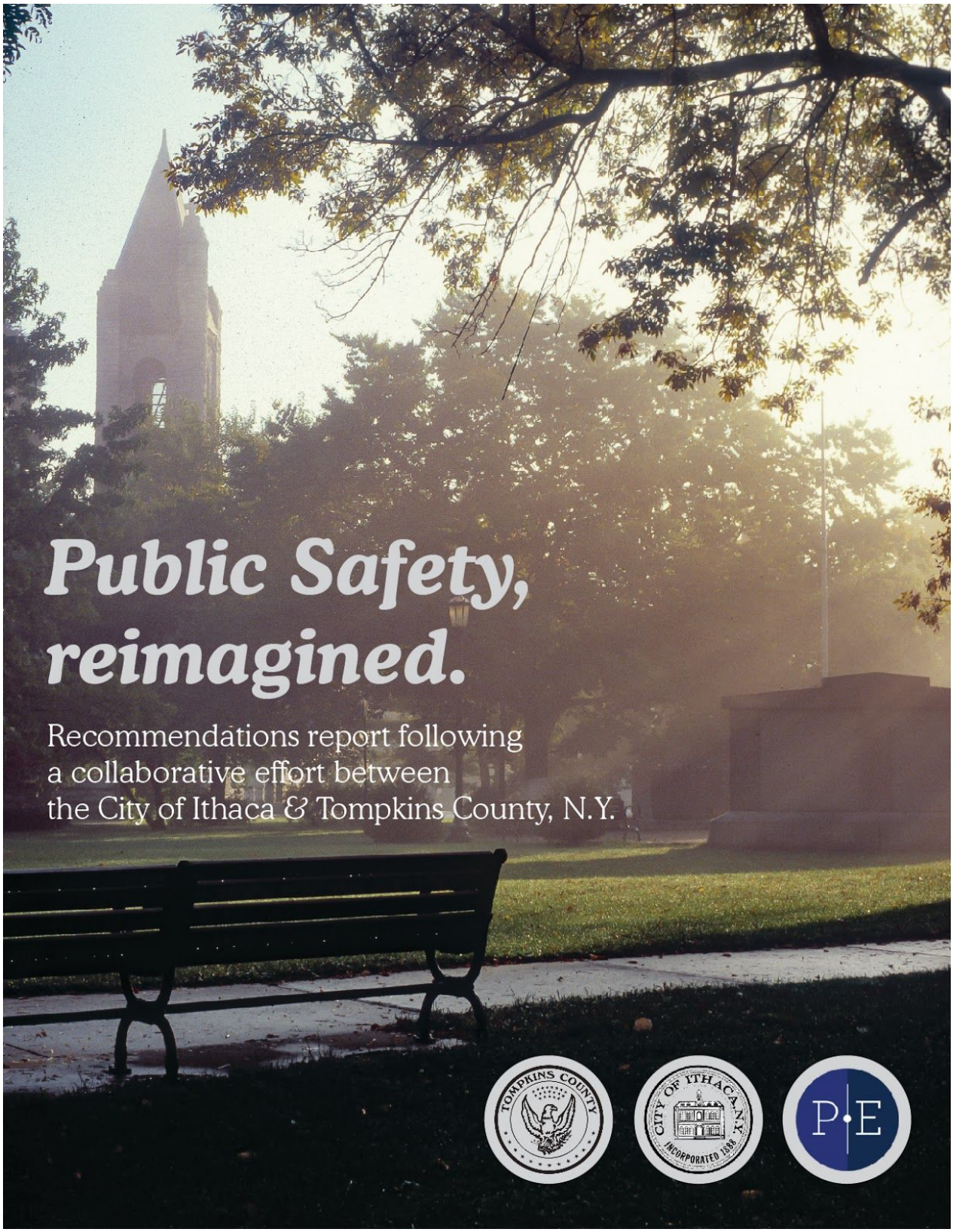

DRAFT:

We're seeking your input, reactions, feedback, and questions. Community members are encouraged share their input through an online form*, mail (c/o RPS Collaborative, 125 E. Court St, Ithaca N.Y. 14850, through local drop boxes (City Hall, 108 E. Green St, Ithaca, or County Offices, 125 E. Court St, Ithaca) or via voicemail (607-274-5465). *www.tompkinscountyny.gov/ctyadmin/reimaginepublicsafety

Reimagining Public Safety

Draft Report, Prepared for Internal Resource Group, February 18, 2021

Introduction

Acknowledgement of Indigenous Land

The Reimagining Public Safety Collaborative acknowledges that Ithaca and Tompkins County are located on the traditional homeland of the Gayogo̱hó:nǫ' (Cayuga Nation). The Gayogo̱hó□nǫ' are members of the Haudenosaunee Confederacy of sovereign Nations that currently reside on this land. The Gayogo̱hó:nǫ' predate the formation of the City of Ithaca, Tompkins County, New York State, and the United States of America. The Collaborative recognizes the dispossession of Gayogo̱hó:nǫ' land and honors the continued local presence of Gayogo̱hó:nǫ' people and culture.

Acknowledgement of Police Violence Against Black People

Our national history of police violence against Black people has undermined the democratic promise of liberty and justice for all. The promise of equal justice has eluded Black people as a result of structural racism and systems of oppression that emerged throughout society. Those issues exist in our community as well, and show up in our public safety systems. Where this promise is broken and unfulfilled, the result is distrust between marginalized populations particularly, Black people and systems within government, specifically the law enforcement component of public safety. Renewing and restating this promise here in our community is the work before us.

Executive Order 203

The Governor of New York, Andrew Cuomo, issued Executive Order 203 that created a state mandate to examine and reconcile past experiences of marginalized populations who have experienced disproportionate contact with the public safety system based upon national tragedies and unresolved local issues. For many People of Color, these devastating tragedies were reflective of their lived experiences and interactions with local law enforcement which has led to a feeling of dehumanization and distrust of systems and government. All residents of Tompkins County and the City of Ithaca, particularly marginalized populations, deserve equitable, unbiased, culturally-responsive services that address the needs of the community. This report acknowledges the disenfranchisement of marginalized populations, specifically Black people, and attempts to serve as an initial step to begin rebuilding trust in government, beginning with public safety with the hope of improving the lives of all marginalized communities.

For those professionals working in public safety, maintaining that daily trust both within marginalized communities and across the whole community is critical to the effectiveness of the mission and, in the larger sense, the legitimacy of our public safety promise. Particularly, for the police agency component of our public safety system, establishing trust between police officers and the community they are charged with protecting is essential. Therefore, a key finding of this Report is the determination that working towards more equitable, unbiased, and culturally-responsive services will benefit both law enforcement and the community at large by building that trust. The recommendations made in this Report all flow from that basic proposition.

We are fortunate in the City of Ithaca and Tompkins County that there appears to be a clear consensus of the need for change. Further, it is important to acknowledge as well that the public safety agencies in the County and the City had already begun initiation of changes prior to the Governor issuing his Executive Order. This Report outlines our next steps in what is a long pathway requiring a commitment to equity and perseverance. There is much to be done. For those reading this Report, we ask you to join us to work together towards a meaningful realization of this public safety promise we continue to make as one community.

Acknowledgement of Pandemic Impacts on the Process

The Reimagining Public Safety Collaborative was initiated and completed entirely during the COVID-19 pandemic. Due to pandemic-related restrictions on in-person gatherings, community engagement and public input processes were completed primarily through digital channels,

though some specific in-person opportunities with required mask-wearing and social distancing were offered for focus groups.

The Reimagining Public Safety Collaborative made direct efforts to reach populations disproportionately impacted by policing, specifically Black people and other marginalized populations. Some residents were able to engage easily and conveniently through digital tools such as Zoom, however; input was sought and received through limited in-person interactions from residents without internet access. The researchers involved in this project were tasked with parsing data and input to ensure that voices of minoritized community members, who are traditionally undersampled in data collection methods, were represented in the findings.

The pandemic encouraged local municipalities to more closely examine and support efforts to increase broadband Internet access. A study to increase access to rural broadband in Tompkins County is funded in the 2021 Tompkins County Budget and was supported financially by seven additional towns, one village, and one local school district.

Letter from Tompkins County Administrator, Jason Molino

When we set out to Reimagine Public Safety our vision was to initiate a comprehensive and collective approach that meets the moment and addresses systems-level change. The work that our County and City staff, researchers, volunteer community members, and the Center for Policing Equity produced gives a thorough roadmap to lasting change. It is now our collective responsibility to follow through on these recommendations and to ensure more equitable outcomes in public safety.

Not only does this report meet the moment we are in following the tragedies that sparked New York State Executive Order 203, it takes a critical look at the systems that allow injustices to persist. Marginalized and minoritized individuals have been historically left behind, mistreated, brutalized, and disregarded by the very systems we rely on to keep us safe - change is imperative and therefore mandated.

We expect that these recommended changes will make some people uncomfortable, others may find the vision inspiring, and yet some may see this not going far enough. I believe that our process of engaging the community was inclusive, the drafting of these recommendations was done with integrity, and our plan for implementation is bold.

We also fully expect this to be a living document, one that will be enhanced by the community input and legislative processes leading to submission on April 1, and moving forward. Implementation of the finally approved recommendations will be informed by this document, but the process should have the ongoing ability to adapt and improve it.

I want to specifically recognize the hundreds of community members who gave their time to provide input throughout this process, and those who have been most impacted by policing and the public safety system who lent their voices, experience, expertise, and perspective to inform these recommendations.

It is my perspective that the changes that have to be made aren't just the ones we could put on paper, we need wide-scale culture change that focuses on not just protecting and serving but also creating safer and healthier communities. We're calling upon everyone who works and intersects with these systems to consider your role in it and how you can be part of a more just and equitable system of public safety. This includes health, human, and social service providers who have an important role to play in ensuring equitable and lasting change.

Law enforcement is one example of a system impacted by structural and institutional racism. It's our responsibility to continue toward a whole-systems approach that takes a wider view of our government and public safety systems. We can have more equitable outcomes from these systems, these recommendations set us on that course.

Letter from City of Ithaca Mayor, Svante Myrick

This report is the single largest attempt to quantify the demand for law enforcement services in Ithaca and Tompkins County, and the results are crystal clear - a new form of public safety delivery is needed. Based in evidence and designed with equity in mind, we should create a new department that is better aligned with community values, resources, and officer abilities. I am committed to the work ahead - which is to actualize and implement these recommendations.

I have a deep gratitude for the many volunteers, data scientists, survey respondents, focus group participants, public commenters, law enforcement officers, and the Center for Policing Equity - who worked together for months to generate this report. Doing everything from analyzing call volumes to providing heart wrenching qualitative descriptions of on the street interactions, the combined efforts of our community make this the most comprehensive local snapshot that I have ever seen of policing and public safety.

What the report finds is both a deep appreciation for the current officers, and a compelling case that we need an even better, *transformed* system. We need our public safety officers to better represent the diversity of the community, be better equipped to de-escalate conflict, and be better able to connect people in crisis with social services. In short, the men and women of the Ithaca Police Department have performed their duties with admirable skill and professionalism, but for too long the answer to every human behavioral problem in our City has been to call the police. That has always been impractical, cumbersome, and has increased the danger for officers and Ithacans alike. It also functionally serves to criminalize homelessness, addiction, and mental illness.

I endorse the findings in this report, including the recommendation perhaps most likely to raise eyebrows. A patchwork of reforms to the existing ecosystem would be insufficient to bring about the change we need. A new Department of Community Solutions and Public Safety, built from the ground up, will make Ithaca a safer place to live for every Ithacan. A CSPS department designed by the evidence and staffed with well trained personnel - unarmed Community Solution Workers and armed Public Safety Workers - will strike some as a radical change. But it is backed up by the data (Appendix Item 6: Assessment of Public Safety Demand) which shows that IPD currently spends one third of it's time responding to calls for service that essentially never lead to arrests. Those calls, as well as a majority of patrol activity can and should be handled by unarmed Community Solution Workers well trained in de-escalation and service delivery. This

will allow our new Public Safety Workers to focus on preventing, interrupting and solving serious crime.

The urgent need before us is to implement these recommendations. To transform the deep thinking, and love for the community, represented by the many thousands of hours of work into true structural change. We recognize the need for this document and it's recommendations to adapt over time and to be responsive to ever-changing community needs, the implementation process will allow for this to be a living document. And I look forward to working with the Common Council, City Staff, and all Ithacans to build this new, reinvented, system of public safety.

Center For
POLICING EQUITY

Center for Policing Equity Introduction

As a research and action organization, the Center for Policing Equity (CPE) produces analyses identifying and reducing the causes of racial disparities in law enforcement. CPE uses evidence-based approaches to social justice and data to create levers for social, cultural, and policy change. Center for Policing Equity is guided by the following:

The path forward towards justice requires that we fight for what we believe. This is what we believe.

- The vicious legacy of White supremacy is a root cause of suffering across the globe. Systems that support White supremacy must be resisted and dismantled.
- All communities—but particularly vulnerable communities—are safest when they have the resources they need to prevent the crises that produce calls to 911. Providing those resources is foundational to keeping communities safe.
- When community members do have crises, the public's obligation is to provide appropriate resources to respond to those crises. Sending only law enforcement to respond to a crisis that is only about housing (for instance) does not make communities safer.

"The work we do to improve the systems we have should not impede the work we do to create the systems we need. And any work accomplished inside systems should not be used as a shield against, or as an off-ramp away from, the work communities are doing."

-Dr. Phil Atiba Goff, Co-founder, and CEO

Center for Policy Equity has served as project facilitators to provide process guidance and ensure organizational accountability to the residents of the City of Ithaca and Tompkins County.

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Executive Summary

Intro

This report serves as a roadmap for reimagining public safety in Ithaca and Tompkins County. This report explains the local collaborative process organized following New York State Executive Order 203, a series of recommendations to reimagine public safety in Ithaca and Tompkins County, and anticipated implementation mechanisms for the recommendations. This report is to be delivered to the New York State Governor's Office by April 1, 2021 per the executive order.

Definitions

Reimagining, for the purposes of this report, is defined as A systematic review and assessment that demands reflection on systemic injustice that compels innovative and creative solutions to emerge and be recommended.

Public Safety, for the purposes of this report, is defined as How systems of government ensure that all residents are safe and justice is served. Executive Order 203 specifically requests a response to racialized disparities and systems of safety and justice should be equitable across the boundaries of protected classes centering race but inclusive of all marginalized populations.

The **Reimagining Public Safety Collaborative,** was organized to bring the City of Ithaca and Tompkins County governments together to produce this report. The Collaborative recognizes the need to have this report serve as a living document rather than represent a final set of solutions. This document should serve as a roadmap that can be adapted thoughtfully as needed throughout the implementation process

Much of the input offered through surveys and in focus groups were supportive of policing, recognizing a necessary role for officers to respond to crimes and "protect and serve" all people. A commonly expressed perspective was that police are asked to do too many things in our current society, and that their role of protecting and serving the people should extend to all groups, including those who are marginalized by the very system that should be protecting and serving them. Much of this input was directly paired with a call for police to act with more cultural competency and equitable practices employed when interacting with marginalized communities.

Mental health was an underlying theme throughout the community engagement process. Many community members bravely shared their experiences with trauma and anxiety related to policing, sympathy for the stresses placed on law enforcement officers, and that it's critical that this report address alternatives to policing in mental health crisis situations.

Addressing "Defund the Police"

Mirroring narratives expressed in movements across the nation, "defund the police" was prominently expressed by local activists in public forums, demand letters, social media posts, and other public platforms. The sentiment was not as actively expressed by focus group participants. There was a universal belief that the status quo was untenable and there is a need for change. In the focus groups and survey responses, Tompkins County residents expressed clearly their desire to feel safe, and the need for systems change and investments made in their safety (whether through equitable policing or more accessible human services). The Collaborative believes that safety belongs to everyone, not just those with power entrenched within systems. Rather than restrict allocated resources to law enforcement agencies, it is being recommended that strategic investments be made in all public safety and human services departments to improve justice, equity, diversity, and inclusion. It's also recommended that work be done to further eliminate aggressive policing tactics and prevent police violence. Alternative response models are key recommendations outlined in this report.

> Another narrative shared through this process was the concept of "abolition" or "abolish the police." This report does support a significant reduction in the total footprint of police and the types of situations addressed by armed officers. The total abolition of law enforcement agencies was not seen as a viable approach to reimagining public safety in Ithaca and Tompkins County.
>
> Alongside calls to "defund" or "abolish" the police were calls to "demilitarize the police." Recommendations in this report address the use of force and weapons carried by departments as well as military-style training and tactics employed by law enforcement agencies.
>
> This report recommends that both the County and the City reallocate resources to newly established priority areas and alternative response models outlined in this report. Other agencies that are a part of the public safety ecosystem will be looked at through an equity-based lens, and funded appropriately relative to their work in public safety and implementing these recommendations.

The current state of both the City of Ithaca Police Department (IPD) and the Tompkins County Sheriff's Office (TCSO) are presented in this report. Significant work was done by both IPD and TCSO to prepare this information and to provide narrative on their law enforcement and community engagement work.

Recommendations

Below is a list of Recommendations made in this report, detailed recommendations can be found starting on page 60.

The recommendations below reflect a significant vision for change from Tompkins County and the City of Ithaca. These recommendations are being made to the local legislative bodies for adoption before the April 1, 2021, deadline and subsequent submission to New York State Governor Andrew Cuomo's office in response to Executive Order 203.

