

# New York State Police Reform and Reinvention Collaborative

*Chautauqua County Office of the Sheriff*

*Sheriff James B. Quattrone*



# Executive Order 203 - Compliance

- The county must perform a comprehensive review of current Sheriff's Office deployments, strategies, policies, procedures and practices.
- Chief Executive officer of the County is tasked to call together the Sheriff and stakeholders in the community to develop a plan for any needed improvements to current deployments, strategies, policies, procedures, and practices.
- The plan shall be offered for public comment, and after consideration of such comments, shall be ratified by Resolution or adopted by Local Law, no later than April 1, 2021.
- The county shall transmit a certification to the Director of the Budget that the process has been complied with and the Resolution or Local Law has been adopted.



# Executive Order 203 – Compliance & Considerations

- Promote community engagement to foster trust, fairness, and legitimacy
- Address any racial bias and disproportionate policing of communities of color
- Evidenced based policing strategies
- Use of Force Policies
- Procedural Justice
- Systemic racial bias in policing
- Implicit bias training



# Executive Order 203 – Compliance & Considerations

- De-escalation training and practices
- Law Enforcement assisted diversion programs
- Restorative Justice practices
- Community based outreach and conflict resolution
- Problem oriented policing
- Hot Spot policing
- Focused deterrence



# Executive Order 203 - Compliance & Considerations

- Crime prevention through environmental design
- Violence prevention and reduction interventions
- Model policies and guidelines promulgated by the NYS Municipal Police Training Council
- Standards promulgated by the New York State Law Enforcement Accreditation Program.



# Mandatory Stakeholders

- Members of local law enforcement
- Interested non-profit and faith based community groups
- Members of community, with emphasis in areas with high numbers of police and community interactions
- District Attorney
- Public Defender
- Local Elected officials



# Reform & Reinvention Collaboration Process: Community Meetings

- Two county-wide community meetings – primary discussions on racial disparity
- Attendance at four “rallies” focused on Black Lives Matter initiative
- Four community screenings Walking While Black: L.O.V.E is the Answer – discussions on community/police reconciliation
- One meeting with two faith leaders from congregations primarily consisting of people of color
- Multiple discussions with community leaders in one on one settings
- Continued collaboration & meeting with Police Chiefs



# Reform & Reinvention Collaboration Process: Community Meetings - Jamestown

- Public Safety Council & Police Administration – 2 meetings
- Faith Based leaders and organizations
- Mental Health providers & organizations
- Elementary School representatives
- Middle/High School Representatives
- Social Service Providers & Non – Profit Organizations
- Law Enforcement, Probation, District Attorney
- Latino Community members



# Reform & Reinvention Collaboration Process: Stakeholder Survey (Appendix)

- Surveys completed by stakeholders in various jurisdictions and county fire service:
  - Westfield
  - Lakewood-Busti
  - Jamestown
  - Fredonia
  - Dunkirk
  - Ellicott
  - Carroll
  - Fire Chiefs and Fire Coordinators throughout all fire districts in Chautauqua County



# Reform & Reinvention Collaboration Process: Community Survey (Appendix)

- Survey presented to all residents of county through web site, Facebook page, local media, and delivering of hard copies
- Additional surveys done by City of Jamestown and City of Dunkirk



# Reform & Reinvention Collaboration Process: Stakeholder and Community virtual meetings

- Virtual meetings and discussion with stakeholders broadcasted on Facebook Live
  - Town of Carroll and surrounding areas
  - Town of Ellicott and surrounding areas
  - Village of Fredonia and surrounding areas
  - North East section of Chautauqua County and Public Safety Committee members
  - City of Dunkirk and Surrounding areas
  - Village of Lakewood and surrounding areas
  - Emergency responders throughout Chautauqua County



# County Demographics (2010 Census)

- Approximately 1,069 square miles
- Population approximately 130,000
- 94% Caucasian
- 2.2% African American
- 4.2% Hispanic
- .36% Asian
- 1.2% Multi-race
- .43% Native American



