4. Candidates considered for appointment must be of good moral character and must satisfy the age, physical fitness and other requirements prescribed by

ARDSLEY POLICE DEPARTMENT

the New York State Municipal Police Training Council or otherwise provided for by law.

5. The Chief of Police shall be responsible for determining the needs of the Department with respect to hiring personnel and in connection therewith, the Chief of Police shall:
 - a. Identify the specific needs of the Department;
 - b. Request through the village Manager that a certified list of eligible candidates from the County Department of Human Resources be received;
 - c. Canvas the certified list announcing the job opening to eligible candidates;
 - d. Determine the skills and personal attributes required for positions in the Department;
 - e. Administer the Department's elements of the selection process; and
 - f. Select the final candidate(s) to be offered employment with the department and present the selection to the Village Manager who will prepare a resolution for the Village Board of Trustees. The Village Board of Trustees will vote whether or not to appoint the selected candidate(s)

Background Investigation

6. Background investigations shall be conducted on all candidates for appointment as a Sworn Member or any civilian candidate who will have access to law enforcement sensitive information.
7. No candidate shall be appointed unless such background investigation has been completed and no disqualifying factors have been revealed.
8. Background investigations shall include but not be limited to:
 - a. Family;
 - b. Education;
 - c. Residences (past and present);
 - d. Work record;
 - e. Organizations and Affiliations;
 - f. References and social contacts;
 - g. Credit record;
 - h. DMV record;
 - i. Military history;
 - j. County records such as liens and judgments; and
 - k. Criminal history records.

ARDSLEY POLICE DEPARTMENT

Oral Interview

9. Candidates meeting aforementioned requirements will be administered an oral interview by a panel designated by the Chief of Police. At least one member of the panel will include a sworn member of the department.
10. Oral interviews will employ a set of uniform questions, and the results will be recorded on standardized response forms.

Psychological Evaluation

11. Upon successful completion of the foregoing, a qualified psychiatrist or psychologist to determine whether the candidate has the emotional stability and psychological fitness compatible with the position of police officer shall evaluate candidates.

Medical Examination

12. A licensed physician in accordance with the standards prescribed by the Municipal Police Training Council will give candidates selected for appointment a physical examination to determine whether or not a candidate is fit for duty.

Probationary Appointment

13. At the conclusion of the selection process, the Village Board of Trustees will appoint successful applicants to the position applied for.
14. All appointments will be probationary as required by the County Human Resources Department and applicable law. The probationary term will be not less than twelve weeks and not more than seventy-eight weeks from the effective start date.
15. Probationary police officers will receive at least four written evaluations during their probationary period, which may include the following:
 - a. Police academy performance evaluations;
 - b. Field training officer evaluations;
 - c. Field training sergeant evaluation; and
 - d. Lieutenant's evaluation.

Compensation of Transfer or Reinstatement Appointees

16. Employees hired as transfers or reinstated officers will be appointed at a pay grade one step above an entry-level police officer.

Record Maintenance

17. All records related to the selection process i.e. exam results, physical agility test results, medical exam results, psychological findings, oral interview and

ARDSLEY POLICE DEPARTMENT

background investigations shall be maintained for a minimum of one year for candidates who are not selected and for a minimum of six years beyond the duration of the employment of candidates who are selected for employment.

Training



Westchester County Police Academy Overview

LT NICHOLAS ALONGI – ACADEMY COMMANDING OFFICER AND
TRAINING DIRECTOR

SGT MICHAEL BRANCAMP – ACADEMY EXECUTIVE OFFICER AND
RECRUIT TRAINING COORDINATOR

WESTCHESTER COUNTY POLICE ACADEMY



Agenda

- Background
- Recruit Training
- In-Service
- Other Training Programs





Background

Westchester County Police Academy – Zone 3:

- Trains all police recruits, new supervisors, and instructors for New York State Zone 3*
- Provide additional course offerings including DCJS classes, private vendor and other relevant classes
- Offers a Unified In-Service Program to all departments within the County
- Current staffing – LT, SGT, (6) Police Officers / Detectives; 3 Class Counselors
- Various agencies send instructors to assist with teaching recruits and other classes

* Zone 3 = Westchester and Putnam Counties



Recruit Training

- Primary mission for the Police Academy is to train new recruits* for all police agencies within Zone 3.

* Police Officers transferring from other police agencies within NYS do not need to attend; current class has 27 recruits

- Recruit training conducted in conjunction with Westchester Community College
- New York State Department of Criminal Justice Services provides the curriculum and approves the schedule of each class
- Currently the NYS requires 699 hours of recruit training including 160 hours of field training
- WCPA offers 787.5 hours of training exclusive of the 160 hours of field training
- WCPA proactively reviews the curriculum and expands on critical areas or develops additional practical exercises to reinforce the current training



Recruit Training

Part		REQ	ACTUAL			
1A	Intro to Crim Justice	0	2	4A	Essential Response and Investigative Skills	24 42.5
1B	Jurisdiction and Responsibilities	0	2	4B	Report Writing	7 7.5
1C	Adjudicatory Process and Court Structure	0	2	4C	Electronic Comms	4 4
1		4	6	4D	Observation and Patrol	3 3
2A	Constitutional Law	2	2	4E	Case Prep and Demeanor	7 7.5
2B	Discretionary Powers	2	2	4F	Crisis Intervention	20 37.5
2C	Ethics and Professionalism	8	8	4H	Arrest Processing	5 5
2D	Physical Fitness and Wellness	65	67	4I	Vehicle Stops and Traff Enf	11 13
2E	Procedural Justice	2	5	4J	Defensive Tactics	40 103
2F	Officer Wellness	16	19.5	4K	Emergency Medical Svcs	48 48
3A	Penal Law	16	16	4L	EVOC	21 35.5
3B	Phy Force and DFP	11	11.5	4M	Firearms Training	40 60
3C	Criminal Procedure Law	21	21.5	4N	Supervised Field Training	160 160
3D	Juvenile Law	6	6	4O	Traffic Direction and Control	2 2
3E	Civil Liability and Risk Management	2	2	4Q	DWI and SFST	21 22.5
3F	Ancillary NYS Statutes	2	2	4S	Off-duty & Plain clothes Encounters	4 4
3G	NYS VTL	5	5.5	4T	Active Shooter	16 22.5
				4U	Aerosol Subject Restraint	6 6
				4V	Professional Communications	8 8
				4W	Decision Making Skills	8 8

For Fall 2020 Class

WESTCHESTER COUNTY POLICE ACADEMY



Recruit Training

5A	Intoxication	1	4
5B	Community Resources	3	3
5C	Elder Abuse	2	3.5
5D	Cultural Diversity/ Bias Related Incidents/ Sexual Harassment	5	5.5
5E	Persons with Disabilities	6	6
5F	Crime Control Strategies	2	4
5G	Crime Prevention	2	2
6A	Standard Response for Unusual Occurrences	8	11.5
6B	Behavioral Observation and Suspicious Activity Recognition	7	13.5
6C	Civil Disorder Control	3	3.5
7A	Domestic Violence	14	14
7F	Crash Management and Reporting	14	15
7G	Injury and Death Cases	3	3
7H	Sex Crimes	2	2
7I	Narcotics and Dangerous Drugs	3	3.5
7J	Missing Persons	3	3.5
7K	Animal Abuse Cases	2	2
7M	Human Trafficking	2	2

8A	Reality Based Training	0	7.5
Other		0	41
Elective		0	24
Total Instruction		699	947.5
Field Training		160	160
Academy Instruction		539	787.5

For Fall 2020 Class



Recruit Training

Common Themes

- De-escalation
- Officer Safety
- Professionalism
- Physical Fitness
- Attention to Detail





Recruit Training

Cultural Diversity / Bias Related Incidents / Sexual Harassment

- Block develops awareness about cultural diversity, prejudice, discrimination, sexual harassment, biased policing and bias related incidents
- Identify strategies to effectively deal with people from various cultural backgrounds
- Neighbors Link representatives assist in teaching a portion of the class
- A member of the LGBTQ community instructs another portion of the class.



Recruit Training

Procedural Justice

- Course is inline with New York State's 3-part Principle Policing Program.
- DCJS requires only 2 hours focused on maintaining a positive relationship with the community, police legitimacy, and understanding procedural justice.
- WCPA provides an additional 3 hours to deal with tactical perception or implicit bias.
- Challenges students to critically think and discuss reasons for biases
- Identifies traps, how they interfere with procedural justice and ways to overcome interference.

Note: Tactical Perception is also called Implicit Bias. In this context, "tactical" does not refer to military type action.



Recruit Training

Crisis Intervention Training

- Team taught by a Department of Mental Health Counselor and a Police Detective who is also a counselor.
- DCJS requires 20 hours of instruction; WCPA provides 37.5 hours of instruction
- Focuses on de-escalation of incidents and obtaining professional mental health assistance for an individual in crisis
- Teaches communication skills for communicating with people in crisis
- Topics covered include PTSD, suicide, military issues, police officers with PTSD, autism and people with special needs



Recruit Training

Defensive Tactics and Principles of Control

- Provide different techniques to control a situation including physical control
- Discusses constitutional limitations, levels of compliance and resistance, response option ranging from presence, dialogue, compliance techniques, defensive alternatives, and deadly physical force
- Course demonstrates and practices appropriate physical control techniques
- The course does not teach nor condone chokeholds, carotid artery holds or other moves that restrict blood flow or breathing.
- Stresses importance of returning detained person to recovery, sitting or standing position
- There are limited techniques with shin on hips to control movement
- DCJS requires 40 hours of instruction; WCPA trains more than 100 hours
- Training includes more than a week of scenario training where recruits use communication skills, crisis intervention skills and physical skills to control situations



Recruit Training

Importance of Watching the Hands

- Hands kill
- Look for weapons in hands
- True regardless of race, ethnicity, age or gender
- One lesson for everyone to know to make interactions less stressful and reduce deadly physical force encounters



Recruit Training

Use of Force and Deadly Physical Force

- WCPA schedules 11.5 hours for this lecture.
- Follows NYS DCJS approved curriculum and requires approved, trained instructors
- Focuses on Article 35, the Defense of Justification; Physical Force and Deadly Physical Force
- Provides officers with the knowledge to discern level of force needed
- Instructs on the duty to intervene if they see another officer regardless of rank not following rules, regulations or laws of regarding the use of force
- In addition to the classroom portion, the topics of use of force and duty to intervene are reinforced during other blocks of instruction including firearms, defensive tactics, scenario based training and reality based training.