1. City Replace the City of Ithaca Police Department with a Community Solutions and Public Safety Department
2. City & County Evaluate existing models and implement an alternative to law enforcement response system for crisis intervention and wraparound health and human services delivery
3. County Better align available resources with emergency response needs by establishing a pilot program for non-emergency calls
4. County Collect and evaluate the results of officer-initiated traffic stop enforcement
5. County & City Identify new curriculum, redesign and implement a culturally-responsive training program that incorporates de-escalation and mental health components into a comprehensive response for law enforcement
6. County & City Develop a comprehensive community healing plan to address trauma in the relationship between residents and law enforcement
7. County & City Standardize data entry and review existing data sets for more actionable insights and allocation of public safety resources
8. County & City Develop a real-time public safety community dashboard
9. County Create a Tompkins County Public Safety Review Board
10. County & City Develop a comprehensive, inclusive, and innovative recruitment strategy for law enforcement and corrections officers
11. **County & City** Develop a County-wide program to promote and support holistic officer wellness
12. **County & City** Seek ongoing and responsive collaboration from New York State Troopers operating in Tompkins County

13. **County & City** Repurpose SWAT Mobile Command Vehicle to Tompkins County Department of Emergency Response and Develop Policies for Use of Mobile Command Vehicle, Centers
14. County & City Conduct a Review of SWAT Callouts to Determine Appropriate Use of Service and Equipment
15. **City** Grant City of Ithaca Community Police Board More Oversight Authority
16. **County** Require public disclosure of District Attorney and Assigned Counsel Office Statistics on a quarterly and annual basis
17. **County & City** Revise the Civil Service exam process to diversify law enforcement personnel
18. **County & City** Advocate for New York State to grant local civil service authorities the authority to enact "continuous recruitment" of eligible candidates for law enforcement personnel
19. **County & City** Urge Governor Cuomo and/or the New York State Legislature to reform disciplinary procedures for law enforcement personnel under Civil Service Law Section 75.

Implementation Process

Tompkins County and the City of Ithaca are committed to an aggressive and thorough implementation process for the recommendations outlined in this report. The implementation process will include the creation of a Community Justice Center to lead and complete the work associated with each recommendation.

The establishment of the CJC will start with newly hired staff with support from both the City and County leadership and departments in both organizations. Implementation teams comprised of volunteer community members and city and county staff members will be assigned for each recommendation. The work associated with each recommendation will be trackable through an online tool that allows community members to provide input and sign up for process updates. Community members will also be able to express interest in joining working groups and the CJC will communicate directly with those who express interest with available opportunities.

The Collaborative acknowledges that systemic racism and police violence constitute a "dual pandemic" and that the response to this crisis should not only mirror that which was created for the local COVID-19 disease pandemic response, but be a long-term and well resourced system.

Profile of Community

Geography & Demographics

- Tompkins County is a rural county located in the Southern Tier Region of Upstate New York. The population of Tompkins County totals just over 100,000 residents. 80% of Tompkins County residents identify as white, 10% identify as Asian, 4% identify as Black, and 5% of residents identify as ethnically Hispanic.
- The City of Ithaca is the County Seat, located in the geographic center of Tompkins County, and is made up of just over 30,000 residents. 67% of City residents identify as white, 17% identify as Asian, 6% identify as Black. 7% of residents identify as ethnically Hispanic.
- The population of Ithaca & Tompkins County ebb and flow each year as students at Cornell University, Ithaca College, and Tompkins Cortland Community College arrive to study. The student population alters the demographic makeup of Tompkins County significantly, bringing a younger and more racially diverse population than year-round Tompkins County residents as a whole.

Organizational Breakdown / Structure

Tompkins County's government is a council-administrator form of government with an appointed County Administrator. In addition to Legislators representing districts throughout the County, The District Attorney, Sheriff, and County Clerk are also elected by County residents. The Tompkins County Legislature uses a committee structure that includes a Public Safety Committee to which the Sheriff's Office, District Attorney's Office, Assigned Counsel, Department of Probation and Community Justice, and Department of Emergency Response, report monthly.

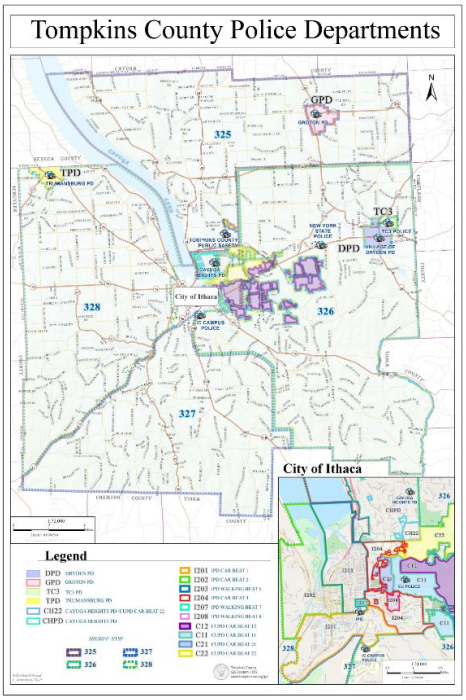
- The Office of Sheriff is a statutory/constitutional office having exclusive powers and authority under state law and/or state constitution.
    - The Tompkins County Sheriff's Office has an annual operating budget of $11.1 million for the 2021 fiscal year. This is the total operating budget for the Law Enforcement, Civil, and Corrections Divisions. The Sheriff's Office includes over 96 employees across all three divisions, of which 44 are sworn police officers (1 Undersheriff, 3 Lieutenants, 6 Sergeants, 4 Investigators, 26 Full Time Deputies, 4 Part Time Deputies), 43 corrections officers (1 Captain, 6 Sergeants, 33 Full Time

Corrections Officers, 3 Part Time Corrections Officers), and 9 civilian employees (3 Civil Staff, 1 Full Time Cook, 2 Part Time Cooks, 1 Jail Nurse, 1 Forensic Counselor and 1 Executive Assistant). The Sheriff is supported by the Undersheriff, the Captain of the Corrections Division, and an Executive Assistant. All other positions are unionized.

- As a County government, Tompkins County also has Health and Human Services Departments including the Tompkins County Public Health, Mental Health, Social Services, Office for the Aging, Youth Services, Human Rights, and Veterans Services departments.

The City of Ithaca has a mayor-council form of government with an elected Mayor and Common Council. The City of Ithaca Police Chief is an appointed position.

  - The total 2021 IPD budget was $12,523,756 and there are currently sixty-three (63) funded sworn officer positions in IPD of which four (4) are out long term due to injuries and two are out due to disciplinary suspensions. Leadership consists of one chief and two deputy chiefs. Staff officers include four (4) Lieutenants and nine (9) Sergeants. The 2021 funded sworn officer positions represent a reduction of six positions. There are also 8 civilian employees in the 2021 IPD budget, plus funding for 16 part-time school crossing guards.



The Villages of Cayuga Heights, Dryden, Groton, and Trumansburg each have their own law enforcement agencies in addition to TCSO and IPD. Cornell University, Ithaca College, and TC3 each have their own on-campus police as well, with officers sworn by the TCSO. Each municipality has its own jurisdiction, and TCSO has jurisdiction over the entire County.

Past Reform and Modernization Efforts

Center for Governmental Research (CGR) Study

Tompkins County and the City of Ithaca have previously completed various reform and reimagining efforts, most

recently the 2017 "CGR Study" that examined the baseline of law enforcement services in the City and County.

The CGR study, titled "Reimagining Law Enforcement in Tompkins County" was commissioned following a previous directive from the New York State Governor's office to assess shared services. Key findings from the study included; that there are numerous examples of inter-departmental collaboration, the public is generally pleased with law enforcement services and the safety of the community, and that the cost of law enforcement has been rising steadily over the past four years.

2019 Sequential Intercept Model Mapping Report

In 2019, a sequential intercept model mapping report for Tompkins County was completed by SAMHSA's GAINS Center for Behavioral Health and Justice Transformation following a workshop from the group. The report develops a map that illustrates how people with behavioral health needs come in contact with and flow through the criminal justice system in Tompkins County. The report further explores resources and gaps at each intercept in the map.

Many community members were involved in the creation of these reports, and the reports were made available to inform the work of the working groups involved in the Reimagining Public Safety Collaborative.

Process & Timeline

Introduction and Timeline

Executive Order 203 was announced by New York State Governor Andrew Cuomo on June 12, 2020, following several high-profile police killings of Black people and protests in a movement that spanned the globe. On August 17th, The Governor's office provided a guidebook that offered a framework and topics for consideration by local police departments, elected officials and citizens as they develop their local plans for reform. Parallel to the August 17th guidance document, Cuomo issued a letter to all jurisdictions with police departments with a reminder that they must adopt a plan for reform by April 1, 2021, to be eligible for future state funding (Appendix item number 10).

The announcement of the Collaborative followed a previous announcement and kick-off meeting held by City of Ithaca Mayor Svante Myrick on August 6th, and various multi-municipality conversations convened by Tompkins County.

City and County leaders quickly recognized the interdependent relationship between the Tompkins County Sheriff's Office, the Ithaca Police Department, and the larger public safety ecosystem within the two municipalities. As a result, City and County leaders determined the most effective path forward would require a collaborative approach to address structural barriers, acknowledge past failures, and engage community residents in a meaningful manner that facilitates trust and ensures accountability. The Collaborative was envisioned as a process to allow for more systemic, substantial, and sustainable changes in the wider public safety system, rather than just reforming or reinventing police. The City of Ithaca & Tompkins County announced the Reimagining Public Safety Collaborative on September 16.

Timeline Graphic

- June 12, 2020 - Executive Order 203 Issued by New York Governor Andrew Cuomo
- August 7, 2020 - City of Ithaca Mayor Svante Myrick Holds Kick-Off Event for City Residents
- August 17, 2020 - Governor Cuomo Issues Additional Guidance on Executive Order, Letter to Municipalities
- September 11, 2020 - City of Ithaca Requests Involvement from Center for Policing Equity

- September 16, Tompkins County & City of Ithaca Announce "Public Safety Reform" Collaborative
- October 8, 2020 - Collaborative's Public Engagement Process Begins
- *October 23rd - City and County Officials Issue Joint Statement on Planned Rallies*
- *October 29, - Town Hall with Former New Jersey Attorney General Anne Milgram to Share Successes from Camden, N.J.*
- November 2 - December 31, 2020 - Survey Offered For Community Input
- November 6 - December 5, 2020 - Community Voices Town Halls Held
- November 16 - December 21, 2020 - Focus Groups Conducted
- December 11, 18 - County & City Officials Host Forums to Answer Questions, Provide Process Updates
- February 22, 2021 - Recommended Report released to the community
- *February 24, 2021 - Presentation to Common Council & TC Legislature*
- *February 25, 2021 - Joint Town Hall on Report*
- *March 16, 2021 - Tompkins County Legislature Public Hearing*
- *Approval through Legislature and Council 3/30 & 3/31*
- *April 1, 2021 - Final report submitted to New York State Governor's Office*

Working Groups

Working groups were assembled as a way to organize the reimagining process in a manner that would support the development of a comprehensive response to the executive order (a document shared with the community outlining the working groups and their membership can be found in the appendix, item number 8). Working group members were identified based upon content expertise, role within the system, and ability to address and implement solutions. These groups were designed to gather information and examine critical functional areas within law enforcement. Based upon the executive order, five working groups including an internal resource group, a group designed to share information between working group members, were developed and were guided by the following shared principles:

- Operate transparently;
- Gather information, center community voices, experiences, and perspectives in the production of a proposal to reimagine and implement public safety services that produce equitable and just outcomes; and
- Contribute working group findings, recommendations, and data, to the Reimagining plan by the designated deadline

Working Group Responsibilities and Deliverables:

Leadership/Administration/Budget: The purpose of this Working Group was designed to analyze, respond to, and make decisions based upon the information and proposals brought forth by the other Working Groups (i.e., Law Enforcement, Community, IT, etc.). This group included several decision-makers from the County and City and will be responsible for understanding the broader implications, impacts, and interactions of public safety reforms on the community, including how each distinct reform measure might affect one another. This Working Group was also responsible for any budgetary matters stemming from proposed public safety reforms, as some steps may require an addition, reallocation, or reduction of funds.

> **Deliverables:** Synthesize input and produced the overall plan for approval, dissemination, and implementation

Communications/Community Working Group: To develop an inclusive process to obtain key stakeholder input in the design of a comprehensive Public Safety Reform that fosters mutual trust and respect between the community and law enforcement, and provides for an environment where communities of color feel protected and served by local law enforcement. The group was also charged with the development of a two-way communication strategy that consistently informs key stakeholders.

> **Deliverables:** Communication Plan including the structure for Community Voices, community informationals, focus group protocol and questions, selection and training of facilitators, and data from the focus groups, interviews, and surveys

Law Enforcement/Public Safety: To collaborate with the community in a process that reimagines current public safety structures, staffing models, policies, and policing services in order to create an equitable public safety response system/process that will reduce and ultimately eliminate racially disparate outcomes and build community trust. This group was also charged with identifying public safety models that provide community-inclusive responses. At the end of the process, the committee will provide a roadmap/timeline for the implementation and measurement of the new system(s).

> **Deliverables:** Provided reports of new models for public safety for consideration by both the Sheriff and Police departments

IT/Data Analysis: This group conducted an assessment of data systems and data gaps to identify the necessary requirements to support the new public safety proposal. This group will also provide requested data to the community to inform decision-making during the collaborative process and assist with determining any new needs for the process of democratizing data.

Deliverables: Shared data protocol to include an approval process, recommended dashboard, map towards strengthening integration and sharing of data within the organizations.

Academic/Research Group: To collaborate with the community and the law enforcement/public safety committee to provide guidance and provide evidence-based practices, relevant science, and the creation of data metrics, and analysis in support of new public safety systems/initiatives.

Deliverables: Analysis of qualitative data including Community Voices, interviews, focus groups, data received from informational sessions, and surveys.

Upon completion of working group deliverables, members were notified that their working group deliverables were complete and continued to receive project updates as the process continued. The working groups served as a safe space for candid discussions within the process and produced the process goals, however; City/County leaders and process managers acknowledge the concerns raised by members of the community that working groups were exclusive and the need for opportunities to collaborate with other community leaders and groups were expressed.

Methods, Community Input and Public Forums, and Community Narratives

Methods

The Reimagining Public Safety Process included various methods of community engagement and data collection that were designed to include key stakeholder input. The methods deployed were to garner critical feedback among the entire community while recognizing Executive Order 203 required a comprehensive community response that prioritized minoritized voices. Methods utilized in this process sought feedback aimed to cultivate an environment where marginalized communities, specifically but not limited to, communities of color, unhoused populations, and previously incarcerated individuals, feel protected and served by local law enforcement.

The methods for this process were developed and operationalized through both of the Community/Communications and Academic and Research Working Groups, whose purposes and deliverables are described in the section above. City and County leaders hosted multiple town hall forums to provide foundational information about local public safety services. Methods were used to ensure marginalized voices in the community were elevated and not overlooked.

To promote equity in the data collection process, the Community/Communications Work Group developed a recruitment strategy necessary to engage the broader City of Ithaca and Tompkins

County community - especially including the most vulnerable populations whose voices are too often excluded. The goal was to collect input from those who have direct experience with police. In addition, the goal is to over-sample from specific communities, including but not limited to the following: BIPoC Residents, Returning Citizens, College-Age Persons, LGBTQ community, Immigrants, Persons with Disabilities, Persons with Mental Health Concerns, Persons who are Unhoused, Persons who struggle with Substance Abuse, etc. Additionally, there were focus groups targeting participants serving in the law enforcement system including Union Law Enforcement, Tompkins County Sheriff Office Officers, Tompkins County Sheriff Office Sergeants and Above, Ithaca Police Department Officers, Ithaca Police Department Sergeants and Assistant District Attorney.

Community/Communications Working Group members worked from the philosophy of recruiting individuals through personal contacts - this is especially true to recruit individuals from vulnerable communities. This philosophy was based on their personal experiences and proved fruitful in encouraging people to participate. Various members of this working group had trusting relationships with identified populations and/or had strong affiliations with identified associations and communities. Additionally, targeted social media and listserv postings were utilized.

To achieve the goal of engaging residents from all communities while focusing on marginalized populations, the Community/Communications Workgroup solicited the following input and data:

- **General Community Input** – General community input was gathered through Community Voices (Zoom forums) and through electronic and paper surveys. Each input effort was employed to allow a large sample of the general population to provide input on reimagining public safety. Optional demographic data was collected from residents whenever possible.
- **Focus Groups** - There were 21 targeted focus groups held including focus groups for vulnerable populations and those serving in the public safety system. The majority of focus groups were conducted virtually. Focus groups were facilitated and structured by three to four questions. Responses were documented and, when and where possible demographic data was collected in each session. Focus groups that could not be conducted virtually for those without access to technology were held using safety protocols in line with the Tompkins County Health Department.

- **Individual Interviews** - Individual Interviews were used to reach the most vulnerable populations in our community. Members of the Communication & Community Working Group assisted with personal outreach.

Due to the sensitive nature and fear of retribution from law enforcement (real or perceived), no focus group or interview were recorded and transcribed. All focus groups and interviews used scribes to capture detailed notes. Community input forums, focus groups and interviews were held from November 2020 through December 2020 and input and data received was submitted to the Academic/Research Group for review, analysis, findings and solutions recommended by the community.

The notes from each focus group and interview were analyzed and broken into narrative passages in the research report that represented similar concepts. These passages were then coded by theme (e.g. solutions) and further reviewed to and modified into more precise subthemes (e.g. solutions – training). In this process some codes were combined, and others eliminated if it was determined that not enough participants from various focus groups referenced that theme. The key findings to be presented in this report represent themes that were expressed in a majority of focus groups by at least 2 or more members across focus groups. Unless relevant to the finding, the focus groups were not connected with any of the expressed themes. This was done to protect the anonymity of participants.

To review the full research report including the methodology for the process, review Reimagining Public Safety: Findings from Qualitative Data and Community Input in Appendix item number 2.

Community Input and Public Forums

The Collaborative organized a comprehensive community engagement process, utilizing a combination of feedback forums including spaces for vocal advocates for change alongside targeted focus groups conducted to ensure vulnerable populations with lived experiences were elevated and uninhibited. All engagement efforts produced qualitative data, with focus groups most rigorously analyzed by researchers because they targeted underrepresented voices and the narrative of the majority population had resounded throughout the process.