# Agency Demographics - Law Enforcement

- 125 Sworn Employees
  - Sheriff
  - Undersheriff
  - Captains (2)
  - Lieutenants (8)
  - Sergeants (5)
  - Deputy Sheriff (46) full time
  - Deputy Sheriff Investigators (13)
  - Deputy Sheriff (49) part time: primarily Court Security and transport



# Law Enforcement: Divisions

- Patrol
- Criminal Investigation
- Civil
- Court Security
- Communications



# Law Enforcement: Special Teams

- SWAT
- CNT (Crisis Negotiation team)
- Forensic Identification Team
- Chautauqua County Water Emergency Team
- Fire Investigation Team
- Explosive Ordinance Team
- Accident Reconstruction



# Agency Demographics - Corrections

- 89 Sworn Employees
  - Captain (1) – Jail Administrator
  - Lieutenants (3)
  - Sergeants (6)
  - Correction Officers (72) full time
  - Correction Officers (17) part time



# Corrections

- Relapse Prevention Group
- Thinking for Change (T4C)
- MAT Group
- GED Program
- Culinary Arts
- Medical and Mental Health services
- Chaplain
  - Church Service's
  - Spanish Church Services
  - Men's and Woman's Bible Study



# Current deployments, strategies, policies, procedures and practices

- Four Patrol Zones – 1 car assigned to the zone during a shift
- Each patrol unit is responsible to patrol approximately 250 square miles
- K-9 unit assigned to each shift
- Patrol zones are set according to geographical areas – county divided into four quadrants

See Appendix for further detail



# Review of Policies

- Deployment - 2.4; 2.5
- Use of Force Policies - 20.1; 20.3; 20.6.1A; 20.6.2; 20.6.3; 20.7; 20.9; 21.1; 21.2; 33.1.1
- Procedural Justice - 1.1; 1.2; 14.1; 14.4; 14.5; 14.6; 25.1; 25.2; 25.3; 25.4; 25.5; 25.6; 25.8