Recruit Training

Reality Based Training

- State requires RBT, but no set number of hours. WCPA provides 7.5 hours
- RBT places recruits in stressful scenarios where they must use communication and proper tactics to deal with realistic situations
- Scenarios include suicidal subjects, officer shot, person with a weapon, emotionally disturbed individual with a weapon, and a non-threat scenario. Duty to Intervene scenario is being added to the current class' RBT scenarios.
- This is in addition to the of practical exercises provided throughout the class including domestic violence, car stops, off-duty encounters, plain clothes encounters, building clearing etc.



Recruit Training

Advanced Law Enforcement Rapid Response Training (ALERRT)

- 3-day lecture and practical exercises focused on active shooter response for first responders.
- Based on the ALERRT Center at Texas State University curriculum
- The National Standard in Active Shooter Response Training as designated by the FBI
- All instructors are trained and certified by the Center at Texas State University
- Research-based response program taught to multiple agencies within Westchester and being adopted by other first responders such as fire and EMS.
- Standardized program provides well trained responders to protect and secure organizations within the county.
- WC DPS provided numerous classes of Civilian Response to Active Shooter Training to countless people throughout the county. CRASE compliments the ALERRT program.



Recruit Training

Ethics and Professionalism

- 8 hour block of instruction
- Topics include values and ethics, ethical decision-making, and the effects of positive and negative ethical behavior

Officer Wellness and Stress Management

- 19.5 hours of instruction vs 16 hours required
- Provides officers resources to manage stress and wellness
- Officer well-being is critical to positive interactions with the public



Recruit Training

Community Policing and Contemporary Police Problems

- DCJS removed this as a requirement in 2019
- WCPA still includes 2 hours for this topic
- Commissioner Chong from the White Plains Police Department teaches the block

Professional Communications

- Covers stages of conflict, maxims of communication, professional communication skills and barriers to communication
- Class concludes with scenarios



Recruit Training

Key Concepts nested across the course

- Individual topics cannot be viewed or applied in a vacuum
- Article 35 carries into firearms, defensive tactics and other weapons systems
- Scenario training provides practice and evaluation on multiple topics into a scenario
- De-escalation is stressed, trained and evaluated in many areas of instruction
- More than 100 hours of scenario and reality based training challenging the recruits collectively in several areas including de-escalation, crisis intervention, cultural diversity, disability awareness, procedural justice, ethics and professional communication



In-Service Training

- Accredited agencies require 3 days or 21 hours of in-service training annually
- WCPA offers an annual in-service program that WC DPS officers attend and other agencies through the county attend; WCPA cannot mandate attendance
- Annual topics include firearms, Article 35, EMS, defensive tactics, OSHA mandated classes, Taser, O/C, legal updates
 - Additional topics include Procedural Justice, Disorder Control, Incident Command System on rotational basis
- Due to COVID-19, some classes are offered in a virtual environment



Other Training

Other Courses Offered during the past 12 months include:

- Instructor Development (offered twice per year) – Required for all Police Instructors
- Course in Police Supervision (offered twice per year) – Required for all new Sergeants
- Procedural Justice Instructor Course – DCJS Sponsored
- Criminal Investigators Course
- Crisis Intervention Training – Similar to Recruit class, but for existing police officers
- Breath Test Operator
- Radar/Lidar
- Crash Investigation,
- Patrol Rifle
- School Resource Officer



Other Training

Vendor Courses Offered

- Search and Seizure
- Social Media Academy
- Media Relations
- Law Enforcement Response to Persons With Disabilities
- Property and Evidence Management
- FBI LEEDA (supervision and leadership)

Ardsley PD annual training

Defensive tactics – Legal Updates-----	1.5 hrs
OC and Baton recert-----	1.5 hrs
CPR / AED / Narcan / PPE review-----	2.5 hrs
New legislative review-----	2 hrs
Fire arms-----	16 – 24 hrs
Use of Force-----	1 hr
Sexual Harassment prevention	
Workplace Bullying & Violence prevention	
Hazard Communications & right to know	
Bloodborne Pathogens	
Domestic Violence Lethality training-----	2.5 hrs
Procedural justice-----	3 hrs



Village Wide Training

Department	Sexual Harassment	Workplace Violence Prevention	Hazard Communication: Right to Know	Bloodborne Pathogens: Control Plan
Administration	X	X		
Building	X	X		
Court	X	X		
DPW	X	X		
Fire	X	X	X	X
Library	X	X		
Parks and Recreation	X	X		
Police	X	X	X	X
Treasurer	X	X		
Boards and Committees	X	X		

Finance

BUDGET INFORMATION

The following budget items are included in this packet:

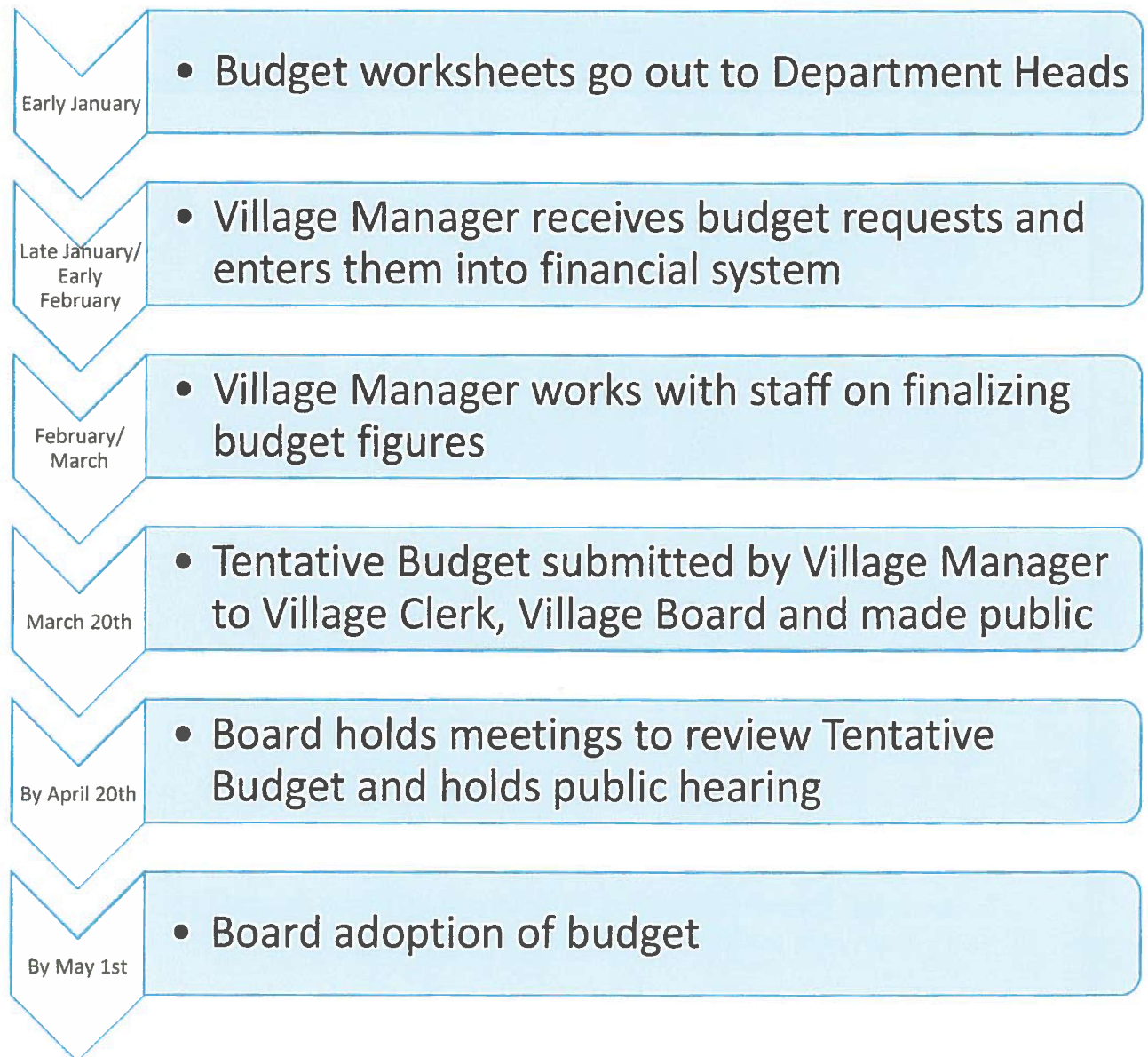
1. Flow chart showing the timeframes for various activities involved in the annual budget process.
2. Budget Report – Appropriations –
This shows original budget appropriations in one column and actual expenditures in another column for each fiscal year (the year indicates the END of that particular fiscal year; our fiscal year runs from June 1 – May 31 so “2019” refers to fiscal year June 1, 2018 – May 31, 2019).
3. Explanatory Text – This is a brief description of each appropriation line in the budget to explain generally what is included in that line. It is not meant to include every single item, but represent the types of expenditures made from that line.
4. Budget Report – Revenue –
This shows original budget revenues in one column and actual revenue in another column for each fiscal year (the year indicates the END of that particular fiscal year; our fiscal year runs from June 1 – May 31 so “2019” refers to fiscal year June 1, 2018 – May 31, 2019). Police department related revenue has been highlighted.
5. Explanatory Text – This is a brief description of each revenue line in the budget to explain generally what is included in that line. It is not meant to include every single item, but represent the types of revenue received in that line.
6. 10 year Capital Plan and Capital Plan Funding Detail sheets for police department –
Every year the 10 year capital plan is updated to plan for major expenditures for each department. A funding detail sheet then identifies the recommended funding source for each item in a particular fiscal year.
7. Summary of Overtime Hours –
This document provides a summary of the overtime hours by “reason” so that we can identify the main drivers of overtime hours from year to year.