There were various prompts offered to the community throughout the process in surveys, forums, and focus groups. Each method offered different prompts all centered around the same theme of:

What do we need to know to reimagine public safety in Ithaca and Tompkins County?

Kick-Off with Mayor Svante Myrick

Before the organization of the Collaborative, City of Ithaca Mayor Svante Myrick held a kick-off event of City residents interested in participating in the process and providing input on the process. The August 7th event engaged over 70 residents, and followed a survey asking the question "If you could snap your fingers and make any three changes to the City of Ithaca Police Department - what three changes would you make?" The results of the survey were also published on the City's website (Appendix item number 11). Soon after this initial City kick-off, the Collaborative was proposed to create this report encompassing both the City and County process and recommendations.

Website and Materials Published

Following the announcement of the Collaborative a centralized webpage was published through Tompkins County. The webpage included details on the process, background documents, and a hub for announcements from the Collaborative.

The Collaborative sought to address not only policing and law enforcement, but to explain and reimagine the wider public safety system in Ithaca and Tompkins County. Early on, the County published a document that broke down each of the Public Safety departments, highlighting their respective responsibilities, budgets, and jurisdictions (appendix item number 9)

Other materials published on the web page included contracts with law enforcement agencies and PDFs of the presentations featured in other forums.

The news section of the web page hosted each of the announcements and press releases throughout the process, and as additional forums were added they were published on the web page.

The website URL where this information is published is:
https://www.tompkinscountyny.gov/ctyadmin/reimaginepublicsafety

Tompkins County Initiates Survey on Relationship with Law Enforcement and Police Reform Criminal Justice

To begin gathering wide-scale community input on relationships with law enforcement and ideas to reimagine public safety, Tompkins County initiated a survey open to residents from October 9 through October 30. This survey was designed before the frame of the process was changed to "Reimagining Public Safety." The questions posed in the survey were developed by County staff

and several legislators. The survey received 257 responses. The research portion of this process examined these responses and determined that the data was comparatively unreliable due to respondents' ability to respond more than once, and the unscientific development of the survey questions.

Forum Responding to County Survey Input

On October 15, 2020, County Administrator Jason Molino held a public forum where he synthesized the results from this survey and shared back themes to the community. Although the survey response data was deemed unreliable by the researchers, It should be noted that many of the themes presented by Molino following the survey were shared by community members in other forums including Community Voices forums.

Forums

The Collaborative hosted other forums with key leaders in policing and public safety; City of Ithaca Police Chief Dennis Nayor, Tompkins County Sheriff Derek Osborne, and Mental Health Commissioner and Public Health Director Frank Kruppa. Each of these forums featured powerpoint presentations on the responsibilities and activities of the departments related to law enforcement and public safety.

Questions from the community were posed to leaders in each forum to be answered live.

Chief Nayor's presentation gave an overview of the department's budget, staffing, and crime statistics. The presentation also included information on the department's training, use of force statistics, and community outreach efforts. Chief Nayor's presentation drew wide interest, totaling over 530 views at the time of publishing this report.

Sheriff Osborne's presentation was titled, "Experience from the past. Vision for the Future." and followed a similar format to Chief Nayor's, explaining the office's budget, staffing statistics, and community engagement efforts. The Sheriff additionally cited hiring practices and policy development and transparency efforts.

Frank Kruppa's presentation explained mental health emergency and crisis services and offered space for live questions from community members through a Zoom webinar. The presentation explained how the County Mental Health Department works with law enforcement, including the Mobile Crisis Team and involvement with the Crisis Negotiation Team (CNT). Kruppa also detailed the merger of the Public and Mental Health departments focused on addressing social determinants of health and critical community partnerships relevant to their work.

In late October, the Collaborative hosted former New Jersey Attorney General Anne Milgram in a virtual forum on the successes she helped to usher in for the Camden N.J. Police Department. Milgram gave examples of how Camden was successful using data-driven interventions and alternative response models to reduce crime and increase community engagement and trust with police. Milgram also took questions live from members of the Ithaca and Tompkins County community.

Each of these forums were delivered to inform the public of the workings of key public safety entities, answer questions live, and to encourage informed input throughout the process. Each of the forums was live streamed and subsequently archived on the Reimagining Public Safety YouTube playlist.

Community Voices Public Forums

While other methods of receiving input were designed based on proven research methods, a need arose for a public outlet for community input and feedback on the Reimagining process. Community protests in response to high profile police killings of Black Americans across the U.S. occurred frequently during the time of the process and residents loudly shared that they felt their voices were not being heard for both immediate feedback on policing and input for longer term change. The Collaborative recognized the visibility of the livestreamed forums held by public officials and offered the same platform to community members to share their input on reimagining public safety. The Community Voices forums were held on the Zoom webinar platform and simulcast to Tompkins County's YouTube channel and are archived there. City and County leadership and working group members were encouraged to listen to the perspectives and input shared by members of the community during these forums. Residents seeking to share their input were invited to speak one-by-one for two minutes, once per forum.

These forums were held digitally due to the COVID-19 pandemic and the restrictions on in-person gatherings. Live Zoom attendance at the forums ranged from 15-50 participants with less than half of the attendees choosing to speak. The forums have received hundreds of views on YouTube where the streams were offered live and are archived.

Subtitle this image, "Dozens of posters were distributed throughout the Downtown, Northside, and Southside neighborhoods of Ithaca issuing a call to action to participate through the survey and community voices forums.

Forums to respond to questions, provide updates, with all four leaders

Throughout the Community Voices forums, frustration was expressed by participants that City and County officials were not answering questions live, on both the Reimagining efforts and recent community interactions with the police and other ongoing community concerns. County Administrator Molino, Mayor Myrick, Sheriff Osborne, and Chief Nayor held two "County & City Officials Town Halls" where they offered perspectives on the process and answered community questions that had been both shared throughout the process and live during the previous Community Voices forums.

Feedback on the Draft Report

Feedback and input received following the publishing of the draft report for the community to review, outline legislative process.

Community Narratives and Themes

Engaging and hearing voices of residents, specifically marginalized voices, served as the central focus for the reimagining process. As discussed in the methods section, there were targeted focus groups with vulnerable populations and law enforcement groups, individual interviews and community input. This section illuminates the feedback received, themes that emerged and solutions identified by residents of the community.

Executive Order 203 specified the communities examine the disproportionate adverse impact on vulnerable populations, specifically communities of color, and the following list of targeted groups lent their voices to the process.

List of Targeted Focus groups (in no particular order)**:**

- Community Veterans
- Returning Citizens (formerly incarcerated persons)
- Persons with Disabilities
- Lesbian, Gay, Bisexual, Transgender, Queer + Community
- Latinx Community (x2)
- Immigrant Community
- College Students
- Community Leaders of Color
- Black Women
- Black Community (x2)
- Asian and Asian American Community
- Indigenous Community
- Houseless Community

Limitations of Targeted Focus Groups

The most obvious limitation of the targeted focus groups was difficulty in recruitment. In nearly all focus group communities, our recruitment efforts were restricted by the sustained skepticism of the Reimagining Public Safety process. The overwhelming view of the process was that it was performative and that nothing would come of it. This negative reception, significantly impacted recruitment efforts of the very participants the Executive Order dictates (i.e. communities most impacted and marginalized). While we were able to overcome this obstacle for some, we did have numerous respondents refuse to participate because of a lack of trust in the process and/or because they had participated in previous efforts and have yet to witness notable systemic changes.

Also impacting recruitment were the ongoing effects of the COVID-19 global pandemic. Social distancing and other safety protocols made completing in-person interviews and focus groups difficult. Health and safety protocols also severely limited the most effective methods of recruitment, personal connections. At the same time, the virtual formats increased the participation of some respondents who said they would not have been able to attend something in town, but could more easily be available on Zoom.

While qualitative data helps gain insight into the everyday realities of targeted populations' experiences with law enforcement, the data collected do not constitute a population sample and

therefore do not allow us to make generalization. As stated above about other forms of data, the findings from the focus groups should be situated within a larger context provided by past local and national research. Such research, however, should not overshadow the voices of the very people we were tasked to amplify in Executive Order 203. Rather, the two sources should be in conversation with one another so that data driven solutions that take into account the specific needs of minoritized populations in Tompkins County can be found. Additionally, the relatively manageable size of the Ithaca Police Department and the Tompkins County Sheriff Department provide opportunities far more difficult to enact in much larger communities.

Targeted Focus Groups - Key Themes:

Targeted Focus Groups – Key Themes: the following themes are based on the analysis of data gathered through the targeted focus groups. Each of the following themes were mentioned often enough to deserve their own themes.

- Respondents feel disrespected by police during everyday interactions whether or not those interactions lead to citation.
- BIPOC respondents are hyper-aware of racial tensions in Ithaca and on the national scene. That awareness is a factor in respondents' decision-making process on whether or not to call law enforcement.
- Respondents in several focus groups expressed a preference handling unlawful situations themselves rather than call the police (self-policing).
- Respondents express a lack of trust between marginalized people and law enforcement.
- Respondents express distrust in the Reimagining Public Safety process, explicitly questioning whether anything will come of the report.
- Respondents do not think that law enforcement know how to de-escalate situations. Those beliefs are based on experience with law enforcement and further the practice of self- policing.
- Respondents do not think that law enforcement know how to deal with situations involving: people living with mental health issues, who are detoxing, people living with visible and invisible disabilities, and members of the LGBT+ community, specifically transgender individuals.
- Respondents expressed not feeling safe going to the police for help. They questioned the "serve" in "protect and serve."
- Respondents in all targeted focus groups acknowledged the difficult work of law enforcement.
- Respondents mentioned a number of solutions that were directly related to improving their experiences with law enforcement.

Subthemes & Solutions: the following subthemes are also based on the analysis of data gathered through the targeted focus groups. Each of the following themes were mentioned often enough to be classified as possible "solutions" or reinvention measures.

Targeted Focus Groups – Solutions:

- Ongoing Training (see types of training below). There was a repeated focus on training and "retraining" officers. This was connected to a desire for a shift policing culture and participants' desire to change how officers carried out the duties of the job.

  Training needs to be ongoing not one-time offerings.

  There needs to be transparency in the content being taught in training. There needs to be accountability in training participation and attendance. Most Commonly Recommended Types of Training:

  - De-escalation techniques
  - Assessing situations
  - History of police/policing
  - Trauma informed policing
  - Mental health and identifying and dealing with people living with mental health issues
  - Identifying and interacting with people who are detoxing
  - Identifying and interacting with people living with visible and invisible disabilities
  - Interacting with the public and using respectful communication
  - Anti-Bias, specifically with the County's LGBTQ+ community
  - Anti-racism training, specifically what it means to be Black in the U.S.
- Community Building: law enforcement needs to be in and know the community. Officers should live in the community they police.
- Accountability: There should be more oversight by community members, community board, or a third party.
- Law enforcement should collaborate with or have mental health professionals on staff.
- The standards for becoming an officer should be raised.
- The community should actively participate in the hiring of officers.
- Law enforcement should reflect the community in terms of both race/ethnicity and gender.
- Institute restorative justice practices.
- Increase the availability of mental health services for Police.
- Law enforcement should collaborate with other social service agencies.
- Redistribute resources from police to agencies that are working to alleviate core issues of inequality (e.g. poverty, housing inequities, racial injustice, etc.)

In addition to targeted focus groups for vulnerable populations, there were multiple focus groups held within the law enforcement system as officers and those serving within the system have a unique perspective and are key stakeholders in the process.

List of Law Enforcement Focus Groups (in no particular order)**:**

- Union Law Enforcement
- Tompkins County Sheriff Office Officers
- Tompkins County Sheriff Office Sergeants and Above
- Ithaca Police Department Officers
- Ithaca Police Department Sergeants and above
- Assistant District Attorney
- Public Defenders

Law Enforcement Focus Groups - Key Themes:

Law Enforcement Focus Groups – Key Themes: the following themes are based on the analysis of data gathered through the law enforcement focus groups.

- Respondents expressed appreciation for being included in the Reimagining Public Safety process.
- Respondents expressed frustration that the public does not understand what their job entails.
- Respondents cited limited staffing as an obstacle to continuing education (i.e. training) and attending/organizing community events.
- Respondents acknowledge the need to build trust with the community.
- Law enforcement officers think they are being unfairly targeted by public.
- Law enforcement officers report being supported by the majority of the community and believe dissent is from a vocal minority.
- IPD report that they are doing their job well and already do everything outlined in the Executive Order 203.
- Law Enforcement express not feeling supported by elected officials.
- Several groups mentioned the detrimental effects of not having a Union contract.
- Respondents mentioned a number of solutions to the issues they identified.

Law Enforcement Focus Groups - Subtheme & Solutions:

- Law enforcement respondents express needing more resources in the form of money and staffing.
- The public needs to be educated on what law enforcement do and the broad range expectations and service calls as well as the existence and specifics of transparency mechanisms
- There needs to be better coordination with social service departments and those agencies also need to be held accountable.

- Develop alternatives to 911 and/or allow operators to dispatch personnel from other agencies.
- Develop mechanisms for efficiencies that would free up staff (e.g. streamline arrests and arraignment processes, eliminate handwritten reports, etc.)

Individual Interviews - Key Themes:

Individual Interview – Key Themes: the participants who were individually interviewed were actively recruited and included participants who were less likely to attend a Zoom focus group and who had interactions with law enforcement. Much of the data from these interviews reflects the targeted focus groups.

Still, below is a brief summary of the most commonly stated themes collected from individual interviews.

- Community Connection was without question the most often discussed theme - There were numerous comments and statements discussing a need for change in community engagement. This is key. As one participant stated, “More community, More community.”
- Accountability - This was a clear comment from participants about lack of police accountability. There was a desire for police accountability. If – or when – police act inappropriately, law enforcement “should be treated the same as people if they break the law.”
- Violence, Racism and Sexism: There were significant statements about violence: Interactions with police are violent; Police treat Black and brown people differently; People of color treated differently; Rich and poor are treated differently; Women are treated poorly; and more
- There was a call for law enforcement to set an example – “protect and serve.”
- Some participants acknowledged the need for law enforcement: i.e. We need police; You can’t bash all police; I want to feel safe calling the police.
- There was a call for training and education: better training and education is needed; Police need to be required to attend community training sessions; and more.
- Drugs: there were a number of comments about the needle exchange program; “We have a significant drug problem.”
- Other Comments: Defunding is an option; Cornell should be funding programs; Communities are policing themselves; Nearly all interactions are during crime responses, never just in the community; and more.

Limitations of Community Input

The quick turnaround set by the Executive Order did not allow the researchers to follow standard research methods for qualitative data collection. Because of this, the information gathered during this process should not be viewed as equally valid. For example, the community input, while

informative, should not be understood as representing all community voices. There is very little quality control of the community input. We have little to no demographic or geographic information on respondents who participated in the community input process, making it impossible to judge whether the respondents are representative of the broader Ithaca community or are primarily members of a single demographic.

Additionally, we were able to identify some individual participation in more than one community input session, which raised questions of whether the other forms of input came from unique participants. For example, some participants spoke at multiple Community Voices forums; sent email messages; left a voicemail; and sent a letter on behalf of an organization. The potential for repetition, unfacilitated process and lack of quality control limits the usefulness of the information gathered through these venues. Despite this, we analyzed the information in the same manner outlined for the focus groups in order to identify areas of overlap and departure from the systematically collected focus group and interview data.

Community Input - Key Themes:

- Community Input - Key Themes: below is a brief summary of the key themes when combining all of the community input.
- Again, there is wide-spread critique, criticism and skepticism of the Reimagining Public Safety Process. This is a common theme found in nearly every community input modality (surveys, community voice events; emails; questionnaire; voicemails, and more).
- Abolish the Police: there was a call for abolishing the police and instituting forms of restorative justice.
- Defund the Police: there were numerous calls for budgetary re-allocation and redistribution of city/county resources
- De-militarize: there were many references to the military-grade weapons and IPD SWAT Mobile Command as well as calls to challenge the hyper-masculine and violent culture community members believe are embedded in current law enforcement.
- Accountability: there were calls for transparency in investigations, terminations and accountability of officers. This included more authority granted to Community Police Boards.
- Training: there was a strong request for trainings and re-education of law enforcement officers.
- Law Enforcement is not supported. There was community input recommending additional support and resources for local law enforcement agencies.

Overlapping Themes from Targeted Focus Groups & Law Enforcement Focus Groups:

There are overlapping themes between the targeted focus groups and the law enforcement groups. Below is an attempt to capture some of these intersecting themes and solutions. This is an area of nuance and needs additional context to be most useful.

- Few people who participated in the Reimagining Public Safety trust the process. This is key. Before finding any solutions to create trust between law enforcement and the community … or the community and law enforcement … there is a need to improve trust in a process that states this as a top priority.
- Both respondents from targeted focus groups and law enforcement want to build relationships (e.g. get back to BBQs, etc.) and build/rebuild trust.
- Both targeted focus groups and law enforcement think the other needs education.
- Both respondents from targeted focus groups and law enforcement agree that the lack of trust is a major issue that needs to be addressed to move forward.

Tensions revealed in the data and input:

- The clearest tension point focuses on what many participants expressed as the need for a redistribution of funding from policing and toward social services that address structural inequality. At the same time, law enforcement stated that, to do the work required to build trust, there is a need for increased resources / staff.
- Although many focus group respondents suggested more collaboration between police officers and social service agencies, some officers question whether those agencies would handle calls any better and have accountability mechanisms of their own. Many also mentioned that officers would still need to respond alongside them an agency representative to protect them from potential violence.
- There is disagreement as to whether law enforcement needs to respond to all fire, mental health, domestic disputes, and medical emergencies.
- There is a tension point about Ithaca / Tompkins County being more "progressive" in words / policies than in outcomes / practices.