See Appendix to review current policies



# Police Reform Survey

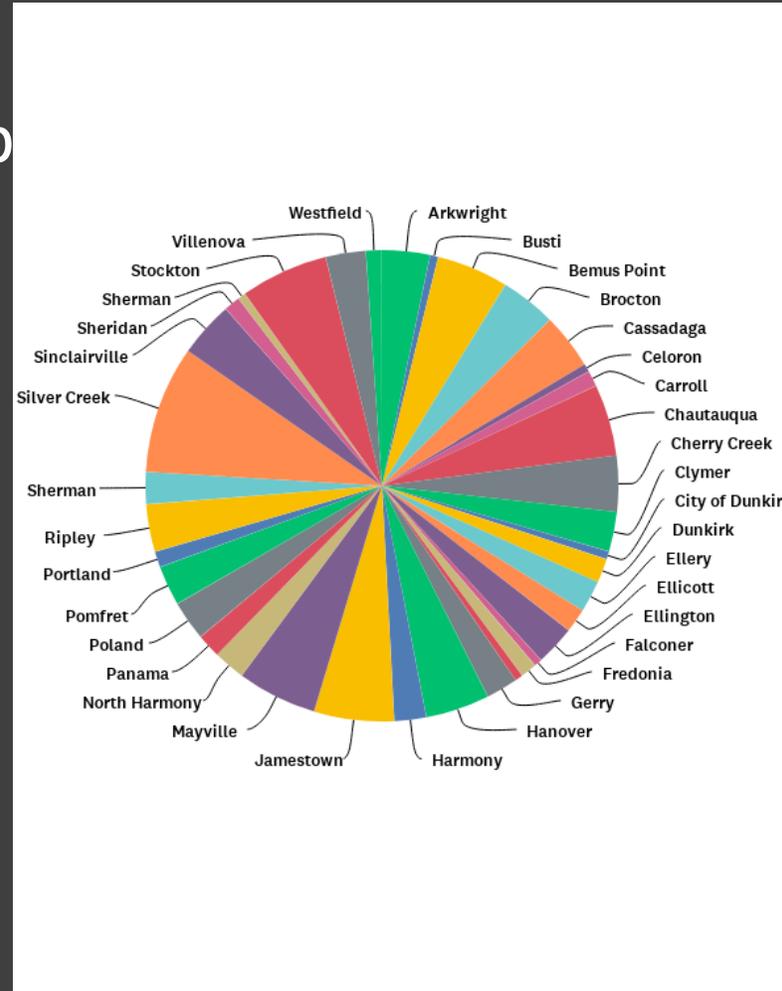
- Wednesday, February 03, 2021

694

- Total Responses
- Date Created: Wednesday, November 25, 2020
- Complete Responses: 694

Q1: Please select the location of your residence or if you are not a resident the town of your employment

• Answered: 183 Skip



# Q2: What stakeholder group do you belong to?

- | ANSWER CHOICES                   | RESPONSES |     |
|----------------------------------|-----------|-----|
| Elected or Appointed Officials   | 0.55%     | 1   |
| Community Liaison (North County) | 0.00%     | 0   |
| Community Liaison (South County) | 0.55%     | 1   |
| Emergency Services (fire/rescue) | 10.38%    | 19  |
| Law Enforcement                  | 7.10%     | 13  |
| Community member                 | 81.42%    | 149 |
| TOTAL                            |           | 183 |

# Q3: Please select local police department to provide feedback on

- Answer

ANSWER CHOICES	RESPONSES	
Jamestown Police Department	0.00%	0
Dunkirk Police Department	0.00%	0
Lakewood-Busti Police Department	0.00%	0
Ellicott Police Department	0.00%	0
Fredonia Police Department	0.00%	0
Westfield Police Department	0.00%	0
Carroll Police Department	0.00%	0
Chautauqua County Sheriff's Office	100.00%	184
New York State Police	0.00%	0
State University Police at Fredonia	0.00%	0
TOTAL		184

# Q4: When was the last time you had a direct interaction with your local police agency?

- Answered: 184    Skipped: 0

ANSWER CHOICES	RESPONSES	
More than 5 years ago	13.04%	24
Within the last 5 years	77.72%	143
Never	9.24%	17
TOTAL		184

Q5: Please select the top 5 services that you think are most important for your police department to provide

- Answered

ANSWER CHOICES	RESPONSES	
Animal Control (i.e. bear management, dog control, rabies response, skunk removal, etc.)	11.11%	20
Community Policing (i.e. bicycle/walking patrols, child safety seat inspections, presentations to business and nonprofits, etc.)	50.56%	91
Fingerprint Services for background and employment checks	20.00%	36
Investigations (i.e. sex crimes, robberies, homicides, etc.)	91.67%	165
Parking Enforcement	7.22%	13
Referrals to Social Services	25.00%	45
Respond to 911 calls for service	92.78%	167
Routine Patrols (cruiser)	76.67%	138
School Resource Officers	43.89%	79
Special Patrols (i.e. drunk driving, seat belt and speed enforcement)	66.67%	120
Total Respondents: 180		

# Q7: Police officers are a necessary part of your community

- | ANSWER CHOICES         | RESPONSES |     |
|------------------------|-----------|-----|
| Strongly agree         | 86.41%    | 159 |
| Agree                  | 8.15%     | 15  |
| Neutral                | 3.26%     | 6   |
| Disagree               | 0.54%     | 1   |
| Strongly disagree      | 1.63%     | 3   |
| I'm not sure           | 0.00%     | 0   |
| Total Respondents: 184 |           |     |