Notes: Since the 2020-21 year is the current year, there are no “actuals” shown. There are some police related expenditures that do not show in the departmental budget; the largest of these include pension, health benefits and workers’ compensation coverage. You received the budgeted figures for these last week. In addition to these separate expenditures, we budget for all Village-wide general technology needs in our technology budget line – the only items that remain in specific departmental budgets are those that are specific to just that department, such as financial software in the Village Treasurer’s budget. All general office supplies are covered under Village Hall expenses and are monitored and accounted for separately.

For the last meeting, we gave you a spreadsheet showing only budgeted amounts for each year. The reason some of those numbers will not match this more detailed report is because of budget amendments made throughout the year, which is reflected in this more detailed information. We continually monitor expenditures across all lines and make adjustments as necessary to either increase or decrease particular budget lines. In other words, if we know we will be short in one line in a particular department, we look first to that department to cover the shortage from within their own budget, but if that's not possible, we will adjust a line elsewhere in the budget to meet the need. Therefore, original budget figures do not always look like the final budget figures at the end of the day.



Annual Budget Process



Account Number	Account Description	2018 Approp	2018 Actual	2019 Approp	2019 Actual	2020 Approp	2020 Actual	2021 Adopted Budget
A-3120-0100-0000	PERSONNEL SERVICES REGULAR	2,408,765.75	2,408,765.75	2,301,714.72	2,301,714.72	2,316,965.00	2,503,146.67	2,351,112.00
A-3120-0100-0000	PERSONNEL SERVICES REGULAR	0.00	0.00	0.00	0.00	0.00	0.00	20,000.00
A-3120-0101-0000	PERSONNEL SERVICES OVERTIME	509,756.26	509,756.26	520,115.91	520,115.91	470,000.00	474,760.48	495,000.00
A-3120-0103-0000	OUT OF TITLE	3,229.08	3,229.08	4,224.37	4,224.37	3,500.00	3,323.40	4,500.00
A-3120-0105-0000	OVERTIME DWI	7,052.14	7,052.14	0.00	0.00	0.00	-138.00	8,400.00
A-3120-0106-0000	SPECIAL EVENTS	2,190.55	2,190.55	33,021.00	33,021.00	3,000.00	7,964.44	12,000.00
A-3120-0107-0000	SWAT OVERTIME	10,937.11	10,937.11	0.00	0.00	0.00	0.00	8,000.00
A-3120-0110-0000	PART TIME	15,474.94	15,474.94	14,987.46	14,987.46	14,964.00	11,761.22	14,705.00
A-3120-0111-0000	COMP PAY-OUT	6,071.58	6,071.58	7,547.50	7,547.50	32,000.00	12,913.19	20,000.00
A-3120-0132-0000	HOLIDAY PAY	107,472.55	107,472.55	103,019.60	103,019.60	105,000.00	104,725.52	110,000.00
A-3120-0133-0000	LONGEVITY	74,556.67	74,556.67	12,203.49	12,203.49	30,000.00	28,564.17	50,000.00
A-3120-0170-0000	SPECIAL SERVICES	5,300.00	5,300.00	5,300.00	5,023.00	6,425.00	5,177.00	7,250.00
A-3120-0200-0000	CHILD SAFETY GRANT	2,748.94	2,748.94	4,091.98	4,091.98	0.00	0.00	6,500.00
A-3120-0201-0000	GOV TRAFFIC SAFETY	0.00	0.00	0.00	0.00	0.00	0.00	7,400.00
A-3120-0230-0000	MOTOR VEHICLE	71,420.73	71,420.73	63,514.02	41,961.49	112,000.00	113,305.94	68200
A-3120-0250-0000	EDUCATIONAL EQUIPMENT	0.00	0.00	500.00	0.00	500.00	165.00	0.00
A-3120-0260-0000	SIGNAL AND COMMUNICATION EQUIP	2,410.66	2,410.66	6,291.08	6,291.08	500.00	0.00	500.00
A-3120-0411-0000	UNIFORMS	39,533.15	39,533.15	30,000.00	29,179.94	31,100.00	22,771.51	26775
A-3120-0415-0000	OPERATING SUPPLIES	8,314.06	8,314.06	8,581.65	8,581.65	49,765.00	30,947.81	16300
A-3120-0425-0000	EQUIPMENT REPAIR	7,794.82	7,794.82	4,398.86	4,398.86	4,000.00	7,842.97	8,000.00
A-3120-0426-0000	MOTOR VEHICLE REPAIR	13,711.00	13,711.00	17,935.10	17,935.10	8,000.00	6,651.12	8,000.00
A-3120-0450-0000	FEES FOR SERVICE	1,327.00	1,327.00	3,500.00	978.00	3,500.00	325.00	1,500.00
A-3120-0460-0000	CONTRACT SERVICES	26,952.24	26,952.24	39,620.00	37,721.05	42,089.00	38,024.39	39965
A-3120-0485-0000	PROFESSIONAL TRAINING	3,500.00	3,114.56	9,084.59	9,084.59	20,550.00	6,694.84	23240
	Totals	3,328,519.23	3,328,133.79	3,189,651.33	3,162,080.79	3,253,858.00	3,378,926.67	3,307,347.00
A-9015-0825-0000	Police Retirement	749,396.00	749,396.00	713,412.00	677,884.00	680,729.00	678,851.00	699,826.00

This line item represents the cost of all technology consulting needs for all departments other than Library and Fire.

SPECIAL ITEMS

ACCOUNT # 1910;1920;1950;1960;1964;1990

1910-400 – INSURANCE CONTRACTUAL EXPENSES

This line item represents premiums for Village insurance coverage other than Workers' Compensation and an estimated amount to cover deductibles.

1920-400 - MUNICIPAL ASSOC. DUES

This line item represents the cost of membership dues for Westchester County Municipal Officials Association, NYCOM and Sustainable Westchester.

1950-400 – TOWN TAX CONTRACTUAL EXPENSES

This line item represents taxes paid annually to the City of New York for permits in connection with the "Blow-off" property.

1960-400 – CONTRACTUAL EXPENSES MTA TAX

This line item represents mandatory payroll taxes paid to the Metropolitan Transportation Authority.

1964-462- CERTIORARI

This line item represents settlement costs as a result of commercial property certiorari cases.

1990-400 – CONTINGENCY ACCOUNT CONTRACTUAL EXPENSES

This line item represents funding for general fund obligations incurred but not otherwise budgeted or fully determined and funding, as necessary, to comply with fund balance policy.

POLICE

ACCOUNT # 3120

3120-100 – PERSONNEL SERVICES REGULAR

This line item represents Salaries for the Police Chief, 2 Lieutenants, 2 Detectives, 4 Sergeants and 10 officers and payment for update to departmental rules and regulations.

3120-101- PERSONNEL SERVICES OVERTIME

This line item represents cost of officers when working beyond the normal work day.

3120-103 – OUT OF TITLE

This line item represents pay for officers working temporarily in a higher title.

3120-105 – OVERTIME DWI

This line item represents the pay for officers for duties specifically related to the Stop DWI Grant.

3120-106 – SPECIAL EVENTS

This line item represents overtime pay for officers for duties specifically related to school or community events, or projects done by outside agencies. Many costs are reimbursed by outside agencies.

3120-107 – SWAT OVERTIME

This line item represents the pay for officers for duties specifically related to the SWAT detail.

3120-110 – PART-TIME

This line item represents the salary for the P/T Meter Collector/School Crossing Guard.

3120-111 – COMP PAYOUT

This line item represents funds for the payment of accumulated compensatory time for police officers.

3120-132 – HOLIDAY PAY

This line item represents contractual payment to officers who opt to receive a lump sum payment for 12 holidays.

3120-133- LONGEVITY

This line item represents contractual payments to qualified officers who declare their intentions to retire within three years.

3120-170 – SPECIAL SERVICES

This line item represents stipends for two EMTs, four firearms instructors and four armorers.

3120-200 – CHILD SAFETY GRANT

This line item represents costs associated with the children's car seat program state grant.

3120-201 – GOVERNOR'S TRAFFIC SAFETY GRANT

This line item represents costs associated with the selective traffic enforcement program state grant. Enforcement includes special details such as for speeding and passing school busses.

3120-230 – MOTOR VEHICLE

This line item represents the purchase of one new police vehicle with associated equipment.

3120-250 – EDUCATIONAL EQUIPMENT

This line item represents the purchase of educational materials, such as the Public Law Employment Manual and Law Report.

3120-260 – SIGNAL EQUIPMENT

This line item represents the repair and maintenance of signal equipment, portable radio batteries, and FCC license fee.