As one may expect, there is considerable repetition in some of the suggested solutions between the focus groups, individual interviews, and community input. Many of these solutions have also been mentioned in previous reports (see Appendix H in Appendix item number 2). It is clear from the findings presented here, as well as past research, that a reinvention of law enforcement requires a commitment to systemic change on the part of both the Ithaca/Tompkins County community and law enforcement. In order to honor those who shared their experiences, insights and knowledge, a long-term dedication and collaboration is necessary to reimagine public safety.

Current State of Law Enforcement

EO 203 Themes

Executive Order 203 required jurisdictions to examine service delivery using the themes bulleted below. The section outlines the responses provided by the Ithaca Police Department and the Tompkins County Sheriff's Office. This section also identifies the current state of affairs and lays the foundation for recommendations for a reimagined landscape for residents.

- Determining the Role of the Police
- Employing Smart and Effective Policing Standards and Strategies
- Fostering Community-Oriented Leadership, Culture and Accountability
- Recruitment and Retention

The first half of this section is the Ithaca Police Department response followed by the Tompkins County Sheriff's Office using the same thematic sequence.

Ithaca Police Department

Determining Role of the Police

Function and Jurisdiction

The role of police for the City of Ithaca Police Department is to provide 24/7/365 police services to the Ithaca Community. The Department responds to approximately 20,000 calls for service annually and has a full-time investigations division to investigate felony-level cases, collect evidence, gather intelligence on crimes that have occurred or which may occur, and provides overall support for the patrol division.

In addition to the Patrol and Investigations divisions, the Department has ancillary units that specialize in the following: high-risk warrant service and response to critical incidents, crime-scene processing, crisis negotiation, recruitment, and various liaison roles (LGBTQ+ and Youth.) As a full-service agency, the Department responds to a great variety of 911 calls that are not criminal in nature and many which classify into the category of "Assist" (medical, mental health, hazard, civil, etc.)

The Department operates under a Guardian and service-oriented mindset, with community policing being a philosophy to which the Department subscribes, and use of force is a last resort.

The guardian mindset places emphasis on building trusting relationships with the community, as well as protecting and serving.

Staffing and Budgeting

The total 2021 IPD budget was $12,523,756 and there are currently sixty-three (63) funded sworn officer positions in IPD of which four (4) are out long term due to injuries and two are out due to disciplinary suspensions. Leadership consists of one chief and two deputy chiefs. Staff officers include four (4) Lieutenants and nine (9) Sergeants.

Ithaca Police Department Demographics

Function	Male	Female	Asian	Black	Hispanic	Native American	White
Command	3						3
Police Lieutenant	4			1			3
Police Sergeant	7	2			1		8
Police Officer	37	8	2	6	2	0	35
Civilian	1	7		1			7
IPD Total	**52**	**17**	**2**	**8**	**3**	**0**	**56**
IPD Total includes civilians							
Sworn Officer Totals	**51**	**10**	**2**	**7**	**3**	**0**	**49**

The 2021 funded sworn officer positions represent a reduction of six positions. There are also 8 civilian employees in the 2021 IPD budget, plus funding for 16 part-time school crossing guards.

Employing Smart and Effective Policing Standards and Strategies

Procedural Justice and Community Policing

The Ithaca Police Department recognizes that effective policing requires a strong partnership with the community. The Department continues to develop ways to advance its goals of protecting the community while expanding its efforts towards meaningful engagement with the public it serves. IPD further recognizes that this relationship must be built on trust with all segments of our community. Each and every police interaction with the public shapes that community member's view of IPD. IPD must prioritize officer wellness, appropriate training topics, along with strict enforcement of policies to ensure respectful and professional interactions between officers and the citizens they serve.

The annual training that the Department conducts on implicit bias and procedural justice (through the Department's internal instructors who are state certified to teach this material) is a way in which the officers can build stronger connections with communities of color and vulnerable

populations. This reinforces the training that has occurred at the basic academy level and allows the officers to continually monitor their implicit biases and ensure that their treatment to others remains fair and equitable. This also works well because the officers that are hired are brought on due to their innate qualities of fairness, ethical integrity, and a history of treating people with kindness and compassion.

To also foster procedural justice, the Department believes in utilizing harm reduction methods of policing. To support this, Chief Nayor traveled to Seattle in 2020 to learn about the LEAD (Law Enforcement Assisted Diversion) program which will divert those with drug addictions or mental health issues away from the criminal justice system and into a path for treatment. The Department is in the process of getting the program running, with a projected start date of March 2021. Two officers and one supervisor will be assigned to coordinate the program and all officers will be trained in its functions so that the appropriate diversions and referrals occur.

IPD has historically been very involved in community outreach. Much of that outreach has been primarily small-scale events due to staffing constraints. Some of the more notable examples have been the IPD Open House events, community barbeque, National Night Out, Coffee with a Cop, Cool off with the Cops, and numerous other community events.

Reducing Racial Disparities and Increasing Community Trust

Ongoing training in cultural competency (designed to support skills in communicating effectively and appropriately with people from other backgrounds) is a key component of the IPD's training complement. In 2019, the Department engaged in over 518 hours of cultural competency-based training, which ensures that the cultural norms reflect the Department's policies and expectations. Additionally, at several key locations throughout IPD Headquarters, 3'x2' PVC prints containing Sir Robert Peel's Nine Principles of Policing have been conspicuously posted to re-emphasize the Department's cultural expectations. Additionally, an 8'x4' PVC print depicting the police code of ethics was created and conspicuously posted in IPD HQ so that the mission, values, and expectations remain abundantly clear. Of note, the tactical team also conspicuously posts their hierarchy of life in their training facility to clearly define that the public has priority over them.

As a method of demonstrating the Department's commitment to transparency, all uniformed officers are issued Body Worn Cameras, and are required to activate them during all citizen interactions. Officers must also identify themselves by name and badge number when asked and are required to contact a supervisor if a member of the public wants to file a complaint. IPD is currently conducting their own analysis of body camera footage including traffic data. The Department recently completed a study analyzing the demographics of individuals who were stopped and ticketed by IPD.

Fostering Community-Oriented Leadership, Culture and Accountability

Leadership and Culture

The leadership of the IPD establishes the desired tone for the actions of all members, therefore those promoted to leadership positions within the Department will only be persons who reflect the highest ideals regarding equity, inclusion, diversity, accountability, transparency, community policing, and overall professionalism. For this reason, the Department places a critical emphasis on these qualities when hiring and continues to further develop these assets once in-service. Those promoted will only be those who fully embody these traits. Equally, the Department places the utmost importance upon quickly addressing deviance from these listed ideals through formal counseling, retraining, or discipline.

Even when policies are implemented, clear expectations set, and an ethically and procedurally-just culture established, there may be instances when a member of the Department deviates from these expectations. It is during these times that swift and appropriate action must be taken by leadership, with full transparency demonstrated. This creates a culture of accountability and is essential to establish and maintain public trust.

Tracking, Reviewing, Data, and Accountability

The Ithaca Police Department has not conducted any annual surveys to measure trust prior to the work towards Executive Order 203 and the reimagining efforts. In 2020, the first year-end report for the Department was created and published. This report provides data and previous year comparisons for Incident Based Reporting (IBR) reported offenses, calls for service, arrests, motor vehicle accidents, traffic stops, parking tickets, mental health calls, special details, etc. The subsequent year-end reports will provide a valuable tool to determine crime statistics, call volume, and a variety of other information which will help properly direct the Department's resources.

Any data that the public would like to see would be provided if it was not protected or part of an active investigation. This Department in coordination with the City Attorney's Office works diligently to fulfill FOIL (Freedom of Information Law) requests.

Additionally, the Ithaca Police Department has an assigned Sergeant, the Operation's Sergeant, whose responsibility includes coordinating and tracking the training for the Department, both at the basic academy level and in-service level. This sergeant is responsible for ensuring that all mandated and state required training are successfully completed and that the annual training calendar is made in coordination with the Chiefs' office.

Tracking and Reviewing Use of Force and Identifying Misconduct

One of the most critical areas of importance for any police agency is the use-of-force, and the review thereof GO 3.01 Use of Force. Recently, the Ithaca Police Department updated the Use of Force Policy to prohibit chokeholds and no-knock warrants. These particular policy changes are highlighted due to the recent national discussion regarding excessive use force.

The IPD's use-of -force policy meets the most stringent requirements and is consistent with all legal standards and high court rulings. In the IPD's efforts towards transparency, this policy has been posted to the Department's website so that the community can fully understand the policy which guides the application of force. Anytime force is used, it is reviewed at three levels: Initially by a first line supervisor (sergeant), then by a second line supervisor (lieutenant), and then by a Deputy Chief. If the review indicates anything other than justified/within policy, then any of the following, or a combination of any, will occur:

- Counseling
- Re-training
- Discipline
- Termination

If the Use-of-Force results in the serious physical injury or death of another, the Department will have the incident and the related force reviewed by an outside agency. If a use-of-force situation occurs in which it appears that proper de-escalation did not occur or that an opportunity to use a more harm-reductive method was missed, the Department will build a training around that incident to prevent repeat occurrences. As an additional data set, the Department will begin tracking De-escalation efforts to determine how many incidents were successfully defused via this harm reductive methodology.

To ensure that Officers are holding each other accountable, the Department has a Duty to Intervene Policy which requires officers to intervene and / or report misconduct which they witness. This additional level of accountability is designed to ensure that all officers abide by the standards set forth by policy, rules and regulations, legal standards, and administrative expectations. In notable cases in which misconduct is alleged, the Department will conduct a full and impartial investigation and immediately share that with the Mayor's office. If it is believed that an outside entity would be more appropriate to conduct the investigation, then the matter will be referred to the Community Police Board, the Attorney General's Office, or another Department. In any incident in which there is an officer-involved-shooting, the District Attorney and subsequently the Attorney General's Office will be notified to review the incident.

Internal Accountability for Misconduct

Currently the Department does not utilize formal employee evaluations. Evaluations, however, are an item that is fully supported through the Chiefs' office. The following steps are utilized to ensure that employees are performing at desired levels. Mechanisms toward this include:

- Clear expectations are provided
- A robust Field Training Program is utilized for all new officers and new supervisors
- Counseling to correct minor deficiencies or infractions regularly occurs
- Retraining for issues that can be corrected through training becomes a priority

- Discipline up to and including termination is used to address serious matters
- Praise and letters of commendation for quality work become part of an officer's permanent file
- Awards are given for heroic actions or actions that exceed the normal call for duty (lifesaving)
- A recommendation has been made to allow for several hours of paid leave time to be granted as an incentive for successfully de-escalating a crisis or any other instance of high-quality policing

If an act of misconduct occurs and is substantiated, a review of policy and training will occur to reduce the chance of a similar incident from recurring. Additionally, all internal investigations are categorized by year and by officer. More than one infraction per officer per year becomes color coded to serve as a risk management mechanism. If an officer's actions repeat, it will be quickly observed so that the appropriate discipline or corrective action can be applied.

If an officer is off-duty and commits an act that causes discredit to the Department (i.e. social media post), or an act which violates a law or other Department policy, it will trigger an internal affairs investigation. Although off-duty, the officer can still be subject to discipline.

Of importance to note, the Chief of Police does not have the ability to terminate any officer's employment, even under the most egregious circumstances. The Chief can place an officer on suspension while an internal investigation is occurring, however, as per the collective bargaining agreement (contractual terms and conditions of employment), the suspension is a paid suspension that expires in 30 days. If the investigation is still occurring past 30 days, the City can extend the suspension period, but the paid status remains. If the findings from the investigation reveal violations of policy or law, charges can be brought against the involved officer(s) in the form of a Notice of Discipline (NOD).

The Notice of Discipline will include a description of what is alleged, the policies or laws that were violated, and the penalty sought. The penalty is determined by the Chief and Mayor in accordance with consultation of the City Attorney and outside legal counsel. The degree of discipline is based upon precedence in other similar cases throughout the state, the seriousness of the transgression, the past record of the officer, and the totality of the circumstances. Once the level of discipline is determined (i.e. a letter of reprimand in the officer's permanent file, loss of accrued time, unpaid suspension, demotion, termination, or a combination of any of these) the Notice of Discipline is served upon the officer. The officer at that time has 10 days to decide if he or she will accept the discipline sought or seeks to go to arbitration.

If the officer chooses arbitration, then the officer will either remain in a paid suspension status or may be brought back to work, depending upon the nature of the violation and the discipline type sought. This process remains in effect until the arbitration occurs and the final decision is

rendered. This is the process that controls the way in which the Chief of Police and employer can impose discipline.

Citizen Oversight and Other External Accountability

The City of Ithaca's Community Police Board is established through the City Charter and comprises a cross-section of the community. The members of the board have the authority to investigate complaints that are directly brought to them from the public (https://www.cityofithaca.org/DocumentCenter/View/8339/Citizen-Compliment-and-Complaint-Form) or can investigate cases that are referred to them from the police department or elected officials.

If a member of the community would like to report a complaint directly to the IPD, they can fill out a form which is located in the lobby of IPD HQ; this form is then delivered to the office of the Deputy Chief of Professional Standards; the complaint is then assigned a report number and investigated. The Department will make the findings known to the complainant and at the discretion of the Mayor and City Attorney, to the public (depending upon the circumstances.) If an anonymous complaint comes to the attention of the Department either from the Tip line or any other source, it will be investigated to the best of the Department's ability.

Data, Technology, and Transparency

Intelligence Led Policing is a proven method to work smarter, not harder. If data is leveraged, it can provide for greater efficiency and crime reduction by allowing for the appropriate placement of resources, the identification of nexuses between suspects, locations, and crimes and the elimination of redundant efforts. The recommendation for a crime analyst has been made to help bring about ILP at IPD and leverage the data in order to become a more efficient Department while creating greater safety within the community. Until data is synthesized into usable intelligence to drive the Department's actions, it is simply raw data.

As a method of demonstrating the Department's commitment to transparency, all uniformed officers are issued Body Worn Cameras, and are required to activate them during all citizen interactions. Officers must also identify themselves by name and badge number when asked and are required to contact a supervisor if a member of the public wants to file a complaint.

To make all policies and procedures known, the Department is working towards disseminating them on the Police Department's page of the City website. Discussions have occurred to request a separate link so that the public will have the ability to view all policies in addition to the Use of Force policy that is currently posted. Priority will be given to the following policies: Body Worn Camera, Investigation of Hate Crimes, Rules of Conduct, etc.

Any additional technology that the Department should seek to utilize would be carefully vetted to ensure that the technology did not violate 4th amendment or other constitutional protections and that it would be acceptable to this community. If a technology appears to have a value towards crime reduction, investigative efficacy, or community safety, it would be reviewed with the Mayor

and City Council before incorporated into the Department's policing model. Any proposed new technology that would require integration with any systems hosted by the County would need review and determination of long term impact on County services and shared services model.

Recruitment and Retention

Recruiting a Diverse Workforce

IPD's demographics are not equally aligned with demographics of the community, therefore during the Department's last recruitment drive in 2019-2020, a marketing specialist was hired to increase diversity. The report compiled and completed by Chief Nayor on recruitment, retention, and diversity in August of 2019 detailed multiple avenues by which to expand IPD's diversity. Some of these recommendations included: Traveling to Historically Black Colleges and Universities to recruit diverse candidates of color, coordinate with local NAACP and local groups of diversity for recruitment drives, conduct targeted recruitment to include women, persons of color, Latinx applicants, LGBTQ applicants and other, and proposed recruitment team members should work with those of diverse backgrounds to assist them throughout the phases of applying, testing, interviewing, etc.

As IPD builds its team with new officers, the Department looks for those who have a quality character and who also have diversity within their personal background. In the interview process, the Director of Human Resources and a member of the community are part of the decision-making process.

When the Department promotes, diversity is a key factor. If there is an officer who brings diversity to the role, but will not be selected, the Chief must explain to the Workforce Diversity Advisory Committee (WDAC) why the person with diversity will not be selected. This forms a quality system of checks and balances to ensure that the right person is selected for promotional roles, while also ensuring that efforts to promote those with diversity occurs.

During the hiring process for all officers, all candidates are required to go through an extensive psychological screening to ensure their suitability for this profession. Part of that screening looks for explicit biases, prejudices, or disdain for any group based upon race, religion, creed, sexual orientation, handicap, or other protected status. If there are biases indicated, then that person will not be hired.

Additionally, when officers are hired or promoted, they are placed on probation. During that probationary period, the Department will do everything possible to help them succeed, however if they cannot (for a variety of reasons ranging from competence to rule infractions), the Department will either release them from employment, or restore them to their previous rank. This has occurred several times within the last two years and reinforces the expectations and cultural norms of the IPD.

Training and Continuing Education

This is an essential category to ensure that the Department's actions are professional and that the community feels respected and for officers to realize that the job is not only to protect, but to SERVE and protect. It includes three weeks of mandatory training from the NYS Division of Criminal Justice Services Training curriculum which includes a large component of leadership training. In 2020 and 2021, the Department sent 4 new supervisors to this school, totaling approximately 500 hours of leadership training through this course alone. The Department also just completed a training module on High Impact Leadership training. In 2019 (the last full year of training before the pandemic) the Department's leadership training consisted of 194 hours in:

- Valor Executive Leadership
- FBI National Academy Associates Leadership Forum
- Bureau of Justice Administration's Valor Mid-Level Leadership Workshop
- Transitioning from Peer to Supervisor
- Field Training Officer Course
- Managing the Media Message Leadership Training
- International Association of Chiefs of Police Annual Conference

In 2020, members of the Department also attended the following leadership trainings:

- PERF: Collaboration; municipal and campus police
- Recruiting and hiring for Law Enforcement
- Safe Street Encounters

Transformational Leadership (postponed due to covid)

As the Department head, Chief Nayor, has received 16 hours of training from the Racial Equity Institute to understand the history and discrimination regarding race in this country. He has also learned of the tensions within the communities of color from his attendance at the local CLOC meetings, thereby providing a true understanding of the challenges to address. Additionally, the Chief has undergone eight hours of training in "Race, the Power of Illusion" to also properly understand the historical challenges and discrimination faced by persons of color. These training sessions help to guide his leadership and the culture within the Department that is needed to work towards building trust between the Department and persons of color.