# Q8: Police officers in your community are well trained.

- | ANSWER CHOICES         | RESPONSES |    |
|------------------------|-----------|----|
| Strongly agree         | 50.27%    | 92 |
| Agree                  | 25.68%    | 47 |
| Neutral                | 10.93%    | 20 |
| Disagree               | 4.37%     | 8  |
| Strongly disagree      | 3.28%     | 6  |
| I'm not sure           | 6.01%     | 11 |
| Total Respondents: 183 |           |    |

# Q9: Police officers in your community are responsive to the public's needs.

ANSWER CHOICES	RESPONSES	
Strongly agree	47.83%	88
Agree	34.78%	64
Neutral	9.78%	18
Disagree	3.80%	7
Strongly disagree	2.17%	4
I'm not sure	1.63%	3
TOTAL		184

# Q10: Police officers in your community are held accountable for their actions

ANSWER CHOICES	RESPONSES	
Strongly agree	42.39%	78
Agree	24.46%	45
Neutral	10.33%	19
Disagree	4.35%	8
Strongly disagree	5.98%	11
I'm not sure	12.50%	23
TOTAL		184

# Q11: Police officers in your community strive to have a positive impact on the community

ANSWER CHOICES	RESPONSES	
Strongly agree	50.27%	92
Agree	31.69%	58
Neutral	10.38%	19
Disagree	2.19%	4
Strongly disagree	2.73%	5
I'm not sure	2.73%	5
TOTAL		183

# Q12: Police officers in your community are fundamentally honest

- | ANSWER CHOICES    | RESPONSES |     |
|-------------------|-----------|-----|
| Strongly agree    | 41.53%    | 76  |
| Agree             | 36.07%    | 66  |
| Neutral           | 10.93%    | 20  |
| Disagree          | 2.73%     | 5   |
| Strongly disagree | 3.28%     | 6   |
| I'm not sure      | 5.46%     | 10  |
| TOTAL             |           | 183 |

Q13: If you have a complaint against your local police department or an officer, you are confident it will be heard and reviewed objectively

ANSWER CHOICES	RESPONSES	
Strongly agree	32.79%	60
Agree	29.51%	54
Neutral	14.21%	26
Disagree	6.01%	11
Strongly disagree	6.56%	12
I'm not sure	10.93%	20
TOTAL		183

# Q14: There is corruption in your police agency

- | ANSWER CHOICES    | RESPONSES |     |
|-------------------|-----------|-----|
| Strongly agree    | 1.64%     | 3   |
| Agree             | 5.46%     | 10  |
| Neutral           | 16.39%    | 30  |
| Disagree          | 23.50%    | 43  |
| Strongly disagree | 32.24%    | 59  |
| I'm not sure      | 20.77%    | 38  |
| TOTAL             |           | 183 |

# Q15: Police officers in your community are biased in their interactions with certain groups of people

ANSWER CHOICES	RESPONSES	
Strongly agree	5.49%	10
Agree	12.09%	22
Neutral	14.84%	27
Disagree	27.47%	50
Strongly disagree	28.57%	52
I'm not sure	11.54%	21
TOTAL		182

Q16: On a scale from 1 to 10, how satisfied are you with your police agency? (1 = Not at all satisfied)

- Answer

ANSWER CHOICES	RESPONSES	
1	3.26%	6
2	1.63%	3
3	1.09%	2
4	1.63%	3
5	5.98%	11
6	2.17%	4
7	5.98%	11
8	20.65%	38
9	19.57%	36
10	38.04%	70
TOTAL		184

# Q18: 16. Gender Identity

- Answered: 180    Skipped: 4

ANSWER CHOICES	RESPONSES	
Male	45.56%	82
Female	50.56%	91
Prefer Not to say	3.89%	7
Prefer To Self Describe	0.00%	0
TOTAL		180

# Q19: Race Identity

ANSWER CHOICES	RESPONSES	
White or Caucasian	97.13%	169
Black or African American	1.72%	3
Hispanic or Latino	0.57%	1
Asian or Asian American	0.00%	0
American Indian or Alaska Native	0.57%	1
Native Hawaiian or other Pacific Islander	0.00%	0
TOTAL		174