3120-411 – UNIFORMS

This line item represents the contractual annual uniform allowance for personnel and bullet proof vests.

3120-415 –OPERATING SUPPLIES

This line item represents costs for general operating supplies, such as fire extinguishers, medical supplies, DVDs, detective supplies, Glock night sights, detective supplies, practice cartridges for tasers, US Identification Manual subscription, and updates for NY Criminal Gray Book, and printing. As needed, it may include the cost of new Live Scan equipment.

3120-425 – EQUIPMENT REPAIR

This line item represents repair of equipment, such as car radios and video cameras.

1320-426 – MOTOR VEHICLE REPAIR

This line item represents the cost of police motor vehicle repairs, parts and maintenance.

3120-450 – FEES FOR SERVICE

This line item represents the cost of such things as new police officer physicals, psychological tests, Hepatitis B shots, and shooting range fees.

3120-460 – CONTRACTUAL SERVICES

The line item represents the costs of annual maintenance contracts for such things as Racal voice recorder, Admit, ELSAG (plate reader service), Reverse 911, Comnetix (livescan service), permitting systems, parking meters, and copy machine.

3120-485 – PROFESSIONAL TRAINING

This line item represents association membership dues, training and conference fees and expenses. For 2020-21, this includes funds for emergency drill training and two additional training day for officers.

TRAFFIC CONTROL

ACCOUNT # 3310

3310-415 – Operating Supplies

This line item represents the costs of minor repairs to traffic signals and replacement of crosswalk center median signs.

FIRE

ACCOUNT # 3410

3410-134 – FIRE INSPECTOR

This line item represents salary for the Fire Inspector. This position is currently filled by the Highway Foreman, but the Fire Inspector salary portion is identified on this line.

3410-260 – SIGNAL AND COMMUNICATION EQUIPMENT

This line represents the purchase of new radios and pagers and other related equipment.

Account Number	Account Description	2018 Antic	2018 Actual	2019 Antic	2019 Actual	2020 Antic	2020 Actual	2021 Anticipated
A-0001-1001-0000	REAL PROPERTY TAXES	10,082,143.00	9,942,305.33	0.00	10,492,116.36	0.00	11,140,621.85	11,177,985.00
A-0001-1081-0000	OTH PAYMENTS IN LIEU OF TAXES	1,500.00	1,513.06	1,600.00	1,569.58	1,600.00	1,639.37	1,600.00
A-0001-1090-0000	INTEREST & PENALTIES ON TAXES	35,000.00	28,705.69	35,000.00	61,572.12	35,000.00	33,188.30	30,000.00
A-0001-1113-0000	HOTEL OCCUPANCY TAX	45,000.00	79,248.51	50,000.00	81,854.25	55,000.00	77,742.94	70,000.00
A-0001-1120-0000	NON-PROP. TAX DIST. BY COUNTY	640,000.00	702,437.00	680,000.00	719,612.00	700,000.00	881,194.00	790,000.00
A-0001-1130-0000	UTILITIES TAX	102,000.00	109,517.83	102,000.00	112,509.59	102,000.00	102,052.36	90,000.00
A-0001-1170-0000	CABLE T.V. FRANCHISE FEES	112,000.00	110,239.45	112,000.00	119,733.01	90,000.00	118,323.59	90,000.00
A-0001-1235-0000	CHARGES-TAX ADVERTISING & EXP	300.00	456.00	300.00	528.00	300.00	0.00	300.00
A-0001-1255-0000	CLERK FEES	100.00	63.50	100.00	15.00	100.00	171.00	100.00
A-0001-1520-0000	POLICE FEES	300.00	280.25	250.00	305.00	250.00	150.00	250.00
A-0001-1525-0000	PRISONER TRANSPORTATION	10,000.00	21,507.95	10,000.00	15,192.04	10,000.00	18,073.15	10,000.00
A-0001-1530-0000	SPECIAL EVENTS	5,000.00	10,093.28	6,000.00	53,058.00	20,000.00	50,990.00	20,000.00
A-0001-1560-0000	SAFETY INSPECTION FEES	2,000.00	1,925.00	2,000.00	2,525.00	1,500.00	1,725.00	1,500.00
A-0001-1589-0000	STOP DWI/OCCUPANT RESTR	8,400.00	600.00	0.00	0.00	14,400.00	2,512.50	8,400.00
A-0001-1603-0000	REGISTRAR/VITAL STATISTICS	1,500.00	1,680.00	2,070.00	1,130.00	1,700.00	2,050.00	1,700.00
A-0001-1720-0000	BRIDGE STREET PARKING	12,000.00	18,060.00	12,000.00	12,520.00	10,000.00	16,895.00	10,000.00
A-0001-1740-0000	ON STREET PARKING	28,000.00	29,187.40	28,000.00	25,190.19	25,000.00	38,470.26	28,000.00
A-0001-1789-0000	OVERNIGHT PARKING FEES	4,000.00	4,025.00	4,000.00	3,475.00	4,000.00	1,780.00	3,000.00
A-0001-2001-0000	PARK AND RECREATION CHARGES	36,000.00	37,253.00	38,000.00	31,515.00	35,000.00	22,475.00	32,000.00
A-0001-2002-0000	TENNIS FEES	4,000.00	1,700.00	4,000.00	0.00	0.00	0.00	4,000.00
A-0001-2012-0000	GARAGE SALE	800.00	805.00	800.00	785.00	800.00	800.00	800.00
A-0001-2089-0000	COMMUNITY CENTER FEES	20,000.00	20,862.00	23,000.00	21,577.00	20,000.00	10,625.00	20,000.00
A-0001-2110-0000	ZONING FEES	2,000.00	2,000.00	2,000.00	800.00	1,000.00	400.00	1,000.00
A-0001-2115-0000	PLANNING BOARD FEES	1,000.00	3,500.00	1,000.00	3,650.00	1,000.00	0.00	1,000.00
A-0001-2116-0000	REIMBURSEMENT SWAT	12,000.00	19,599.63	13,000.00	11,047.36	12000	1,943.50	6000
A-0001-2118-0000	STEP GRANT	0.00	0.00	0.00	0.00	0.00	0.00	7,400.00
A-0001-2130-0000	REFUSE & GARBAGE CHARGES	91,680.00	79,635.00	91,680.00	78,418.75	80,000.00	78,145.00	75,000.00
A-0001-2262-0000	FIRE PROTECTION SERVICES	383,620.00	388,715.72	361,397.00	350,559.32	353,117.00	328,760.13	331,471.00
A-0001-2401-0000	INTEREST AND EARNINGS	3,000.00	22,674.94	3,000.00	21,948.97	10,000.00	20,845.74	20,000.00
A-0001-2555-0000	BUILDING PERMITS	125,000.00	199,795.50	125,000.00	171,266.52	125,000.00	97,101.15	125,000.00
A-0001-2560-0000	STREET OPENING PERMITS	14,000.00	23,082.00	14,000.00	19,192.00	14,000.00	19,580.00	14,000.00
A-0001-2565-0000	PLUMBING PERMITS	13,000.00	20,896.00	13,000.00	24,936.00	13,000.00	14,073.00	13,000.00
A-0001-2590-0000	OTHER PERMITS	4,000.00	24,675.00	6,000.00	39,100.00	25,000.00	21,985.00	25,000.00
A-0001-2591-0000	ELECT. PERMITS	7,000.00	9,690.00	7,000.00	10,625.00	7,000.00	7,680.00	7,000.00
A-0001-2600-0000	ALARM FEES	9,000.00	10,920.00	10,000.00	12,005.00	10,000.00	14,565.00	12,000.00
A-0001-2610-0000	FINES AND FORFEITURES	90,000.00	127,412.80	90,000.00	207,278.00	125,000.00	190,633.00	175,000.00
A-0001-2651-0000	SALE OF REFUSE AND RECYCLING	2,000.00	2,786.03	2,000.00	3,110.30	2,000.00	1,688.50	2,000.00
A-0001-2680-0000	INSURANCE RECOVERIES	46,659.05	134,663.09	15,000.00	12,215.03	10,000.00	38,140.03	10,000.00
A-0001-2770-0000	UNCLASSIFIED REVENUES	5,000.00	194,747.77	10,000.00	20,604.76	5,000.00	481,904.19	5,000.00
A-0001-3001-0000	STATE AID PER CAPITA	32,760.00	28,009.00	28,009.00	28,009.00	28,009.00	28,009.00	28,009.00
A-0001-3005-0000	STATE AID MORTG. TAX	115,000.00	169,008.65	130,000.00	114,372.31	125,000.00	135,182.50	120,000.00
A-0001-3501-0000	CONSOLIDATED HIGHWAY AID	100,000.00	23,899.88	117,410.00	104,780.46	112,585.00	112,585.00	200,000.00
A-0001-3820-0000	YOUTH PROGRAM	556.00	0.00	556.00	1,642.00	556.00	0.00	1,642.00
A-0001-4989-0000	FED.AID HOME & COMM.SERVICES	125,000.00	77,795.29	125,000.00	113,092.45	125,000.00	120,502.75	125,000.00
		12,332,318.05	12,685,971.55	2,276,172.00	13,105,435.37	2,310,917.00	14,235,202.81	13,694,157.00

0001-1520 – POLICE FEES

Revenue received from fees charged for providing copies of police reports.

0001-1525 – PRISONER TRANSPORTATION

Revenue received from Westchester County as reimbursement of transportation costs for court appearances by prisoners.

0001-1530 – SPECIAL EVENTS

Revenue received from reimbursement from organizations for police coverage for special events.