Support Officer Wellness and Well-being

The Chief has a strong commitment to officer wellness. The effects of stress and psychological trauma can either be the result of a cumulative effect over time, or an acute onset, such as responding to a heinous crime. When there is an acute onset, the Department will order counseling to ensure that the officer(s) are fit for duty and that they can properly process the event. The Department will provide whatever time off is necessary to allow the officer to recover. Upon return the officer will be monitored by supervisors and members of the team, and if there

are indications that more adjustment time is needed, the officer will be reevaluated and likely reassigned or placed on leave for continued recovery.

In addition, the Chief has provided opportunities for the following: Lunch and Learn with local chiropractor for education on wellness and stress management; Free wellness and blood pressure monitoring; Enhanced EAP presentations and frequent administrative promotions of its benefits provided; Expansion of the IPD Peers Support Program; New wellness board installed at IPD with relevant information added regularly; numerous materials provided on meditation and yoga; Suicide intervention workshops offered and helpline placards made available; and has made building modifications to improve working environment

Tompkins County Sheriff's Office

Determining Role of the Police

Function and Jurisdiction

The Tompkins County's County Sheriff's Office is led by an elected and independent Sheriff who collaborates with the Tompkins County Legislature to serve as co-employers for department staff. In accordance with County and Corrections Law, the functions of the Sheriff include:

- The sheriff shall perform the duties prescribed by law as an officer of the court and conservator of the peace within the county. (County Law, Section 650)
- The sheriff shall serve all civil processes regardless of whether it has been issued by the court. (County Law, Section 650)
- Within ten days after entering upon the duties of the office, the Sheriff shall appoint an Undersheriff to serve during their pleasure. During the absence or inability of the sheriff to act or when a vacancy shall occur in the office of the sheriff, the undersheriff shall, in all things, execute the duties of the Office of Sheriff until a new Sheriff is elected or appointed and has qualified. (County Law, Section 652)
- Except as provided in subdivision two of this section, the sheriff of each county shall have custody of the county jail of such county. (Corrections Law, Section 500-c)

The Sheriff, with the support of the Undersheriff, enact the County and Corrections Law by overseeing the Tompkins County Sheriff's Office to:

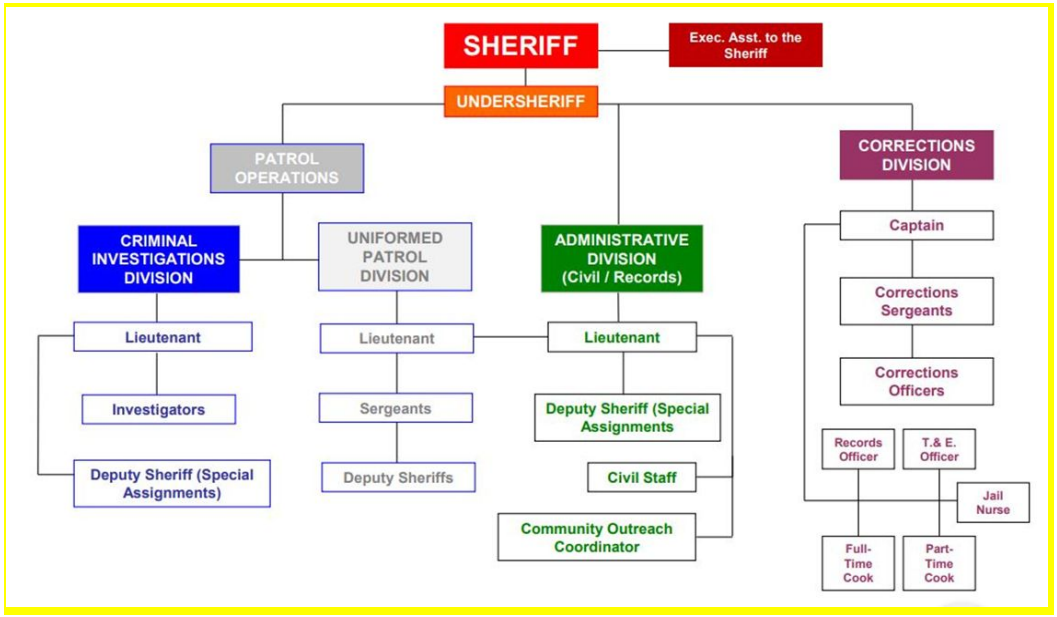
- Ensure the Office's mission is executed efficiently and effectively
- Create a vision of the desired future state of the Office
- Develop strategic goals and objectives
- Empower and lead subordinates

- Plan, organize, direct, staff, coordinate, and control all Office functions

The Tompkins County Sheriff's Office is responsible for serving a population of 102,000 residents with four patrol zones over 492 square miles. This responsibility supports the Ithaca Police Department and provides coverage for Village Police Departments as needed. The Tompkins County Sheriff's Office oversees the jail, provides all inmate court and medical transports and is the Civil Office that serves all residents in the City and the County.

Staffing and Budgeting

The Tompkins County Sheriff's Office has an annual operating budget of $11.1 million for the 2021 fiscal year. This is the total operating budget for the Law Enforcement, Civil, and Corrections Divisions.



The Sheriff's Office includes over 96 employees across all three divisions, of which 44 are sworn police officers (1 Undersheriff, 3 Lieutenants, 6 Sergeants, 4 Investigators, 26 Full Time Deputies, 4 Part Time Deputies), 43 corrections officers (1 Captain, 6 Sergeants, 33 Full Time Corrections Officers, 3 Part Time Corrections Officers), and 9 civilian employees (3 Civil Staff, 1 Full Time Cook, 2 Part Time Cooks, 1 Jail Nurse, 1 Forensic Counselor and 1 Executive Assistant). The Sheriff is supported by the Undersheriff, the Captain of the Corrections Division, and an Executive Assistant. All other positions are unionized.

Tompkins County Sheriff's Department Demographics									
Function	Male	Female	Asian	Black	Hispanic	Native American /Alaskan Native	Multi (Other)	White	Total
Sheriff	1	0						1	1
Undersheriff	0	1						1	1
Corrections Officer	25	11	2	1		1	2	31	36
Corrections Sergeant	6	0						6	6
Criminal Investigator	3	0						3	3
Deputy Sheriff	25	6					1	30	31
Lieutenant Deputy Sheriff	3	0						3	3
Sergeant Deputy Sheriff	6	0						6	6
Civilians	2	4						6	6
Sheriff's Total	71	22	2	1	0	1	3	86	93
Sworn Officer Total	69	18	2	1	0	1	3	80	87

****The chart below highlights current staffing levels but the chart does not reflect current openings in the department.****

Employing Smart and Effective Policing Standards and Strategies

Procedural Justice and Community Policing

The Sheriff's Office acknowledges that a history of racism nationally and locally impacts how the community views the Office, and that police officers can better serve the community if it has a better understanding of this history. The Sheriff's Office acknowledges the history of minoritized groups, specifically Black people, and others who have faced injustice at the hands of the police. We should never discount the negative experiences of individuals with law enforcement. African-Americans in particular have a history of being marginalized and mistreated by the law enforcement, leading to a lack of trust and resentment. This history is reflected in many people's feelings of law enforcement officials. Controversial uses of force and other incidents have damaged relationships between law enforcement and their communities. In some cases, a perceived egregious act of misconduct by a single officer in another jurisdiction can damage police-community relationships locally; it can also gain nationwide attention and reduce trust of the police generally.

The Sheriff's Office has made procedural justice and community policing a focal point within the recruitment and onboarding process. The Sheriff's Office has begun incorporating questions in the hiring process to ensure candidates hired are oriented toward accountability and justice for

all. As a part of this process, all new hires are required to meet with the Sheriff and Undersheriff as a part of the onboarding process to communicate and affirm departmental expectations. In addition, the Sheriff's Office has created a supervisory review process that requires first-line supervisors to review random body-cam footage of their subordinates to identify the quality of their interactions. This is documented and forwarded through the chain-of-command for review and quality assurance.

Reducing Racial Disparities and Increasing Community Trust

In addition to an emphasis on procedural justice in recruitment and hiring, the Sheriff's Office has also undertaken an extensive policy review process under the leadership of Sheriff Osborne to uproot and clearly establish expectations for employees to promote equity for all residents. The purpose of these policies is to reaffirm the commitment of the Tompkins County Sheriff's Office to equitable and unbiased policing, to prohibit and prevent biased-based profiling, to clarify the circumstances in which officers can consider race or ethnicity when making law enforcement decisions, and to reinforce procedures that serve to assure the public that we are providing services and enforcing the laws in an equitable and bias-free manner.

Such policies include G.O. 700 Equitable Policing, G.O. 719 Immigration Enforcement, G.O. 720 Interactions with Transgender and Gender Non-Conforming Person, G.O. 722 Responding to Incidents Involving Emotionally Distrubed Person, G.O. 311 Duty to Intervene, G.O. 504 Victim and Witness Services, G.O. 1004 Juvenile Contact & Arrest Procedures, G.O 1007 Investgation of Hate Crimes, and others. These policies can be found on the Sheriff's Office website at: https://www.tompkinscountyny.gov/sheriff/rpofficepolicies

In addition, TCSO often engages with the community regarding additional policy recommendations and/or revisions. The community can access the office's Policy Recommendation submission form on the TCSO website at: https://form.jotform.com/201665504712147. Also on the website is an interactive page that explains the office's Policy Development Process. This link is: https://www.tompkinscountyny.gov/files2/sheriff/Policy%20Review%20Chart%20%283%29.pdf

Since Sheriff Osborne took office TCSO has made becoming accredited by the New York State Division of Criminal Justice Services (NYS DCJS) a priority. TCSO would be the only accredited law enforcement agency in the county and one of only 162 agencies in the state. The Division of Criminal Justice Services Accreditation Program provides structure and guidance for police agencies to evaluate and improve overall performance in areas such as administration, training, and operational standards.

In addition to addressing systemic racism through policy and procedures, the Sheriff's Office has identified collaboration and visibility as central tenets to establishing community trust. The Sheriff has explicitly stated that it is important for law enforcement to be visible in their communities and

know their residents as many do not interact with the police outside of enforcement contexts. As a result, TCSO has improved police-community relations to include but are not limited to:

- County Champion Award
- Community Input on naming new Sheriff's Office canine (K-9 Laker)
- Participating on the LGBTQIA & Law Enforcement Relations Subcommittee (Workforce, Diversity and Inclusion Committee)
- Fill the Cruiser Food Drive to benefit St. John's Community Services Shelter
- Sunday Sundaes with the Sheriff
- School Visitation Program
- Holiday Deliveries to the kids housed by DSS (Easter baskets & Christmas stocking)
- Birthday Drive-Bys
- Parade Partner (local child nominated by school gets to ride with the Sheriff in the the local parade)
- Satellite Office in Enfield
- Bicycle Patrol Unit (Will begin in Spring of 2021)
- Attendance at Town/Village Board meetings
- Transitioned all Black patrol vehicles and "ghost lettered" vehicles to less intimidating white paneled vehicles
- Involved stakeholders in policy development

Fostering Community-Oriented Leadership, Culture and Accountability

Leadership and Culture

The Tompkins County Sheriff's Office is committed to posting information on our website detailing use of force statistics, community member complaint resources, policy formulation, the opportunity for policy suggestions and other items. This information can be easily accessed by the community on the TCSO website. The link is as follows: https://www.tompkinscountyny.gov/sheriff/sheriffsofficeaboutus.

Tracking, Reviewing, Data, and Accountability

The President's Task Force on 21st Century Policing recommended that "to embrace a culture of transparency, law enforcement agencies should make all agency policies available for public review and regularly post on the agency's website information about stops, summonses, arrests, reported crime, and other law enforcement data aggregated by demographics." In addition TCSO has become the first and only Sheriff's Office in New York State to post all office policies on its website. The link is as follows: https://www.tompkinscountyny.gov/sheriff/rpofficepolicies.

On a monthly basis the Sheriff's Office participates in the Public Safety Committee meeting. This meeting is open to the public and the Sheriff's Office submits a monthly report for review. This report includes jail statistics, arrest statistics, training attended, and office events/activities. Archived meetings can be viewed at the following link: http://tompkinscountyny.iqm2.com/Citizens/Default.aspx

In 2019, the Sheriff's Office purchased PowerDMS. PowerDMS is a management system that streamlines policy, training and accreditation lifecycles. It condenses binders of paper into a single, searchable online source that automatically disseminates, collects signatures on, and tracks our office's important policies and procedures. It drives real accountability with electronic signature tracking, delivers training videos and PowerPoint presentation online, saves on overtime by reducing the number of in-person training hours, creates tests and quizzes to ensure officers know and understand policies and procedures, reduces the cost and complexity of paper, etc. See the following link for benefits (Baltimore PD): https://www.powerdms.com/baltimore-pd-press-conference/

Under GO. 213 Incident Reporting/Records Management monthly and yearly statistical and data summaries are required to be completed and reviewed.

Monthly Summaries and Reports:

- The Road Patrol Lieutenant is responsible for providing a report of statistics for calls for service to the Undersheriff on a monthly basis.
- The Criminal Investigations Division Lieutenant is responsible for providing a report of assigned/closed investigations by the CID to the Undersheriff on a monthly basis.
- The Civil Division Lieutenant is responsible for the monthly Incident Bias Reporting.

Yearly Reports:

- The Undersheriff is responsible to provide a yearly report to include a summary of all defensive action reports.
- The Undersheriff is responsible to provide a yearly report to include a summary of all internal affairs investigations.
- The Senior Firearms Instructor is responsible to provide a yearly firearms report to include courses completed, scores and suggested areas of concentration for the following year.

- The Training Coordinator is responsible to provide a yearly training report.
- The Warrant Control Officer is responsible for providing a bi-annual report of all active Warrants.
- The Office of the Sheriff is responsible to provide an annual yearly report.
- The Sheriff's Office is committed to working with our current records management system, County IT department and local higher education institutions to develop methods/systems to collect and aggregate better data on community and law enforcement interactions.

Under G.O. 705 Use of On-Body Recording Devices supervisors are required to:

- Review complete recordings of assigned personnel listed in any misconduct complaint made to supervisory and/or Command personnel "at the scene," or later by telephone, writing, voice mail, or other method, which would not normally be assigned to Internal Affairs.
- Review recordings of assigned personnel involving injuries, uses of force, shows of force, or foot pursuits.
- Additionally review at least two videos per month of each officer under their direct supervision. Sergeants should spend approximately 7-10 minutes reviewing each video, and may advance or fast forward the video to target review of interactions that could be helpful in ongoing evaluation and supervision, as described below.

Sergeants shall document the review in the notes section of the Axon program and on the Supervisor Monthly OBRD Review Report, including what portions of a video were reviewed. Sergeants will use any feedback obtained from these reviews for the officers in their employee work plans. Sergeants shall target the following topics in the videos they review:

- Constitutional policing;
- Officer conduct (showing respect toward and acting professionally in dealing with
  the public);
- Domestic violence response;
- Tactics, including officer safety;
- Initial contacts with subject(s) during calls for service including the circumstances
  giving rise to the encounter and legal basis for the stop;
- For encounters that end in arrest, the entire encounter from initial contact to the
  subject being placed in a patrol vehicle;
- Interaction with subject(s) during investigative detention or pat downs for weapons;
- Interaction and communication with subject(s) in crisis;

- Interaction with occupants during vehicle stops; and
- Interactions with offenders and victims during the investigative phase of a Calls for Service.

Tracking and Reviewing Use of Force and Identifying Misconduct

The main responsibility of the Sheriff's Office is to protect the life and property of civilians. In compliance with applicable law, officers shall use only the amount of force necessary and reasonable to accomplish lawful objectives and to control a situation, effect an arrest, overcome resistance to arrest, or defend themselves or others from harm. When force is necessary, the degree of force employed should be in direct relationships to the amount of resistance exerted, or the immediate threat to the officers or others. There is a compelling public interest that officers authorized to exercise the use of force do so in an objectively reasonable manner and in a way that does not violate the civil rights guaranteed by our Constitution and applicable law. Officers who use excessive or unjustified force degrade the confidence of the community that they serve, undermine the legitimacy of police officers' authority, and hinder the Office's ability to provide effective law enforcement services to the community.

Officers who use excessive or unauthorized force shall be subject to discipline, possible criminal prosecutions, and/or civil liability. The use of force is only authorized when it is objectively reasonable and for a lawful purpose. Accordingly, the Office will thoroughly review and/or investigate all uses of force by officers to assure compliance with all legal requirements and office policy.

Officers shall use advisements, warnings, verbal persuasion, and verbal instructions when possible before resorting to force.When feasible based on the circumstances, officers will use disengagements; area containment; surveillance; waiting on a subject; summoning reinforcements; and/or calling in specialized units, in order to reduce the need for force and thereby increase officer, suspect and civilian safety.

When tactically feasible, an officer will identify him/herself as a police officer and issue verbal commands and warnings prior to the use of force. When feasible, an officer will allow the subject an opportunity to comply with the officer's verbal commands. A verbal warning is not required in circumstances where the officer has to make a split-second decision, or if the officer reasonably believes that issuing the warning would place the safety of the officer or others in jeopardy.

Use of Force Reporting

A use of force reporting system allows for the effective review and analysis of all Office use of force incidents. The reporting system is designed to help identify trends, improve training and officer safety, and provide timely and accurate information to the Office. Officers shall complete

the appropriate Office Defensive Action Report whenever they use force against a subject above unresisted handcuffing. This includes the display of and/or use of OC spray, impact weapon, TASER, firearm, or any action that results in or is alleged to have resulted in, injury to or the death of another person. Each member using force against a subject will complete a separate Defensive Action Report. This requirement shall not apply when an officer simply draws any weapon while on scene and is not directly related in controlling the subject.

Supervisor's Responsibilities
When a use of force incident occurs, the shift supervisor has the primary responsibility to make certain that all necessary Defensive Action Report forms are properly completed, reviewed for accuracy, and submitted as required by officers under their command.

The supervisor shall then complete the *Defensive Action Report – Administrative Review* form and forward it to the Undersheriff through the chain of command. The supervisor shall review the associated OBRD video prior to forwarding the Administrative Review form through the chain of command. This form is for administrative purposes only and shall not be included in the case file.

New York State Executive Order 147
The Attorney General is required to investigate, and if warranted, prosecute certain matters involving the death of an unarmed civilian, whether or not in custody, caused by a law enforcement officer. The Attorney General may also investigate and prosecute in such instances where there is significant question as to whether the civilian was armed and dangerous at the time of his or her death. The Sheriff, or designee, shall be responsible for notification to the District Attorney and coordinating notification to the Attorney General's Office.

Submission to DCJS
The Sheriff or designee will cause all applicable use of force reports generated by this Office to be forwarded to the New York State Division of Criminal Justice Services in such manner prescribed by the Executive Law of New York State Section 837-T.

Duty to Intervene
Any officer present and observing another officer using force that they reasonably believe to be clearly beyond that which is objectively reasonable under the circumstances shall intercede to prevent the use of unreasonable force, if and when the officer has a realistic opportunity to prevent harm. See G.O. 311 Duty to Intervene.

An officer who observes another officer use force that exceeds the degree of force as described in subdivision 1 of this section should promptly report these observations to a supervisor. See G.O. 311 Duty to Intervene.

Since 2019 the Sheriff's Office has posted its annual use of force statistics on the website. The link is as follows: https://www.tompkinscountyny.gov/sheriff/annualuseofforce.

The Undersheriff is responsible to provide a yearly report to include a summary of all defensive action reports.

Internal Accountability for Misconduct

The establishment of procedures for the investigation of complaints is crucial to demonstrate and protect the Office's integrity. This Office shall accept and fairly and impartially investigate all complaints or allegations of misconduct to determine their validity, and to timely impose any disciplinary or non disciplinary corrective actions that may be warranted. It is the Sheriff's Office policy to investigate every instance of alleged misconduct against a member of the Office, whether criminal or administrative in nature, in accordance with federal, state or local laws, and Office policies and procedures.

The Undersheriff shall serve as the internal investigations authority for the Office and has primary oversight responsibility for the review and investigation of all complaints against employees whether internal or external complaints. The Undersheriff shall evaluate complaints of criminal conduct made against Office employees, and report findings to the Sheriff. The Sheriff will authorize transfer of the criminal allegation investigation to the District Attorney's Office and/or the State Attorney's Office.

As with all Sheriff's Office policies, G.O. 400 Personnel Complaints and Internal Investigations is accessible for view on the TCSO website. The Sheriff's Office has also created an Informational Pamphlet on the complaint/commendation process that employees can provide to the public if asked and/or the public can view the pamphlet on TCSO's website. The link is as follows: https://www2.tompkinscountyny.gov/sheriff/complaints. The complaint/commendation form is available in 11 different languages.

The Undersheriff is responsible to provide a yearly report to include a summary of all internal affairs investigations.

Citizen Oversight and Other External Accountability

The Sheriff is committed to creating a "Sheriff's Commission" that will consist of volunteer community members of a diverse background. To ensure a comprehensive and inclusive working group, appointed members will be nominated from various stakeholder, community-focused, and advocacy groups. The Commission would be tasked to assist the administration in identifying ways to better meet the pillars identified by the Task Force on 21st Century Policing, reviewing agency policy, internal affairs investigative reports, training efforts, use of force reports, and interviewing new hires and promotional candidates.

The Sheriff is an elected official. Sheriff Osborne's campaign platform was drawn from the recognition of a need for increased community engagement, diversity, and fiscal responsibility. Sheriff Osborne and his team have worked diligently to bring progressive and inclusive policies as well as transparency to the Office.

Data, Technology, and Transparency

The Sheriff's Office is committed to working with our Information Technology Department, Motorola Flex (previously known as Spillman) (Records management system), and local higher education professionals to explore methods of gathering and storing demographic information on police-community interactions. In accomplishing this, data will be compiled and available for future study. Currently TCSD is exploring with County IT the ability to capture demographic information within existing systems.

Recruitment and Retention

Recruiting a Diverse Workforce

The Sheriff's Office is currently working on a recruitment/hiring strategy with the following objectives:

- To reach a diverse group of qualified candidates in an effort to educate and inform them of the opportunity to become a Deputy Sheriff or Corrections Officer;
- To have the TCSO reflect the ethnic, racial, and gender workforce composition of the community for whom it serves;
- To change the community's perception of the police to make the career of Deputy Sheriff or Corrections Officer more appealing.
- To create a Community Interview Panel as part of the process of selecting and hiring candidates for the position of entry-level deputy sheriff and corrections officer.

The Sheriff's Office is required to utilize the New York State civil service examination process which is often a barrier to entry for interested applicants. To help residents overcome this barrier, the Tompkins County Sheriff's Office plans to hold classes to assist diverse applicants to improve their score on the civil service exam and to prepare for the physical fitness exam. The NYS Civil Service Commission has undertaken steps to evaluate and modify the entry level civil service examination for police officers to remove built in cultural biases and potential disparate impact on minority applicants. It is hoped that this new examination enhances efforts to increase the level of diversity in the Sheriff Office's force.

After an examination has been held, candidates who have passed are placed on an eligible list in descending score order. Candidates are selected from the eligible list using the rule of three. The rule of three means that agencies count-down the first three people on the list and these three people, plus anyone else at the third person's score are the eligibles they can consider to fill a position. This rule and method of "band scoring" has proven to be detrimental to attempts at

hiring diverse candidates. Police agencies are restricted to only considering test scores when assessing a candidate's qualification for becoming a police officer. Recently Sheriff Osborne in conjunction with the NYS Sheriff's Association had conversations with representatives from NYS Civil Service and has advocated for:

- Expanding the pool of eligibles on the list by either a pass/fail or expanded band scoring method;
- Civil service written tests should be one element of testing, but background, psychological and oral interviews should be equally important to determine who should be on the eligible list.
- Consider credits for such items as second language skills, ability to use sign language, etc.

Another retention initiative is to provide training on regular opportunities for career growth and professional development training. Upon being promoted to Sergeant, the Sheriff's Office is required to send employees under consideration to a 3-week supervisor school through the NYS Department of Justice within one year of promotion. After the Sergeant successfully completes that training there is no more continuing training/education requirement by the Department of Criminal Justice Services. Furthermore, after the rank of Sergeant, there is not an initial supervisor training required, or a continuous training requirement.

To remedy the lack of required continuing education/training, over the last two years the Sheriff's Office has begun utilizing supervisory training programs through FBI Leeda, BIZ TC3, NYS Sheriff's Association, Valor, IACP, and others. In addition, Sheriff Osborne has begun exploring the utilization of the DiSC model: (D)ominance, (i)nfluence, (S)teadiness and (C)onscientiousness.The DiSC assessment tool promotes leadership development and informs hiring practices. DiSC measures dimensions of one's personality but does not measure intelligence, aptitude, mental health, or values. DiSC profiles describe human behavior in various situations—for example, how you respond to challenges, how you influence others, your preferred pace, and how you respond to rules and procedures. The tool also measures tendencies and preferences, or patterns of behavior, with no judgment regarding value or alignment with a skill set or job classification. The DiSC is a tool for dialogue, not diagnosis.

Training and Continuing Education

The Sheriff's Office is committed to making sure that deputies at all levels receive and continue to receive training on the topics identified. This begins at the academy level. The Sheriff's Office has chosen to utilize the Zone 6 Broome County Law Enforcement Academy, which mandates that Fair & Impartial Policing, De-escalation and Crisis Intervention training is a component of the academy for new recruits.

The Sheriff's Office is also committed to continuing to host training so that all members of the Office can attend and not just a select few (October 2019 - Fair & Impartial Public Safety; October 2020 - Crisis Response: De-Escalation Skills for Law Enforcement). This also allows for other local agencies to attend the training so that there is a level of consistency.

Promoting Fair & Impartial Public Safety: A Science-Based Perspective

TRAINING INFORMATION

The US Department of Justice funded the development of a curriculum for recruits and patrol officers that reflects the Fair & Impartial Policing perspective.

The 8-hour training helps the recruit and patrol officer to:

- Understand that even people with the best intentions have biases;

- Understand how implicit biases impact what we *perceive/see* and can (unless prevented) impact what we *do*;

- Understand that fair and impartial policing leads to *effective* policing;

- Use tools that help him/her (1) recognize his/her conscious and implicit biases, and (2) implement "controlled" (unbiased) behavioral responses.

The **Tompkins County Sheriff's Office** will be hosting 2 sessions of the Fair & Impartial Policing course on **October 8th and 9th, 2019 from 8:30am to 4:30pm**. This will be held at:

The Tompkins County Health Department
The Rice Conference Room
55 Brown Road
Ithaca, NY 14850

Please complete the attached registration form and return it via e-mail to: ARACKL@tompkins-co.org

Please remit payment in the form of check or cash, with name of registered person/department, to:

Tompkins County Sheriff's Office
Attention: Training Registration
779 Warren Road
Ithaca, NY 14850

A more comprehensive list highlighting the office's training focus is discussed in Sheriff Osborne's October 22nd, 2020 public presentation. The link is as follows: https://youtu.be/zxEsz3-vA2w

Support Officer Wellness and Well-being

The Tompkins County Sheriff's Office staff have access to and are encouraged to utilize the New York State Police Employee Assistance Program in addition to attending wellness training and listening to podcasts, such as the "First Responder Wellness and Suicide Awareness Podcast Series. In addition, the Corrections Division Forensic Counselor started hosting a meditation group once a week and we have seen increased attendance. The following link provides additional details on the program and its benefits (Arizona PD): https://youtu.be/2UFCgF8-6NU.

Data Democratization

The City of Ithaca and Tompkins County engaged the community in a joint effort to reimagine public safety. A part of the understanding the reimagining process is ensuring a fundamental understanding of the data to ensure informed decision-making. In order for residents to make informed decisions they need to have access to and understand the data that will elucidate the role of law enforcement. This is a challenge for many governments and City/County leaders have an expressed commitment to addressing these challenges. One way to build trust and transparency in the decision-making process is open understandable data that is vital to engage residents as partners.

Although Executive Order 203 did not require additional transparency, City/County leaders believed it was vital for any reimagining effort. The Center for Policing Equity, project facilitator, contracted with AH Datalytics to produce an evaluation of the public safety demand of the IPD and TCSO. This assessment uses 911 Calls for Service from 2017-2020 to provide a high level overview of public safety demand for the City of Ithaca and Tompkins County. The full report with regards to calls for service has been attached (Appendix item 6). This report was produced as a part of the process deliverables of the IT/Data Analysis Workgroup.

While the IT/Data Analysis Workgroup was able to produce the report, the process illuminated the need for additional quality assurance activities within the City of Ithaca and Tompkins County law enforcement data management systems. Such quality assurance activities include the need for consistent and ongoing training by those public safety officers entering data into the system. In addition, there is a need for continued coordination by data leaders and systems managers.

In addition to the Calls for Service Report, the IT/Data Analysis Workgroup recommended the creation of a public facing digital dashboard. A digital dashboard would provide real-time information for residents interested in learning more about the public safety system and would promote continuous engagement between residents and those serving in law enforcement. The IT/Data Analysis Workgroup concluded that the data within the systems must be re-assessed, re-organized and a collaborative data management plan would be necessary to create and sustain a public facing digital dashboard.

Recommendations

List of Recommendations

The following recommendations are being put forth by the Collaborative on behalf of Tompkins County Administrator Jason Molino and City of Ithaca Mayor Svante Myrick to the respective legislative bodies for consideration and adoption by April 1, 2021 pursuant to New York State Executive Order 203.

Recommendations are clearly labeled as being related to the City of Ithaca, Tompkins County or Both the City and County. Each recommendation is inclusive of a breakdown of associated Executive Order 203 themes.

City Replace the City of Ithaca Police Department with a Community Solutions and Public Safety Department.

Executive Order 203 Themes Addressed (Darker colored boxes)		
Determining the Role of the Police	Staffing & Budgeting✔	
Employing Smart and Effective Policing Standards and Strategies	Procedural Justice and Community Policing✔	Reducing Racial Disparities and Increasing Community Trust✔
	Community Engagement✔	
Fostering Community-Oriented Leadership, Culture and Accountability	Leadership and Culture✔	Tracking, Reviewing, Data, Accountability✔
	Internal Accountability for Misconduct✔	Tracking and Reviewing Use of Force and Identifying Misconduct✔
	Citizen Oversight and Other External Accountability	Data, Technology and Transparency
Recruitment and Retention	Recruiting a Diverse Workforce✔	Training and Continuing Education✔
	Support Officer Wellness and Well-being✔	

The City of Ithaca should design a new agency custom-tailored to provide solutions to the community's distinct safety and health needs. The agency should be led by a civilian Executive Director. This agency should adopt and implement alternative response models for calls for service. Under the leadership of the Executive Director, this agency should seek to redefine "public safety," following the recommendations and principles outlined in this report.

The agency should:

- Retain a unit of armed, uniformed first responders called Community Safety Officers
- Include a unit of unarmed first responders called Community Solutions Officers
- Focus on crime prevention, investigations, community service
- Align with alternative response model implemented following for crisis intervention and wraparound health and human services delivery (next recommendation)

- Seek a broader, more diverse workforce that better reflects the diversity of the community; recruit individuals who are driven to protect and serve, but may not currently consider entering the law enforcement profession
- Open more consistent lines of collaboration with other human service providers that are reluctant to engage with armed uniformed officers
- Require retraining and expectation shifts for local dispatchers so that they can effectively dispatch multiple tiers of calls based on available response types.
- Retrain the community on how to best use 9-1-1 and other reporting systems that initiate law enforcement and alternative responses
- Institute ongoing culturally responsive community engagement activities that rebuild trust with community
- Redesign uniforms for officers and vehicles, issue more welcoming agency brand
- Take a leadership role in the implementation of a Law Enforcement Assisted Diversion (LEAD) program

This recommendation should result in the creation of new positions and position descriptions, as well as new shifts, schedules, and staff allocations that best align with the greatest needs in the City. A retirement incentive for current officers should be considered for those officers who may not want to continue with the new mission of the agency. A local residency requirement for officers should also be considered. This recommendation should result in an inclusive and welcoming culture within the agency.

The Executive Director should be tasked with implementing the changes outlined in this and other recommendations in this report.

Additional tactics supported by current IPD leadership that should be considered for this new agency include:

- Demand-based staffing adjustments
- Use of Restorative Justice Programs to divert non-criminal complaints to a more appropriate agency. Community members with minor disputes or civil complaints should be directed to organizations like the Tompkins County Community Dispute Resolution Center.
- Mandate data collection on all traffic and pedestrian patrols and use of force. Analysis of stops to be conducted by community along with a partner college or university.
- Oversight and frequent audits of body worn camera footage
- Expand the reach of LGBTQ+ and other liaison positions to improve relationships between the Department and communities. Include Black and Brown Communities.
- Expand youth outreach and engagement programs.
- Inform the community on how they can assist with their public safety and protect their neighborhoods through Community Public Safety Academies or other training.
- Task a full time staff member with communications and community engagement work.

- Offer a tool for community members to file a police report directly from any mobile device, laptop, or desktop computer. This may primarily be used for minor motor vehicle accidents, lost property reports, online scams, identity theft, or other non-violent, non-emergency incidents.
- Implement equity-based practices to ensure diverse candidates are not eliminated due to minor infractions or limited drug usage
- Hire a full-time recruiter to continue to draw diverse and quality police candidates
- Offer a sign-on bonus for lateral candidates of diverse backgrounds
- Continue to use social media to highlight agency work to draw more diverse and qualified candidates
- Continuous review of training program with designated community groups to guide the Department's annual training goals.
- Continued funding and use of electronic software package, Power DMS, which disseminates, and tracks updated policies that are reviewed by all members and provides relevant roll-call type training on key topics for the Department.
- Changing the culture of police wellness internally regarding police and mental health, thereby reinforcing the appropriateness of seeking help and not seeing that as a sign of weakness
- Improvements to the physical environment at agency buildings, including new furniture, computers, and workspaces

City & County Evaluate existing models and implement an alternative to law enforcement response system for crisis intervention and wraparound health and human services delivery.

Executive Order 203 Themes Addressed (Darker colored boxes)		
Determining the Role of the Police	Staffing & Budgeting✔	
Employing Smart and Effective Policing Standards and Strategies	Procedural Justice and Community Policing	Reducing Racial Disparities and Increasing Community Trust✔
	Community Engagement✔	
Fostering Community-Oriented Leadership, Culture and Accountability	Leadership and Culture	Tracking, Reviewing, Data, Accountability
	Internal Accountability for Misconduct	Tracking and Reviewing Use of Force and Identifying Misconduct
	Citizen Oversight and Other External Accountability	Data, Technology and Transparency
Recruitment and Retention	Recruiting a Diverse Workforce	Training and Continuing Education
	Support Officer Wellness and Well-being	

Tompkins County should create an integrated model that dispatches crisis intervention wraparound services and agencies to health and human service related calls. This new system should address calls that are currently responded to by law enforcement and could be serviced by a non-uniformed staff member. Tompkins County currently has a number of public safety and health and human services departments that could act as non-uniformed responding agencies under an alternative response model.

This alternative response system should create a better and more integrated connection between individuals in need and support services available to them. It would also reduce the frequency of interactions between uniformed law enforcement officers and members of the

public in crisis. This would also reduce the "justice-involved" population in Ithaca & Tompkins County.

This system would require increased resources to non-uniformed staff and agencies and would additionally preserve law enforcement resources for responses requiring a uniformed response. The crisis intervention responses should include trained healthcare, mental healthcare, and other human services professionals. Currently operating community outreach workers should be engaged in the evaluation and implementation processes.

There should be a comprehensive and ongoing communications strategy to better explain 9-1-1 dispatch, how calls will be responded to, and what community members should do in different situations to make a report or engage law enforcement.