0001-1560 – SAFETY INSPECTION FEES

Revenue received from fees charged for fire inspections of local businesses.

0001-1589 – STOP DWI/OCCUPANT RESTRAINT

Represents revenue anticipated from Westchester County grant reimbursement for the police department's efforts to combat intoxicated driving and seatbelt laws.

0001-1603 – REGISTRAR/VITAL STATISTICS

Revenue received from fees charged for death and birth certificates.

0001-1720 – BRIDGE STREET PARKING

Revenue received from fees charged for Village parking spaces.

0001-1740 – ON STREET PARKING

Revenue received from fees charged at on-street parking meters.

0001-1789 – OVERNIGHT PARKING FEES

Revenue received from fees charged for on-street overnight parking permits.

0001-2001 – PARK AND RECREATION CHARGES

Revenue received from fees charged for participation in a variety of recreation programs.

0001-2002 – TENNIS FEES

Revenue received from fees charged for participation in tennis programs.

0001-2012 – GARAGE SALE

Revenue received from fees charged for annual garage sale participation.

0001-2089 – COMMUNITY CENTER FEES

Revenue received from fees charged for the use of the community center facility.

0001-2110 – ZONING FEES

Revenue received from Zoning Board application fees.

0001-2115 – PLANNING BOARD FEES

Revenue received from Planning Board application fees.

0001-2116 – REIMBURSEMENT SWAT

Revenue received from Westchester County reimbursements for Special Weapons and Tactics training.

0001-2118 – STEP GRANT

Revenue received from NYS for police agencies to conduct traffic law enforcement for motorist violations based on agency jurisdictions' traffic and crash data.

0001-2130 – REFUSE & GARBAGE CHARGES

Revenue received from fees charged to local businesses for refuse collection.

INTERGOVERNMENTAL**0001-2262 – FIRE PROTECTION SERVICES**

Revenue received from reimbursement for fire service protection provided to the Town of Greenburgh in the South Ardsley and Chauncey Fire Protection Districts.

0001-2302 – SNOW REMOVAL

Revenue received from reimbursement for snow removal services provided to Westchester County.

USE OF MONEY AND PROPERTY**0001-2401 – INTEREST AND EARNINGS**

Revenue received from interest earned on Village bank accounts.

LICENSES AND PERMITS**0001-2555 – BUILDING PERMITS**

Revenue received from fees charged for issuance of building permits.

0001-2560 – STREET OPENING PERMITS

Revenue received from fees charged for permitted access to utility companies to open up local roads for utility repairs.

0001-2565 – PLUMBING PERMITS

Revenue received from fees charged for issuance of plumbing permits.

0001-2590 – OTHER PERMITS

CAPITAL PLAN 2020 - 2030	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>	<u>2024-2025</u>	<u>2025-2026</u>	<u>2026-2027</u>	<u>2027-2028</u>	<u>2028-2029</u>	<u>2029-2030</u>
POLICE										
Live Scan	\$25,000									
Replacement of 9 portable radios and car radios and base station		\$350,000								
Police operations software system		\$200,000								
Upgrade dispatch center				\$100,000						
LPR								\$25,000		

11/20/2020

<u>PROPOSED PROJECT</u>	<u>TOTAL COST</u>	<u>FUND BALANCE</u>	<u>BUDGET</u>	<u>GRANTS</u>	<u>RESERVE FOR DEBT</u>	<u>GF DEBT</u>	<u>SEWER FUND DEBT</u>	<u>SEWER FUND BUDGET</u>
<u>POLICE</u>								
Livescan	\$25,000					\$25,000.00		

11/20/2020

Capital Funding Detail 19-20

Reason for OT	2018 PD Overtime Hours (June 1, 2018-May 31, 2019)	2019 PD Overtime Hours (June 1, 2019-May 31, 2020)	2020 PD Overtime Hours (June 1, 2020 until November, 15 2020)
Administrative Duties	20.5	2	0
Ardsley High School	12	8	0
Administrative Leave	0	24	0
Bereavement	56	32	0
Court Attendance	16	0.5	0
Contractural Comp Time Payout	145	120	40
Court Detail	53	15	0
Chart Day	56	56	0
Comp Time	705.5	808	148
Discovery Law	0	38.5	6
Day Light Savings	0	2	0
Event	39	67	6
Extra Officer	17.5	0	8
Family Sick Day	120	214	8
Grant		40.5	4
Investigation	104.5	219	97
Light Duty	264	0	0
Matron	83.5	0	0
Movie Details	102	113	0
PBA Duties	16	0	0
Promo Exam	16	0	0
Personal Leave Day	426	360	72
Restricted Duty	8	0	0
Sick	664	1130	120
SAYF Coalition	40	8	0
Super Holiday	128	120	0
Training	300	136.5	27
Traffic Detail	214	295	66
Tour Short	564	524	32
Tour Supervisor	120	48	0
Vaction	1572	1306	376
Vacation Comp Time	8	0	0
Workers Comp	201	100	168
Unknown		122	32
	6071.5	5909	1210

LAW ENFORCEMENT AGENCY ACCREDITATION PROGRAM OVERVIEW

Program Basics

The New York State Law Enforcement Agency Accreditation Program was established as a voluntary program that would provide law enforcement agencies with a mechanism to evaluate and improve the overall effectiveness of their agency and the performance of their staff. Accreditation is formal recognition that an agency's policies and practices meet or exceed the standards established by the council in the areas of administration, training, and operations.

Article 36, § 846-h of the New York State Executive Law establishes the *Law Enforcement Agency Accreditation Council* (the council). The council is the authoritative body responsible for guiding the direction of the program; developing model standards designed to promote excellence and professionalism in the field of law enforcement; and developing policy to establish program rules and expectations. The council meets quarterly to conduct business, including awarding accreditation to agencies that have demonstrated that they meet the program requirements and are compliant with the standards.

The Division of Criminal Justice Services (DCJS) Office of Public Safety (OPS) administers the program in accordance with the council policies. Accreditation Unit staff members provide training to members of agencies seeking to become accredited; and to assessors, who are independent contractors assigned to verify an agency's compliance with program standards. In addition, OPS program staff members develop resource materials; provide technical assistance to both applicant and accredited agencies to assist them in meeting their goals; conduct site visits of accredited agencies; and provide support-staff services to the council.

The program is made up of 110 different standards, as outlined in this Standards and Compliance Verification Manual. Of the 110 total standards, there are 51 Administration, 12 Training, and 47 Operations standards, as described below:

- **Administration** standards encompass such areas as general management, personnel, and relationships with other agencies. They also address organizational issues such as the agency's mission, the delineation of responsibility, and delegation of authority.
- **Training** standards incorporate many requirements that have already been established by the State's Municipal Training Council. The standards are divided into four categories: Basic, In-service, Supervisory, and Records.
- **Operations** standards impact the ways in which agencies conduct the bulk of their crime fighting responsibilities. Major topics include patrol, traffic, criminal investigations, and unusual occurrences.

The standards can be found in this manual, beginning on page 20.

Composition of the Standards

- **Standard** - the actual **Standard** is always in bold font. Agencies are required to meet every component of each standard to be considered in compliance.

- **Commentary** - many of the standards are accompanied by an italicized *Commentary* which offers background information, clarifies the intent of the standard, and provides guidance on implementing the standard in some instances. For more information, please see the Council Policy, *The Role of Commentaries in Establishing the Intent of Program Standards*.
- **Compliance Verification Strategies** - each standard is accompanied by Compliance Verification Strategies, the section below the box. Compliance Verification Strategies provide agencies (and assessors) with examples of what can be provided or reviewed to demonstrate compliance with the standard. Agency staff should use these strategies as a guide when determining what to include in the file folder or have available when the agency is assessed.

Participating agencies are expected to implement all standards in place during their period of accreditation. Please refer to the Council Policy, *Program Standards that Do Not Apply to Every Agency* for information on exceptions.

It is important to note that while the standards generally indicate what must be done to earn accreditation, the chief law enforcement officer has considerable flexibility in determining how the agency will implement the specific requirements needed to comply with the standards. Program assessors have been advised to expect variation in agency policies and procedures when conducting assessments.

Becoming an Accredited Law Enforcement Agency

APPLICATION: The accreditation process begins when an agency submits a formal application which must be signed by both the agency's chief law enforcement officer and the municipality's chief elected official. The chief law enforcement officer must also sign and submit the 'Agency Participation Agreement' which outlines the responsibilities of the agency and the Accreditation Council.

PROGRAM DEVELOPMENT: A program manager must be appointed to oversee development and then maintenance of the program. Generally, Program Manager Training is held at least once or twice per year, and it's important that any newly appointed program manager attend so they are familiar with the program requirements. Chief law enforcement officers and other command staff are also encouraged to attend since their involvement is crucial to the success of the program.

The program manager is responsible for ensuring the agency has in place policies or procedures to meet every standard. They may begin by identifying standards that are already met by existing policies/practices within the agency and then work toward developing policies for those standards that are not met through existing policy. In general, agency staff can expect three levels of policy development:

1. If a current policy or practice meets a standard(s), preparation may be as simple as the chief law enforcement officer signing off on the policy to verify it is still in effect.
2. If a current policy or practice is in place that addresses portions of a standard(s) but not every component, adjustments to the current policy/practice will need to be made to meet the standard.
3. Many times, brand new policies and/or procedures need to be developed and implemented to meet the standards.

All policies related to accreditation standards must be fully implemented and distributed to affected staff no less than 90 days prior to an agency undergoing an on-site assessment. (See the Council Policy, *Dissemination of Written Directives* for more information.)

Finally, file folders for each standard must be developed, as they are the mechanism by which the program manager can organize the standards, policies, and documentation; and they serve as the main method by which the assessors will verify compliance with the standards. 'Hardcopy' file folders and electronic files are both acceptable means of documenting program compliance.

ASSESSMENT: Once an agency has developed and implemented policies and procedures that are aligned with the program standards and created file folders that contain proof of compliance, OPS program staff will coordinate an 'on-site' assessment. The assessments are conducted by independent assessors that have significant experience with the accreditation program. Each assessor that DCJS contracts with is required to meet minimum qualifications; be approved by the council; undergo training by DCJS; and follow specific guidelines to ensure that every agency is assessed objectively and equally.

Agencies are evaluated on their policies and practices as they pertain to the standards. The methods that will be used to determine compliance are:

- **Evaluating Written Directives for Compliance with Standard.** Written directives can include general or special orders, standard operating procedures, policies, procedures, or rules and regulations.
- **Documentation of Compliance.** Assessors will look for proof in the file folders that the written directives are up-to-date and are being properly implemented by agency personnel. Proof may include, but not be limited to, reports, files, logs, lesson plans, incident reports, personnel files, and performance evaluations.
- **Interviews with Agency Staff.** Assessors will interview department members – some that are identified in advance by the chief law enforcement officer and others at random - to evaluate their familiarity with written directives for particular standards. Staff members identified by the agency head prior to the on-site assessment are expected to be available to the assessors.
- **General Observations.** This involves verification of standard compliance through direct observation by the assessors (for example, the evidence storage facility.)

Prior to the on-site assessment, a *Standard Compliance Report* (page 18 of this manual) must be completed for every standard. This form is intended for use by both agency staff and the assessors, enabling both parties to quickly determine how compliance is being met.

Assessments are not intended to be adversarial. The assessment team may at times have to work a bit harder to help an agency correct minor errors in their policies and/or documentation, and they will likely use this as an opportunity to provide agency program staff with additional training on program requirements. This is intended to be helpful and give a new agency a better understanding of the program. Minor deficiencies that can be easily corrected on-site generally won't keep the team from recommending accreditation to the council. However, agencies that require a great deal of additional work to bring them into compliance could face having to delay achieving their status of accreditation until they have more time to spend preparing their policies and files. OPS program staff members can assist in determining an agency's readiness for assessment. Also, most assessors cite that agencies that have had a mock assessment conducted prior to their assessment are better prepared, so the council strongly encourages this as a final task in the preparation process.

Before the assessment team concludes their on-site assessment, they will meet with the agency head and program manager to discuss their team's findings. If compliance is a concern, the assessors will make them aware of any reluctance to recommend accreditation to the council. The agency, assessment team, and OPS program staff can then determine the best course of action prior to the report being forwarded to the council.

ACCREDITATION: The Law Enforcement Accreditation Council meets quarterly (in the months of

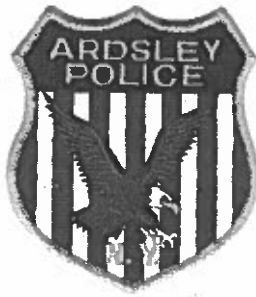
March, June, September and December.) Agencies that are recommended for accreditation will be invited to attend the next scheduled meeting to receive their Certificate of Accreditation upon a vote of approval by the council. Agencies are accredited for a period of five years.

PROGRAM MAINTENANCE: To remain in good standing, agencies must maintain compliance with all program standards throughout the period of accreditation. The key to successfully maintaining accreditation hinges on the commitment that the agency makes to the program. It's imperative that the accredited agency program staff work to keep its files, policies, and records up-to-date. Accredited agencies must submit the Annual Compliance Survey each year to document areas of compliance and notify OPS program staff of any areas of non-compliance that would require corrective action.

Becoming accredited may seem overwhelming at times, but OPS program staff is available to offer technical assistance throughout the process. In addition, a variety of useful tools and publications are available on our website at <http://www.criminaljustice.ny.gov/ops/docs/index.htm>. Under 'Forms', the Master Plan and the Log Sheet can be very useful in keeping agency program staff organized and the development of the program on track.

For more in-depth information about the Law Enforcement Accreditation Program, from the website above click on 'Publications'. There you will find the **Blueprint for Effective Law Enforcement**, which provides overall program information; and the **Implementation Guide**, which covers the process for implementing a program within an agency.

105-01 INTERNAL AFFAIRS COMPLAINTS MADE AGAINST POLICE PERSONNEL OR THE DEPARTMENT



ISSUE DATE:	EFFECTIVE DATE:	REVISES: ---	CHAPTER: 105 – DISCIPLINE
REFERENCES: <u>NEW YORK STATE ACCREDITATION STANDARDS</u> 2.7 (Responsibility and Authority) 14.4 (Disciplinary System) 21.2 (Review of Force Causing Injuries) 25.1 (Internal Affairs Function)			
SPECIAL INSTRUCTIONS: This policy supersedes all previous policies and procedures			
DISTRIBUTION: ALL MEMBERS OF THE DEPARTMENT			PAGE: - 221 -
ISSUING AUTHORITY: ANTHONY D. PICCOLINO, CHIEF OF POLICE			

PURPOSE:

The purpose of this order is to provide guidelines and procedures for the intake, investigation and disposition of complaints made against police department policies, procedures, rules, or personnel.

DEFINITIONS:

COMPLAINT – For the purposes of this order, a complaint shall be defined as any allegation of an alleged act or omission, which, if substantiated, is contrary to the rules, policies and procedures of the department; any alleged act or omission, which, if substantiated, would constitute a violation of law; or any allegation which tends to indicate an actual or potential defect in department policies, procedures, or rules, or in the delivery of police services.

SUBJECT MEMBER – A member of the department who is the subject of a complaint.

POLICY:

Community support for the police department, and its mission, is contingent upon citizen confidence in the integrity of the department, and its policies, procedures, rules, and personnel. It is the policy of the Village of Ardsley Police Department to courteously receive and fairly investigate all complaints made against the department, and its activities, practices, and personnel. The goal of this policy shall be to correct deficiencies in policies and procedures, detect and deter misconduct, instill confidence in citizens regarding the integrity of the department and its personnel, and seek redress for false accusations made against the department and its members.

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PROCEDURE:**Administration**

1. The Lieutenant will serve as the Internal Affairs Officer (IAO) for the department. The IAO shall be responsible for the Internal Affairs Function and shall report directly to the Chief of Police in all matters relating to Internal Affairs.
2. Source Types of Internal Affairs Complaints shall include, but are not limited to:
 - a. Internal - Those generated by members of the department (e.g. supervisors, officers, civilian employees, etc...).
 - b. External - Complaints made by known persons from outside the department (e.g. civilians) including third-party complainants (e.g. parents or guardians, attorneys, etc...).
 - c. Precautionary - Complaints originating from anonymous sources, civil claims with no formal complaint, and media reports.
3. All members of the department shall be provided with a copy of this order.

Duties of and responsibilities of members of the department:

4. It shall be the duty and responsibility of all members of the department to:
 - a. Report violations of laws, ordinances, rules, regulations, policies, procedures or orders by any other department member to their immediate supervisor, or in his absence, a higher ranking officer.
 - b. Assist citizens who wish to make complaints by directing them to their supervisor or lieutenant.
5. If no supervisor is on-duty when a complaint is made and neither the Lieutenant nor the Detective Sergeant is on duty and the alleged offense is **non-criminal** in nature or alleges a **non-serious** violation of department rules, regulations or procedures, a complaint form is to be completed by the complainant or their representative. The completed form is to be brought to the attention of the Lieutenant.

If the complaint is of a **serious violation** of department policy or criminal in nature, the Lieutenant is to be notified off-duty, if the Lieutenant cannot be contacted then the Detective Sergeant is to be notified off-duty. If neither the Lieutenant nor the Detective Sergeant can be notified, then the Chief of Police is to be notified.

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All members of the department will;

- a. Cooperate fully and completely with all internal affairs investigations.
- b. Refrain from communicating with anyone regarding an internal affairs investigation, unless specifically authorized to do so.
- c. Officers are to notify their supervisors if they are involved in a situation which may generate a complaint to the department

Duties and Responsibilities of Supervisory Officers:

6. It shall be the duty and responsibility of all supervisory and command officers to:
 - a. Receive, record and investigate complaints regardless of their source (e.g. internal, external or precautionary). Have the complainant complete a complaint form, although this is not required to initiate an investigation.
 - b. Forward all information gathered to the Chief of Police through the chain of command.
 - c. Conduct follow-up investigations if assigned by the Lieutenant or Chief and make findings and recommendations involving members of their command when the alleged offense is:
 - i. Non-criminal in nature; and
 - ii. Alleges a non-serious violation of department rules, regulations or procedures.
7. When the alleged offense is **non-criminal** in nature or alleges a **non-serious** violation of department rules, regulations or procedures, the Lieutenant or designee will be responsible for conducting follow-up investigations and findings, and recommendations involving members holding the rank of police sergeant or below. The Chief of Police or designee will be responsible for conducting follow-up investigations for members holding the rank of Lieutenant or below.
8. Complete investigations within the directed time frames, or receive approval for an extension from the Lieutenant, based on guidelines established by the Chief of Police.

Duties and Responsibilities of the Internal Affairs Officer (IAO):

9. Record, register and provide staff control over investigations delegated to other levels of command within the department.