There should be analysis conducted on the downstream health and human services capacity in the community, as more individuals are diverted from the justice system to other systems of support. Additionally consider support for community-based resource hubs spread throughout the County, geographically targeting marginalized population centers and offering a more accessible, inclusive, inviting, and safe way to access services and engage with law enforcement and alternative responses. Evaluate the expansion of the existing Community Outreach Worker program.

An initial investment of $25,000 should be made to support 12 months for research of best practices and to determine the local approach to meet the community's needs.

County Administration, in partnership with community partners should conduct this work. This recommendation would require the County to invest in a county-wide service solution working in collaboration with all law enforcement agencies operating within the County. This investment could be in additional existing county resources or contracted services with outside non-governmental agencies, or both. Oversight for these services should be separate from the law enforcement agencies.

County Better align available resources with emergency response needs by establishing a pilot program for non-emergency calls.

Executive Order 203 Themes Addressed (Darker colored boxes)		
Determining the Role of the Police	Staffing & Budgeting✔	
Employing Smart and Effective Policing Standards and Strategies	Procedural Justice and Community Policing	Reducing Racial Disparities and Increasing Community Trust
	Community Engagement	
Fostering Community-Oriented Leadership, Culture and Accountability	Leadership and Culture	Tracking, Reviewing, Data, Accountability
	Internal Accountability for Misconduct	Tracking and Reviewing Use of Force and Identifying Misconduct
	Citizen Oversight and Other External Accountability	Data, Technology and Transparency
Recruitment and Retention	Recruiting a Diverse Workforce	Training and Continuing Education
	Support Officer Wellness and Well-being	

A non-law enforcement response would include civilian staff housed within the existing Law Enforcement Division and under the supervision of TCSO shift Sergeants. The civilian staff would handle non-emergency calls that can be handled by a non-sworn employee over the phone and could possibly explore identifying calls in the field that an unarmed officer could respond to. It is recommended (2) civilian employees for this unit consisting of (1) on day shift and (1) on evening shift be hired for one year to implement this pilot program. In addition, this effort can be supplemented by sworn members serving in short-term light duty capacities due to injury or illness. Calls received by dispatch and diverted to this unit could include, but are not limited to: civil complaints, minor MVA's to include car vs. deer collisions, traffic complaints, minor theft & property damage complaints with no known suspects, lost DMV items, processing of crime tips, property check requests, walk-in complaints.

This recommendation is not designed to deliver alternative human-services related responses. The prior recommendation to evaluate and implement an alternative response model is intended to carry out that work.

Also, an additional civilian staff position should be created to take on ancillary duties now handled by sworn officers. These duties may include, but are not limited to: grant management, vehicle and equipment maintenance scheduling, purchasing/billing/service contracts and quartermaster duties.

Further budget impacts need to be determined which would include personnel, equipment and office needs. This pilot program should be evaluated after one-year to determine if providing non-uniformed staff responses to calls frees up patrol services to respond to more emergent needs.

County Collect and evaluate the results of officer-initiated traffic stop enforcement.

Executive Order 203 Themes Addressed (Darker colored boxes)		
Determining the Role of the Police	Staffing & Budgeting✔	
Employing Smart and Effective Policing Standards and Strategies	Procedural Justice and Community Policing✔	Reducing Racial Disparities and Increasing Community Trust
	Community Engagement	
Fostering Community-Oriented Leadership, Culture and Accountability	Leadership and Culture	Tracking, Reviewing, Data, Accountability
	Internal Accountability for Misconduct	Tracking and Reviewing Use of Force and Identifying Misconduct
	Citizen Oversight and Other External Accountability	Data, Technology and Transparency
Recruitment and Retention	Recruiting a Diverse Workforce	Training and Continuing Education
	Support Officer Wellness and Well-being	

The Tompkins County Sheriff's Office should collect and evaluate the current results of officer-initiated traffic enforcement.

The premise and primary purpose of EO 203 was to center and prioritize Black and brown communities that have been disproportionately impacted by law enforcement. Traffic stops are the most frequent and common way people come in contact with police. Currently the TCSO does not collect demographic information with regards to traffic stops. Furthermore, there is no demographic information related to warnings or traffic tickets issued, or on the dispositions of tickets. It was found that from 2017-2020 77% of officer-initiated traffic stops resulted in warnings being issued. In 2020, of the violations where tickets are issued, 57% were dismissed through the judicial system and process, resulting in an estimated 12% of tickets actually being adjudicated.

To better understand the impact of officer initiated traffic enforcement on our community, especially our Black and Brown communities, further review should take place over the course of 2021. This review should include the collection demographic data related to traffic stops and the comparison of that data with what is available for traffic ticket disposition. Analysis should also be

done on serious physical and fatal injuries related to motor vehicle accidents and including an evaluation to qualify the benefit of issuing warnings for traffic infractions versus instituting a diversion program or discontinuing proactive traffic enforcement altogether.

Traffic calming measures should also be assessed for high-traffic areas and areas with frequent traffic stops. These measures may include traffic circles, and/or more well defined pedestrian and bike lanes, speed limits, road diets, etc. (a recent study on the Route 13 Corridor includes traffic calming recommendations for key areas of the thoroughfare).

Reducing officer-initiated traffic stops may result in less officer interactions with the public as well as free up more officer time and department resources for priority activities.

This review process should involve members from the TCSO, Tompkins County Administration, Department of Planning and Sustainability, and Ithaca-Tompkins County Transportation Council.

County & City Identify new curriculum, redesign and implement a culturally-responsive training program that incorporates de-escalation and mental health components into a comprehensive response for law enforcement.

Executive Order 203 Themes Addressed (Darker colored boxes)		
Determining the Role of the Police	Staffing & Budgeting	
Employing Smart and Effective Policing Standards and Strategies	Procedural Justice and Community Policing	Reducing Racial Disparities and Increasing Community Trust
	Community Engagement	
Fostering Community-Oriented Leadership, Culture and Accountability	Leadership and Culture✔	Tracking, Reviewing, Data, Accountability
	Internal Accountability for Misconduct	Tracking and Reviewing Use of Force and Identifying Misconduct
	Citizen Oversight and Other External Accountability	Data, Technology and Transparency
Recruitment and Retention	Recruiting a Diverse Workforce	Training and Continuing Education✔
	Support Officer Wellness and Well-being	

The City of Ithaca Police Department and the Tompkins County Sheriff's Office have made training a focal point within their organizations. This recommendation will continue to build upon training that has been effective and eliminate training deemed ineffective. All officers should be required to receive training that promotes professional competencies and equips officers with the tools to serve the community. Based upon proposed solutions by community members, recommended training should include de-escalation, anti-racism, anti-bias, history of policing and mental health first-aid and others as identified in the research report.

Training should be done by hired professionals from outside law enforcement departments rather than utilizing a train-the-trainer model. A successful training program will be continuous and will begin prior to service and extend throughout an officer's career. Current and future training

curriculum should be reviewed and accessible to share with the community. A comprehensive training program should include responses that both represent the uniqueness of diverse cultures in addition to providing tools that support alternative response to traditional law enforcement tactics and should include:

- Develop a pre-field training program in collaboration with the Tompkins County Sheriff's Department, City of Ithaca Police Department, Director of Human Resources for the City of Ithaca, Human Resources Commissioner for Tompkins County and Chief Equity and Diversity Officer for Tompkins County. This program will be designed to require additional training in the competency areas listed above before an officer initiates field work. It is recognized that the Sheriff's Office and Ithaca Police Department have jurisdictional differences and training would be developed accordingly.

- Incorporate mental health training including mental health first-aid and other training opportunities in collaboration with the Tompkins County Mental Health Department

- Publish details of training program curriculum annually to Tompkins County Sheriff's Department and City of Ithaca Police Department websites annually.

- Incorporate continuous training on data management systems and encourage data use in decision-making

- Assess and advocate for curriculum changes at the NYS Mandated Policy Academy

A reallocation of funds may be necessary to provide a new training curriculum. It is anticipated that a redesigned comprehensive training program will positively impact the workplace culture and improve experiences with residents and build trust in the community. To begin the redesign process, there was significant support by community members to support law enforcement to receive training pertaining to mental health responses that incorporates diversity, equity, inclusion and justice training.

The Tompkins County Sheriff's Office and the Ithaca Police Department are the first to acknowledge that not all dispatched calls require the presence of a sworn officer. Similarly it's understood that while police officers are not trained professional mental health clinicians, it is important that they are trained to recognize the symptoms of mental illness in order to respond effectively, provide emergency assistance and make proper referrals.

Individuals in physical, mental health or substance abuse induced crisis require the intervention of those who have made the care of these individuals their professional career. The Sheriff's Office, in collaboration with IPD, is committed to continued discussion about alternative response models as proposed in an earlier recommendation that would include a non-police response to:

homelessness, non-criminal mental illness, noise violations, nuisance abatement, civil matters, etc.

In October 2020, the Tompkins County Sheriff's Office took the One Mind Campaign Pledge and this pilot recommendation should ensure forward progress in beginning to establish a culturally-responsive public safety response. This program seeks to ensure successful interactions between law enforcement and persons affected by mental illness. The three promising practices to the pledge include:

- Establish a clearly defined and sustainable partnership with one or more community health organizations.
- Develop and implement a model policy addressing law enforcement response to persons affected by mental illness.
- Train and certify 100 percent of sworn officers (and selected non-sworn staff, such as dispatchers) in mental health awareness courses,

This pilot partnership between the Tompkins County Sheriff's Office, Ithaca Police Department and Tompkins County Health Department will begin with:

- Providing Crisis Intervention Team training to a minimum of 20 percent of sworn officers (and selected non-sworn staff);
- Providing Mental Health First Aid training (or equivalent) to the remaining sworn officers (and selected non-sworn staff) not receiving CIT training.

The pilot program will begin immediately upon approval of the report and will be assessed by the end of 2021.

County & City Develop a comprehensive community healing plan to address trauma in the relationship between residents and law enforcement.

Executive Order 203 Themes Addressed (Darker colored boxes)		
Determining the Role of the Police	Staffing & Budgeting	
Employing Smart and Effective Policing Standards and Strategies	Procedural Justice and Community Policing	Reducing Racial Disparities and Increasing Community Trust✔
	Community Engagement	
Fostering Community-Oriented Leadership, Culture and Accountability	Leadership and Culture	Tracking, Reviewing, Data, Accountability
	Internal Accountability for Misconduct	Tracking and Reviewing Use of Force and Identifying Misconduct
	Citizen Oversight and Other External Accountability	Data, Technology and Transparency
Recruitment and Retention	Recruiting a Diverse Workforce	Training and Continuing Education
	Support Officer Wellness and Well-being✔	

Tompkins County and the City of Ithaca should develop and effectuate a plan for community healing that acknowledges past histories and traumas within the community around policing and law enforcement. This plan would lay the foundation to building trust with marginalized communities. The plan will include holding space for reflection, care, emotion, sorting through, moving past, sitting with, or whatever individuals and community members may need in that moment.

The plan should recognize trauma held by the community, specifically the generational trauma experienced by marginalized communities and communities of color. This plan should also recognize the trauma experienced by law enforcement officers. Leading experts in trauma-informed healing should be engaged in a train-the-trainer model, offering tools and expertise to community members to continue this healing work long-term.

The plan should ensure meaningful participation by local law enforcement officers, engaging them in the community's healing while providing spaces for their healing as well. We are all part of the same community.

Marginalized communities should be engaged more meaningfully by government. Government, specifically, law enforcement should engage these communities as partners to build a safe and vibrant community. The level of distrust should decrease which will make the way for more in-depth engagement to lead to greater and more sustainable community impact.

The healing process should be co-led by community members and based upon principles of equitable power distribution and accountability structures.

There would be a necessary investment in resources to lead the development of a plan and facilitation of the healing process.

County & City Standardize data entry and review existing data sets for more actionable insights and allocation of public safety resources.

Executive Order 203 Themes Addressed (Darker colored boxes)		
Determining the Role of the Police	Staffing & Budgeting✔	
Employing Smart and Effective Policing Standards and Strategies	Procedural Justice and Community Policing	Reducing Racial Disparities and Increasing Community Trust
	Community Engagement	
Fostering Community-Oriented Leadership, Culture and Accountability	Leadership and Culture	Tracking, Reviewing, Data, Accountability✔
	Internal Accountability for Misconduct	Tracking and Reviewing Use of Force and Identifying Misconduct
	Citizen Oversight and Other External Accountability	Data, Technology and Transparency
Recruitment and Retention	Recruiting a Diverse Workforce	Training and Continuing Education
	Support Officer Wellness and Well-being	

Tompkins County together with CPE undertook a review of public safety service data from 2017-2020 to help identify event types responded to by law enforcement and to inform an assessment of event types that could be handled by non-law enforcement entities. The review process uncovered discrepancies in the way data was being entered and categorized across law enforcement entities, leading to inconclusive results. It is recommended that standardized data entry training occur across all law enforcement entities operating in Tompkins County, with a detailed explanation of the purpose and end result desired. Efforts should be made to clean the existing dataset from 2017-2020 as much as possible and the data should be reviewed to determine the best allocation of law enforcement resources, and inform the process of considering alternate response models.

The standardized data process should increase the usability and functionality of the data available to law enforcement and government and be used to inform decision making on an ongoing basis.

The process should develop standardized data entry training and documentation for law enforcement personnel and execute training annually. Considerations should be made on how this is operationalized and what group is tasked with coordinating shared data protocols and reporting. Accurate systems-level data will be used to inform decision-making processes to guide the reimagining public safety process to reduce the footprint of law enforcement and increase health and human services support.

County departments such as the Tompkins County Sheriff's Office, District Attorney's Office, Assigned Counsel, County Administration, ITS, and DoER should be involved to support this effort in addition to other law enforcement representatives. There may be an associated cost with additional training of staff and technology to expand the current system as well as annual subscription/maintenance fees.

County & City Develop a real-time public safety community dashboard.

Executive Order 203 Themes Addressed (Darker colored boxes)		
Determining the Role of the Police	Staffing & Budgeting	
Employing Smart and Effective Policing Standards and Strategies	Procedural Justice and Community Policing	Reducing Racial Disparities and Increasing Community Trust
	Community Engagement	
Fostering Community-Oriented Leadership, Culture and Accountability	Leadership and Culture	Tracking, Reviewing, Data, Accountability
	Internal Accountability for Misconduct	Tracking and Reviewing Use of Force and Identifying Misconduct
	Citizen Oversight and Other External Accountability	Data, Technology and Transparency✔
Recruitment and Retention	Recruiting a Diverse Workforce	Training and Continuing Education
	Support Officer Wellness and Well-being	

A public safety community dashboard linked to GIS would allow the public to view calls for service in real time, leading to greater information sharing and transparency. The technology currently utilized by the County's 911 Center could be further expanded to allow for the real-time data integration needed for such a dashboard. The technology could also include a user interface for the public to input information into the system.

Community members would be able to view information about calls for service across the County or in their particular municipality or neighborhood. This would offer the public information about how law enforcement time is being spent, community trends over time, etc.

A team of stakeholders would need to be assembled to implement the community dashboard, including Tompkins County ITS, GIS, Records Management, Law Enforcement Representatives, District Attorney's Office, Assigned Counsel, DOER/911, Communications Director, Chief Equity Diversity Officer, Community member, and associated departmental leadership for decision making authority.

This approach has been successful in other cities/communities and is recommended by the Center for Policing Equity.

There would be an associated cost of the technology to expand the current system as well as annual subscription/maintenance fees.

In order for the data to be accurate, it needs to be recorded accurately and consistently across the public safety system. A collaborative and standardized approach to data input and training will be necessary, and this will need to be reinforced and refreshed over time. A dashboard will improve accountability and transparency within government to allow residents to better understand public safety services.

County Create a Tompkins County Public Safety Review Board.

Executive Order 203 Themes Addressed (Darker colored boxes)		
Determining the Role of the Police	Staffing & Budgeting	
Employing Smart and Effective Policing Standards and Strategies	Procedural Justice and Community Policing	Reducing Racial Disparities and Increasing Community Trust
	Community Engagement	
Fostering Community-Oriented Leadership, Culture and Accountability	Leadership and Culture	Tracking, Reviewing, Data, Accountability
	Internal Accountability for Misconduct✔	Tracking and Reviewing Use of Force and Identifying Misconduct✔
	Citizen Oversight and Other External Accountability✔	Data, Technology and Transparency
Recruitment and Retention	Recruiting a Diverse Workforce	Training and Continuing Education
	Support Officer Wellness and Well-being	

Tompkins County should evaluate the institution of a resident review board to review and/or investigate law enforcement officer misconduct and issue recommendations for discipline and/or other findings to the Sheriff.

This evaluation should include, but not be limited to: the structure of such a board to include investigative powers, scope of authority, transparency, independence from the Sheriff's Office and budget/support.

The Tompkins County Legislature should identify and determine the board's responsibilities, authority and jurisdiction and evaluate the possibility of creating a local law to establish the board and indicate mechanisms that initiate board activity.

Tompkins County should additionally call upon New York State to create uniform requirements for the formation and operation of Police Review Boards, including those with elected Sheriffs, and the consideration of operating these boards at the State level.

County departments involved in supporting this effort should be members of the County Legislature, community members, the Sheriff, County Attorney, and County Administration.

County & City Develop a comprehensive, inclusive, and innovative recruitment strategy for law enforcement and corrections officers.