ARDSLEY POLICE DEPARTMENT

Subject Internal Affairs Complaints Made Against Police Personnel or the Department	Page: - 224 -
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10. Conduct the following specific types of serious complaint investigations, and shall not delegate:

- a. Complaints alleging criminal conduct by department personnel.
- b. Complaints alleging violations of a person's civil rights.
- c. Complaints alleging excessive use of force.
- d. Complaints of sexual harassment.
- e. Complaints involving multiple officers of various commands.
- f. Allegations of a serious violation of department policy, procedure or rules.
- g. Incidents in which a use of force report is submitted, to determine if the use of force was justified.
- h. Actions by members that result in physical injury or death to another person.
- i. Situations involving the use of deadly force by department personnel, to include the discharge of firearms, in other than lawful sport activity, the destruction of dangerous or injured animals, or at an approved firing range.
- j. Investigations so complex that it would be impractical for supervisory personnel to undertake the task.
- k. Any complaint, when specifically directed by the Chief of Police.

11. Liaison with the village Manager, labor attorney, and/or district attorney, as determined by the Chief of Police, to assure the results of internal affairs investigations are adjudicated fairly, impartially and thoroughly.

12. Maintain internal affairs records and prepare associated reports.

13. When the alleged offense is non-criminal and non-serious the IAO shall:

- a. Investigate or assign to a supervisor to investigate the circumstances of the reported violation seeking any additional information as may be required or available.
- b. Interview the member informing him/her of the nature of the reported violation, giving the member an opportunity to make a statement or to request the reporting supervisor to seek additional information.

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Subject Internal Affairs Complaints Made Against Police Personnel or the Department	Page: - 225 -
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- c. Any member being questioned in respect to possible disciplinary charges shall have the right to representation by the PBA President or his designee before making any written statement. The members shall be allowed reasonable time to procure such representation.
- d. Conduct any further investigation as necessary.
- e. Inform the member of the progress of the investigation, and the findings.
- f. Forward all reports to the Chief of Police.
- g. Report on all matters pertaining to internal affairs directly to the Chief of Police.

Complaint Procedure:

- 14. Any member below the rank of police sergeant, who is made aware of any complaint alleging member misconduct, shall immediately notify his/her immediate supervisor, or in his/her absence, the Lieutenant.
- 15. Supervisors are authorized to receive complaints from citizens or members of the department. Complaints made against any sergeant shall be received by the Lieutenant. The Chief of Police shall receive complaints about members above the rank of sergeant.
- 16. Any supervisory officer who receives a complaint directly, or has been requested to receive a complaint, shall:
 - a. Receive the complaint courteously, without attempting to dissuade any person from lodging their complaint. Complaints shall be received regardless of their source (in-person, telephone, letter, anonymous, third-party, etc...).
 - b. If the complaint relates to a policy or procedural issue, the supervisor shall explain the policy/procedure to the complainant. If, after the explanation is rendered, the complainant is satisfied, and the matter resolved to the complainant's satisfaction, the supervisor shall forward through the chain of command a memorandum documenting the complainant, nature of the complaint, the officer(s) involved and what action was taken.
 - c. If the matter is not resolved, or if the complaint relates to other than a policy or procedural issue, the supervisor shall request the complainant to complete and sign a department complaint form.
 - d. The department complaint form should be forwarded the Lieutenant who will forward to the Chief of Police.

ARDSLEY POLICE DEPARTMENT

Subject: Internal Affairs Complaints Made Against Police Personnel or the Department	Page: - 226 -
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- e. The Lieutenant upon receiving the department complaint form will immediately initiate a preliminary internal affairs investigation to include:
 - i. Interviewing the complainant.
 - ii. When appropriate, obtaining a statement (preferably in the complainant's own handwriting) detailing the complaint.
 - iii. Locating and interviewing available witnesses.
 - iv. Identification of all department members involved.
 - v. Collection of any evidence pertinent to the complaint.
 - vi. Photographs of the scene, and the complainant, as appropriate.
 - vii. Securing appropriate medical examination or treatment, and obtaining an authorization for release of medical records, when appropriate.
 - viii. Neighborhood canvass.
 - ix. Collection of relevant information such as all reports relating to the incident, officer's Daily Report, prior history of the complainant, etc.
 - x. The Detective Sergeant may assist with any of the above.
- 17.If the complainant will not cooperate with the preliminary investigation, the Lieutenant shall fully document his attempt to complete the investigation.
- 18.The Lieutenant shall complete the department complaint form if the complainant refuses or is otherwise unavailable to do so.
- 19.Complaints made by intoxicated individuals should be received at the time they are made to the supervisor and/or Lieutenant. The complainant should be re-interviewed at a later time (e.g. when he/she is sober), and any discrepancies should be noted in the investigation report.
- 20.The Chief of Police and Lieutenant shall be notified immediately if a member of the department is:
 - a. Arrested or charged with a criminal offense.
 - b. Accused or questioned regarding conduct that would constitute a crime.
 - c. Temporarily relieved of duty.

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- d. Involved in an action resulting in physical injury or death to another person.
- e. Accused of serious misconduct.
- f. Accused of using excessive force or violating a person's civil rights.
- g. Accused of sexual harassment.
- h. Any unlawful conduct.

21. Upon completion of the preliminary investigation, the Lieutenant shall forward the department complaint form and any completed documentation to the Chief of Police. If the preliminary investigation is not completed by the end of the tour, a copy of the department complaint form and any completed documentation must be forwarded with an indication that further documentation is to follow. The Lieutenant shall retain a copy of the preliminary investigation for follow-up investigation, if appropriate

Investigative Process:

22. Upon receipt of the department complaint form, and any other documentation.

- a. The Lieutenant shall review the preliminary investigation for completeness.
- b. The Lieutenant shall return the complaint, if necessary, to the appropriate Supervisor, for follow-up investigation, if it is determined that responsibility for the complaint rests with the subject member's immediate supervisor (e.g. allege offense is **non-criminal** in nature or alleges a **non-serious** violation of department rules, regulations or procedures)
- c. The Lieutenant shall provide staff control over internal affairs investigations conducted by a subject member's immediate supervisor and monitor their progress to ensure fairness, accuracy and timely completion.
- d. The Chief of Police shall assign a unique internal affairs case number to the investigation and log the information in the internal affairs investigation log book. The log book and case files are maintained in the Police Chief's office.

23. A supervisor assigned to conduct an internal affairs follow-up investigation shall:

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- a. Conduct the investigation in a fair, accurate and timely manner.
- b. File investigative status memos with the Lieutenant who will forward same to the Chief of Police every seven (7) days until the investigation is concluded.
- c. Request the guidance of the Lieutenant when necessary.
- d. Forward the completed follow-up investigation and his findings and recommendations, to the Lieutenant who will forward to the Chief of Police for review and recording.

24. Internal affairs investigations are sensitive and confidential in nature. No member shall discuss or divulge any information concerning an internal affairs investigation to any unauthorized person. Authorized persons are as follows:

- a. Chief of Police.
- b. Lieutenant
- c. Supervisor of the involved officer.
- d. Assigned investigative personnel.
- e. Village Manager, Village Labor Attorney.
- f. Subject member's PBA representative, where necessary.

25. Persons conducting internal affairs investigations shall be of a higher rank of the subject member, and should interview and depose, when applicable, the subject member. Generally, all facts and evidence shall be gathered before the subject member is interviewed and a preliminary decision as to the type of interview/investigation (administrative vs. criminal) is made. Prior to being questioned, the subject member shall be:

- a. Given at least twelve (12) hours' notice of interview, and shall be conducted at a reasonable hour. This is dependent on the severity of the complaint.
- b. Provided with a written statement of allegations with sufficient information to reasonably apprise him of the alleged misconduct, except when such notification would hinder or compromise the investigation.
- c. Advised of his constitutional rights via the standard "Miranda Warning" utilized by this department when the investigation pertains to alleged criminal activity on the part of the subject member. When the option to

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remain silent is exercised, the investigator must cease questioning regarding the criminal investigation until the subject member has had the opportunity to obtain counsel.

- d. Provided with a copy of his administrative rights if the allegations against the member constitute administrative non-criminal violations of rules, regulations, policies or procedures. During an administrative internal investigation, all members must cooperate to the fullest. All members are required to answer truthfully and completely. Failure to cooperate fully, or deception or hindering the investigation, may result in disciplinary action, including dismissal. Compelled statements, or the fruits thereof, cannot be used against a member in any subsequent criminal action. The admissions obtained from compelled statements can be used to form the basis of administrative disciplinary action (Garrity Rule), unless otherwise stated in a collective bargaining agreement, if applicable.
- e. Entitled to exercise his/her rights pursuant to the terms of the collective bargaining agreement, if applicable.

26. Internal affairs investigations shall be completed within twenty (20) days of receipt of the complaint. Any extension beyond the limit must be requested in writing and approved by the Chief of Police. If after thirty (30) days from the time the case was initiated, the matter is still pending, the investigating officer shall advise the complainant, the member and the PBA representative of the case status.

Conclusion of Internal Affairs Investigations

27. Upon completion of an internal affairs investigation, the investigating officer shall prepare a written summary containing:

- a. An outline of the alleged conduct.
- b. The findings relative to the alleged actions.
- c. Specific violations, if any are shown by the evidence.
- d. Ancillary issues developed during the investigation.
- e. A conclusion with a recommended finding for each allegation as follows:
 - 1. SUSTAINED – allegation(s) are substantiated.
 - 2. UNFOUNDED – allegation(s) are false or not factual.
 - 3. EXONERATED – incident occurred, but the member acted lawfully and within department policy.

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Subject Internal Affairs Complaints Made Against Police Personnel or the Department	Page - 230 -
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4. NOT SUSTAINED – allegation(s) are not substantiated. No sufficient evidence was revealed to substantiate or disprove the allegation.
 5. MISCONDUCT NOT BASED ON COMPLAINT – substantiated misconduct, which was other than the allegation(s) identified in the original complaint.
 6. INCOMPLETE INVESTIGATION – complainant failed to cooperate with the investigation and there is not enough evidence available to draw a fair conclusion and apply a finding.
28. The investigating officer, if other than the IAO, shall forward the written summary, along with his recommended findings and actions, to the Chief of Police for his final review and processing.
29. The Chief of Police shall review the investigation and statement of findings and recommendations, and make a final determination for each allegation in the case. The Chief shall then serve, or cause to be served, notice of his determination upon the following parties:
- a. Complainant. The degree of specificity of the complainant's notice shall be left to the discretion of the Chief of Police. Notification to the complainant need not be in writing.
 - b. Subject member, in writing.
 - c. Subject member's supervisor, in writing.
 - d. PBA president.
 - e. IAO or investigating officer (receives original written determination).
30. When a **complaint** is sustained, or a determination of misconduct not based upon the complaint is made, the Chief of Police shall cause a copy of the determination to be made and placed in the subject member's personnel file, which details:
- a. Date of incident/report, member's name, case number.
 - b. Nature of complaint.
 - c. Adjudication.
 - d. Disposition.
 - e. Name of investigating officer.

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31. When **disciplinary action** against a subject member is the result of a sustained finding, or a determination of misconduct not based upon the complaint is made, a copy of the disciplinary action shall be placed in the internal affairs case file and the subject member's personnel file.
32. When the conclusion of an internal affairs investigation results in an Exonerated, Not Sustained, or Incomplete Investigation case status, the investigation file will be filed with the Internal Affairs case records and not in the subject member's personnel file.
33. Consistent with legal requirements, in appropriate circumstances, the department may utilize a progressive discipline approach that attempts to correct problems in a constructive, non-punitive manner. Recommended actions may include, but are not limited to:
- a. **Remedial training** – In minor disciplinary cases or where remedial training is indicated, counseling and training may be utilized as a corrective method of positive discipline with the approval of the Chief of Police.
 - i. The documentation on the individual's progress will be maintained on file with the Lieutenant for further reference regarding additional training needs.
 - b. **Counseling** – Counseling is a process most often conducted by an immediate supervisor to determine if the member is familiar with a particular issue or aware of department written directives, policies or procedures that govern his behavior and to determine further training needs.
 - i. A record of these counseling sessions should be maintained by the supervisor for further evaluation of the employee's progress.
 - c. **Corrective Interviews** – Corrective interviews are most often the second step in the disciplinary process after counseling has been attempted and may be conducted by the immediate supervisor or other superior officers to point out a member's unacceptable behavior or job performance or failure to comply with written directives. Depending on the severity of the incident, corrective interviews may be required in lieu of initial counseling sessions described above.
 - i. Written documentation of the corrective interview sessions shall be forwarded from the supervisor to the Lieutenant for future reference and evaluation of the officer.
 - d. **Disciplinary action** – All punitive actions taken by the department in the interest of discipline, including all reprimand, written reprimands, and

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reductions of leave, suspension, demotion or dismissal will be in accord with the Unconsolidated Laws of New York State, Section 57ll Q - collective bargaining, liaison agreements, and written directives

- e. **Disciplinary Charges** - When it has been determined necessary, charges will be preferred against the member pursuant to 57ll Q of the Unconsolidated Laws of New York State or command discipline, when appropriate, may be offered to the member in lieu of formal charges.
- f. **Command Discipline** - In those situations where the member and the Chief of Police agree, command discipline may be accepted in lieu of formal charges under 57llQ.

34. Command Discipline shall be commenced no more than 90 days after the conclusion of the investigation.

Administration of Command Discipline

35. Upon discovering a violation, the reporting supervisor shall:

36. Prepare all reports pursuant to this General Order for each officer involved.

37. Submit the original report with any documentation through the supervisor's Chain of Command to the Chief of Police.

38. The member shall advise the Chief of Police of his decision to:

- a. Accept both the finding and the proposed penalty or;
- b. Accept the finding but appeal the proposed penalty to the Chief of Police.
- c. Decline to accept either the finding or the proposed penalty and instead elect disciplinary proceedings pursuant to section 57ll Q of the Unconsolidated Laws of New York State.

39. Non-Acceptance of Option

- a. If the member declines to accept the findings and proposed penalty, the Chief of Police shall enter the member's decision on the command discipline report.
- b. The member shall verify this choice by co-signing the report.
- c. The Chief of Police shall then determine whether to proceed with charges under Section 57llQ of the Unconsolidated Laws of New York State.

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- d. The Chief of Police shall maintain a copy of the case in the Internal Affairs file.

Temporarily Removing/Suspending Officers From Duty

Temporary Relief From Duty

40. The Chief of Police has empowered supervisory personnel to temporarily relieve a member from duty, with pay, under the following circumstances:

- a. Suspected of being under the influence of alcohol, intoxicated or ability impaired on duty.
- b. Suspected of being under the influence of a controlled drug or narcotic, or being under the influence of a controlled drug or narcotic, not prescribed by a physician, and unable to perform their duty.
- c. Apparent mental instability.
- d. Illness.
- e. If the member is deemed a threat to the community, other department members or employees, or to himself.
- f. Any situation for which temporary relief from duty would best serve the needs of the community, the department, or the individual.
- g. If a member is temporarily relieved of duty, the supervisor shall immediately notify the Chief of Police.
- h. The supervisor shall instruct the relieved member when and where to report to the Chief of Police.

Suspension from Duty

41. When determined necessary an officer may be suspended from duty pursuant to Section 57(1)(b) of the Unconsolidated Laws of New York State.

42. The suspending officer shall ensure that the following articles are obtained from the suspended member and placed in an evidence locker with a property receipt forwarded to the internal affairs officer:

- a. All breast shield(s).
- b. Wallet shield(s).
- c. Identification card.

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- d. Baton.
- e. Chemical weapon(s).
- f. Duty weapon.
- g. Off-duty weapons, if not licensed to carry.
- h. Locker key(s).
- i. Other keys to department facilities.
- j. Other necessary department owned equipment (e.g. vehicle, portable radio, keys, etc...).

43. The suspending officer shall advise the suspended member that for the duration of the suspension he may only enter those areas of any of the department's buildings that are open to members of the general public.

Internal Affairs Records:

44. The Chief of Police shall maintain a log and associated records of all complaints received and investigated by the police department and shall be responsible for maintaining the confidentiality and integrity of case files.

45. Internal affairs records shall be maintained in a secure location, independent of personnel files and the central records system.

46. Access to internal affairs files shall be limited to:

- a. Internal Affairs Officer.
- b. Chief of Police.
- c. Affected member (closed files, with need to know and permission of the Chief of Police).
- d. Any other member so authorized by the Chief of Police.

47. Internal affairs records shall be maintained in accordance with the records retention and disposition schedule established by the New York State Education Department.

48. The Lieutenant shall conduct an annual analysis of use of force reports in order to identify patterns or trends that could indicate training needs or policy modifications.

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49. Where allegations contained in the complaint are determined to be false and evidence exists of intentional misrepresentation or filing of false statements, the internal affairs officer may make recommendation to the Chief of Police to pursue criminal action against the complainant.

Ardsley POLICE PERSONNEL COMPLAINT REPORTING FORM**REPORT INFORMATION**

Date	Time	Received By
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COMPLAINANT'S INFORMATION

Name		Address	
City	State	Zip	
Home #	Cell #	Work #	
Email			
Employer			
Address		Phone #	

OFFICERS INFORMATION

1. Name	Badge
2. Name	Badge

INCIDENT INFORMATION

Date	Time	Location
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LIST WITNESSES

(Include address and phone #'s. Use back of this page for additional)

1.

2.

3.

Describe Incident (Use additional sheets if necessary)

NOTICE: Pursuant to the Penal Law, State of New York, section 210.45, it is a crime punishable as a class "A" misdemeanor to knowingly make a false statement herein.

Complainant's or
Representative's
Signature

Date

Desk Sgt/Officer's Signature

Date

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106-02 FIELD TRAINING

ISSUE DATE:	EFFECTIVE DATE:	REVISES: ---	CHAPTER: 106 – TRAINING
REFERENCES: <u>NEW YORK STATE ACCREDITATION STANDARDS</u> 32.5 (Field Training)			
SPECIAL INSTRUCTIONS: This policy supersedes all previous policies and procedures			
DISTRIBUTION: ALL MEMBERS OF THE DEPARTMENT			PAGE: - 243 -
ISSUING AUTHORITY: ANTHONY D. PICCOLINO, CHIEF OF POLICE			

PURPOSE:

The purpose of this Department Order is to establish the procedures for field training newly-hired Police Officers.

POLICY:

The department shall provide supervised field training to each of its newly-hired police officers to familiarize such new police officers with the operations of the department and to give the department the opportunity to evaluate their suitability for the job.

PROCEDURE:

Field Training Officers

1. The Lieutenant shall designate Field Training Officers from among the sworn members under his command in the rank of Police Officer/Detective based upon such sworn members' demonstrated:
 - a. Comprehensive knowledge of department policies and procedures;
 - b. Ability to impart their knowledge to others;
 - c. Quantity of police activity when on duty; and
 - d. Professional demeanor and appearance.
2. Prior to acting as a Field Training Officer, such designated Field Training Officer shall successfully complete the New York State Division of Criminal Justice Services Police Field Training Officer Course.

Field Training

3. Newly-hired police officers shall be assigned to patrol upon completion of the Basic Course for Police Officers, or if they already have completed the Basic Course for Police Officers in connection with prior police employment, upon completion of any new-hire orientation.

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