Executive Order 203 Themes Addressed (Darker colored boxes)		
Determining the Role of the Police	Staffing & Budgeting ✔	
Employing Smart and Effective Policing Standards and Strategies	Procedural Justice and Community Policing	Reducing Racial Disparities and Increasing Community Trust
	Community Engagement ✔	
Fostering Community-Oriented Leadership, Culture and Accountability	Leadership and Culture ✔	Tracking, Reviewing, Data, Accountability
	Internal Accountability for Misconduct	Tracking and Reviewing Use of Force and Identifying Misconduct
	Citizen Oversight and Other External Accountability ✔	Data, Technology and Transparency
Recruitment and Retention	Recruiting a Diverse Workforce ✔	Training and Continuing Education
	Support Officer Wellness and Well-being	

City of Ithaca and Tompkins County Human Resources departments should develop recruitment strategies to attract a diverse and talented talent pool for law enforcement and corrections officers. The strategy should be comprehensive of the positions available at both organizations and should be inclusive, reflecting the diversity of the community and its needs. The strategy should include community involvement in the hiring process.

The strategy should include an assessment of the talents and competencies needed for a workforce that is committed to carrying out the work as defined in this report.

The strategy should include explicit efforts to recruit and retain people of color in departments.

County & City Develop a County-wide program to promote and support holistic officer wellness.

Executive Order 203 Themes Addressed (Darker colored boxes)		
Determining the Role of the Police	Staffing & Budgeting	
Employing Smart and Effective Policing Standards and Strategies	Procedural Justice and Community Policing	Reducing Racial Disparities and Increasing Community Trust
	Community Engagement	
Fostering Community-Oriented Leadership, Culture and Accountability	Leadership and Culture✔	Tracking, Reviewing, Data, Accountability
	Internal Accountability for Misconduct	Tracking and Reviewing Use of Force and Identifying Misconduct
	Citizen Oversight and Other External Accountability	Data, Technology and Transparency
Recruitment and Retention	Recruiting a Diverse Workforce	Training and Continuing Education
	Support Officer Wellness and Well-being✔	

This program should provide the wellness resources necessary so that the law enforcement workforce can perform to their maximum potential. The City of Ithaca and Tompkins County should create an officer wellness program that includes peer support, officer mental health wellness, and physical wellness.

Tompkins County's Probation and Community Justice Department utilizes a peer support program that has been recognized by the New York State Probation Officers Association in 2018. This new program should assess the Probation program and mirror successful elements.

This program should connect officers in crisis with their colleagues and offer meaningful peer support sessions that use proven methods to reduce stress and anxiety.

This program should offer additional training to officers who participate in the peer support program.

Mental and physical wellness should be core tenants of this program, with proactive, preventative initiatives instituted alongside programs designed to meet the needs of those in crisis. Mental and physical wellness programs should include access to professional support.

These programs should operate within well-defined boundaries including but not limited to; building resilience, injury prevention, physical fitness, proper nutrition, stress reduction, mindfulness, and suicide prevention.

All law enforcement agencies in Tompkins County should have access to similar programming and resources.

County & City Seek ongoing and responsive collaboration from New York State Troopers operating in Tompkins County.

Executive Order 203 Themes Addressed (Darker colored boxes)		
Determining the Role of the Police	Staffing & Budgeting	
Employing Smart and Effective Policing Standards and Strategies	Procedural Justice and Community Policing✔	Reducing Racial Disparities and Increasing Community Trust✔
	Community Engagement	
Fostering Community-Oriented Leadership, Culture and Accountability	Leadership and Culture✔	Tracking, Reviewing, Data, Accountability
	Internal Accountability for Misconduct	Tracking and Reviewing Use of Force and Identifying Misconduct
	Citizen Oversight and Other External Accountability	Data, Technology and Transparency
Recruitment and Retention	Recruiting a Diverse Workforce	Training and Continuing Education✔
	Support Officer Wellness and Well-being	

The City of Ithaca and Tompkins County should ask that when New York State Police troopers operate within Tompkins County, they adopt local Reimagining Public Safety initiatives implemented following this report.

Local law enforcement departments should provide access for and encourage participation by NYS troopers in joint training programs to increase the reach, effectiveness, and consistency of the Reimagining initiatives.

Both the City of Ithaca Common Council and Tompkins County Legislature should draft resolutions urging the state to follow these practices.

County & City Repurpose SWAT Mobile Command Vehicle to Tompkins County Department of Emergency Response and Develop Policies for Use of Mobile Command Vehicle, Centers.

Executive Order 203 Themes Addressed (Darker colored boxes)		
Determining the Role of the Police	Staffing & Budgeting	
Employing Smart and Effective Policing Standards and Strategies	Procedural Justice and Community Policing	Reducing Racial Disparities and Increasing Community Trust✔
	Community Engagement	
Fostering Community-Oriented Leadership, Culture and Accountability	Leadership and Culture	Tracking, Reviewing, Data, Accountability
	Internal Accountability for Misconduct	Tracking and Reviewing Use of Force and Identifying Misconduct
	Citizen Oversight and Other External Accountability	Data, Technology and Transparency
Recruitment and Retention	Recruiting a Diverse Workforce	Training and Continuing Education
	Support Officer Wellness and Well-being	

The City of Ithaca should transfer ownership of the SWAT mobile command vehicle to the Tompkins County Department of Emergency Response (DoER). DoER is a county-wide department that manages 911 dispatch and various types of emergency response. The mobile command vehicle should be accessible by all emergency response agencies in Tompkins County, and should be rebranded to signal the wider-scale use for emergency response and community health and safety.

DoER, in partnership with law enforcement, fire and EMS agencies should develop policies for use of the vehicle by local emergency response agencies and create memoranda of understanding reflecting those policies. These policies should include details on weapons storage and transport by departments, weapons should not be stored in the vehicle.

In addition, DoER should support local law enforcement agencies drafting plans and comprehensive policies for the standing-up and use of command posts, for incidents that may not require a mobile command need, as various other buildings can be used as command posts depending upon the situation. The City should consider permitting processes for demonstrations and draft a policy for permitting activity as it relates to the standing up of command posts.

There should be an initial County investment of $50,000 to make branding changes and necessary non-weapons upgrades to the vehicle. Initial budgetary investments may need to be made for long-term vehicle upkeep.

County & City Conduct a Review of SWAT Callouts to Determine Appropriate Use of Service and Equipment.

Executive Order 203 Themes Addressed (Darker colored boxes)		
Determining the Role of the Police	Staffing & Budgeting✔	
Employing Smart and Effective Policing Standards and Strategies	Procedural Justice and Community Policing✔	Reducing Racial Disparities and Increasing Community Trust✔
	Community Engagement	
Fostering Community-Oriented Leadership, Culture and Accountability	Leadership and Culture	Tracking, Reviewing, Data, Accountability
	Internal Accountability for Misconduct	Tracking and Reviewing Use of Force and Identifying Misconduct
	Citizen Oversight and Other External Accountability	Data, Technology and Transparency✔
Recruitment and Retention	Recruiting a Diverse Workforce	Training and Continuing Education
	Support Officer Wellness and Well-being	

A review of the past 3 years of SWAT (Special Weapons and Tactics) callouts should be conducted to determine the frequency of use and to assess the process for callouts.

The review should involve a committee made up of the Tompkins County Sheriff's Office, Dispatch, City of Ithaca Police Department, City and County Administration and members of the community. Area villages and higher education institutions should also be engaged.

Deliverables should include a recommendation of the appropriate level of training and resources needed to meet community needs and demands.

City Grant City of Ithaca Community Police Board More Oversight Authority.

Executive Order 203 Themes Addressed (Darker colored boxes)		
Determining the Role of the Police	Staffing & Budgeting	
Employing Smart and Effective Policing Standards and Strategies	Procedural Justice and Community Policing	Reducing Racial Disparities and Increasing Community Trust✔
	Community Engagement✔	
Fostering Community-Oriented Leadership, Culture and Accountability	Leadership and Culture✔	Tracking, Reviewing, Data, Accountability
	Internal Accountability for Misconduct	Tracking and Reviewing Use of Force and Identifying Misconduct✔
	Citizen Oversight and Other External Accountability✔	Data, Technology and Transparency
Recruitment and Retention	Recruiting a Diverse Workforce	Training and Continuing Education
	Support Officer Wellness and Well-being	

The City of Ithaca should vest the existing Community Police Board with the power to conduct full internal investigations. The Board should be granted the power to issue subpoenas, the authority to issue notices of discipline, and a budget to hire external investigators.

Following the implementation of this recommendation the community will have more information on officer accountability. This recommendation should seek to build a more trusting relationship between the community and the Board, ensuring that issues of misconduct are thoroughly and fairly investigated.

This recommendation may require changes to the City Code and Charter to extend powers currently vested in the Mayor to the Board. This recommendation may require additional investments to hire external investigators.

County Require Public Disclosure of District Attorney and Assigned Counsel Office statistics on a quarterly and annual basis.

Executive Order 203 Themes Addressed (Darker colored boxes)		
Determining the Role of the Police	Staffing & Budgeting	
Employing Smart and Effective Policing Standards and Strategies	Procedural Justice and Community Policing	Reducing Racial Disparities and Increasing Community Trust
	Community Engagement	
Fostering Community-Oriented Leadership, Culture and Accountability	Leadership and Culture✔	Tracking, Reviewing, Data, Accountability✔
	Internal Accountability for Misconduct	Tracking and Reviewing Use of Force and Identifying Misconduct
	Citizen Oversight and Other External Accountability✔	Data, Technology and Transparency✔
Recruitment and Retention	Recruiting a Diverse Workforce	Training and Continuing Education
	Support Officer Wellness and Well-being	

The Offices of the Tompkins County District Attorney and Assigned Counsel should publicly disclose key case data to include demographics, dismissals and prosecutions and deferred cases on a quarterly and annual basis. Offices should be subject to additional transparency and accountability mechanisms.

The data should include but not be limited to the number and nature of cases dismissed and prosecuted, with demographic statistics of the populations in each category.

A full data set should be created that demonstrates transparent disclosure of each office's activities. The offices should use the County's Results Based Accountability tool already utilized by County Departments to capture and share this data.

This process may require additional data inputs in different database and record management systems of each office, including the County's law enforcement records management system Motorola Flex (previously known as Spillman).

It is recommended that a resolution mandating public reporting by these offices be passed by the Tompkins County Legislature. County and City departments involved in supporting this initiative should include the District Attorney's Office, Assigned Counsel, TCSO, IPD, ITS, and County Administration. The County's Criminal Justice Alternatives to Incarceration board should be utilized as a sounding board and provide input on what data should be reported.

County & City Revise the Civil Service exam process to diversify law enforcement personnel.

Executive Order 203 Themes Addressed (Darker colored boxes)		
Determining the Role of the Police	Staffing & Budgeting	
Employing Smart and Effective Policing Standards and Strategies	Procedural Justice and Community Policing	Reducing Racial Disparities and Increasing Community Trust
	Community Engagement	
Fostering Community-Oriented Leadership, Culture and Accountability	Leadership and Culture	Tracking, Reviewing, Data, Accountability
	Internal Accountability for Misconduct	Tracking and Reviewing Use of Force and Identifying Misconduct
	Citizen Oversight and Other External Accountability	Data, Technology and Transparency
Recruitment and Retention	Recruiting a Diverse Workforce✔	Training and Continuing Education
	Support Officer Wellness and Well-being	

The Civil Service exam process creates barriers for attaining robust, diverse candidate pools. In spite of efforts made by local government employers, people of color remain underrepresented in law enforcement. The current "rule of three" in Civil Service restricts employers to hiring from among the three highest ranking eligible candidates.

It is recommended that New York State implement a pass/fail test for law enforcement personnel. Alternatively, if a pass/fail test is unachievable, the current method of band-scoring should be altered to include a wider band of 5 points to allow for a more robust pool of eligible applicants. Civil service test questions should be examined to identify and address issues of systemic bias.

This recommendation would expand the pool of applicants and provide greater latitude for law enforcement leaders to include more candidates, specifically candidates of color to be considered for positions in law enforcement.

This recommendation is supported by the New York State Sheriffs' Association and the New York State Association of Counties. It is recommended that the Tompkins County Legislature and City of Ithaca Common Council pass a resolution recommending these changes to the Civil Service exam process.

County & City Advocate for New York State to grant local civil service authorities the authority to enact "continuous recruitment" of eligible candidates for law enforcement personnel.

Executive Order 203 Themes Addressed (Darker colored boxes)		
Determining the Role of the Police	Staffing & Budgeting	
Employing Smart and Effective Policing Standards and Strategies	Procedural Justice and Community Policing	Reducing Racial Disparities and Increasing Community Trust
	Community Engagement	
Fostering Community-Oriented Leadership, Culture and Accountability	Leadership and Culture	Tracking, Reviewing, Data, Accountability
	Internal Accountability for Misconduct	Tracking and Reviewing Use of Force and Identifying Misconduct
	Citizen Oversight and Other External Accountability	Data, Technology and Transparency
Recruitment and Retention	Recruiting a Diverse Workforce ✔	Training and Continuing Education
	Support Officer Wellness and Well-being	

Local civil service authorities should be granted the authority to enact "continuous recruitment" examinations for law enforcement personnel, including corrections officers. "Continuous recruitment" examinations are accepted continuously, with no application deadline. Such exams are conducted for positions where there is an almost constant need for qualified candidates. Continuous recruitment options allow employers to recruit based on the staffing needs of their organization. Enacting continuous recruitment will create more opportunities for candidates to apply for law enforcement positions, resulting in more robust pools of qualified and diverse candidates.

New York State has already implemented continuous recruitment for state correctional officers at DOCCS facilities. This recommendation is supported by the New York State Association of Counties and New York State Association of Personnel and Civil Service Officers. It is recommended that the Tompkins County Legislature and City of Ithaca Common Council pass a resolution recommending these changes to the Civil Service exam process.

County & City Urge Governor Cuomo and the New York State Legislature to reform disciplinary procedures for law enforcement personnel under Civil Service Law Section 75.

Executive Order 203 Themes Addressed (Darker colored boxes)		
Determining the Role of the Police	Staffing & Budgeting	
Employing Smart and Effective Policing Standards and Strategies	Procedural Justice and Community Policing	Reducing Racial Disparities and Increasing Community Trust
	Community Engagement	
Fostering Community-Oriented Leadership, Culture and Accountability	Leadership and Culture	Tracking, Reviewing, Data, Accountability
	Internal Accountability for Misconduct✔	Tracking and Reviewing Use of Force and Identifying Misconduct
	Citizen Oversight and Other External Accountability	Data, Technology and Transparency
Recruitment and Retention	Recruiting a Diverse Workforce	Training and Continuing Education
	Support Officer Wellness and Well-being	

In order to enact meaningful public safety reform, employers need the ability to hold law enforcement personnel accountable in a timely way in accordance with the requirements of employee due process. Statutory revisions regarding discipline are a necessary element of public safety reform.

Governor Cuomo and the New York State Legislature should propose legislation granting every municipality the authority to develop disciplinary procedures for law enforcement personnel, consistent with employee due process.

Currently, New York State Civil Service Law (CSL) Section 75 establishes procedures which public employers must follow in disciplinary matters for competitive class permanent employees including law enforcement personnel. However, many of the paid administrative leave provisions

under Section 75 have the effect of prolonging the disciplinary process. Protracted disciplinary proceedings tie up staffing resources which could be better used in service to the community.

There are several current examples, that have been upheld by the courts, that are an exception to CSL Section 75 , and provide a venue for greater local control over the discipline of law enforcement personnel.

Article 10 Section 155 of the Town Law is a current exception allowing for the discipline of law enforcement personnel outside of Section 75. Section 155 allows Town Boards to adopt and make rules and regulations for the determination of disciplinary charges against any member of the police department. Even though a Collective Bargaining Agreement between a police union and a Town may contain different disciplinary procedures, Section 155 prevails over any negotiated procedure.

City Charters that were adopted and effective prior to the enactment of Section 75 of the Civil Service Law also supersede Section 75 and the discipline of law enforcement personnel can be imposed pursuant to those Charters.

A statutory amendment providing all municipalities the ability to adopt their own law enforcement disciplinary procedure is an effective way of ensuring a timely response to disciplinary concerns. It will also remedy the impact of reduced staffing that law enforcement agencies face while awaiting lengthy disciplinary proceedings.

It is recommended that the Tompkins County Legislature and City of Ithaca Common Council pass a resolution recommending these changes to New York State Civil Service Law Section 75.

Implementation of Recommendations

Tompkins County and the City of Ithaca plan to hire dedicated staff members and implement a Community Justice Center (CJC) similar to an *Emergency Operations Center* to lead and complete the work outlined in these recommendations. Tompkins County successfully stood up an Emergency Operations Center to respond to the COVID-19 pandemic, and reassigned a significant amount of staff to the effort. With the ongoing COVID-19 pandemic's impact on staffing in leadership and departments, the decision was made to hire additional staff to lead this effort.

A dedicated project manager should also be hired to ensure organizational efficiency and effectiveness. Additionally, a data analyst should be hired to provide support to the data initiatives outlined in this report. The CJC will be co-staffed on an initiative-by-initiative basis by City and County employees. Each recommendation should be assigned a dedicated team made up of newly hired CJC staff members and existing City and County employees with expertise and work related to the recommendation.

The response will in many ways be parallel to the local COVID-19 response, reflecting the "dual pandemics" of the coronavirus and systemic racism. The work should be led by people of color.

The CJC would report to both the Tompkins County Administrator/Legislature and the City of Ithaca Mayor/Common Council and would be a full-time operation. The CJC would include a facet of community engagement, with each recommendation requiring a different level of input and oversight from City and County residents.

The CJC would be mandated to carry out the recommendations outlined in this report and cooperation from City and County departments would be ensured by organizational leadership.

A software program offering community members the ability to track, provide input on, and receive updates on recommendations should be implemented. The software should also allow for internal accountability and task management to accomplish each recommendation in a timely manner.

The implementation process should be supported by significant staffing and be provided the operating funds necessary to complete the task.

Timeline

We will end with a letter from Jason and Svante that addresses the recommendations, asks from the State, the budget impacts, and talks about initiating a comprehensive efficiency review to be kicked-off after a few years of reforms to assess successes and as a right-sizing exercise based on demands for service and community needs.

Appendix

This section should include the research report, power points, process documents, press releases (as appropriate), and any other supporting documentation. This section should also indicate how and where the information for the process will be archived.