# Q20: What is your age group?

ANSWER CHOICES	RESPONSES	
Under 18	0.00%	0
18-24	4.42%	8
25-34	10.50%	19
35-44	22.65%	41
45-54	24.31%	44
55-64	20.99%	38
65+	17.13%	31
TOTAL		181

# Q21: What is your household income?

ANSWER CHOICES	RESPONSES	
Under \$15,000	3.49%	6
Between \$15,000 and \$29,999	9.88%	17
Between \$30,000 and \$49,999	16.28%	28
Between \$50,000 and \$74,999	25.00%	43
Between \$75,000 and \$99,999	20.35%	35
Between \$100,000 and \$150,000	20.35%	35
Over \$150,000	4.65%	8
TOTAL		172

# Survey Results Summarized

- 810 Respondents
- 80% contact with police in last 5 years
- Stakeholder Groups
  - 88% Community members
  - 5% Emergency Services
  - 3.5% Law Enforcement
  - 2% Elected or Appointed Officials
  - 1% Community Liason



# Top Five Services Desired

- Respond to 911 Calls for service
- Investigations (i.e. sex crimes, robberies, homicides, etc.)
- Routine Patrols
- Special Patrols (i.e. drunk driving, seat belt, speed enforcement)
- Community Policing



# Top Three Things to Improve Policing

- Community Policing
- Fair & unbiased policing, diversity training
- Mental Health & de-escalation training



# Community Beliefs of Law Enforcement

- 92% believe Law Enforcement are necessary in community
- 63% believe officers are well trained / 25% unsure or neutral
- 71% believe Law Enforcement are responsive to public needs
- 52% believe officers are held accountable for actions
- 71% believe officers have a positive impact on community



# Community Beliefs of Law Enforcement

- 67% believe officers are fundamentally honest
- 50% believe complaints against police are heard and reviewed objectively
- 50% do not believe there is corruption in police 39% neutral/unsure
- 46% do not believe officers are biased, 27% believe there is bias
- Nearly 75% are satisfied with police in community



# Oath Of Honor

- On my honor, I will never betray my integrity, my character, or the public trust.
- I will treat all individuals with dignity and respect and ensure that my actions are dedicated to ensuring the safety of my community and the preservation of human life.
- I will always have the courage to hold myself and others accountable for our actions.
- I will always maintain the highest ethical standards and uphold the values of my community, and the agency I serve.



# Peel's Principles of Policing - past & present

- The basis for which the police exists to prevent crime and disorder.
- The ability of the police to perform their duties is dependent upon the public approval of police actions.
- Police must secure the willing co-operation of the public in voluntary observation of the law to be able to secure and maintain the respect of the public.
- The degree of cooperation of the public that can be secured diminishes proportionately to the necessity of the use of physical force.



# Peel's Principles of Policing - past & present

- Police seek and preserve favor not by catering to public opinion, but by constantly demonstrating absolute impartial service to the law.
- Police use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice, and warning is found to be insufficient.
- Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full time attention to duties which are incumbent upon every citizen in the interests of community welfare and existence.



# Peel's Principles of Policing - past & present

- Police should always direct their action strictly towards their functions, and never appear to usurp the powers of the judiciary.
- The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.



# Objectives and Training to be Obtained

- Principled Policing – procedural justice, implicit bias, transparency, de-escalation ... (Q4 2021 – Q1 2022, academy)
- Outward Mindset – communication, de-escalation, community relationship development (Q3 2021, Academy)
- Character Based Policing – supervisors (Q2 2021)
- Crisis Intervention Team Training – mental health (Q1 2022)
- Trauma Informed Policing & Corrections (Q2 2022, academy)
- Battle and Banner Community Assessment (on going)



# Future Goals and Objectives

- Continued review and training in previous listed courses
- Community Involvement – at least quarterly community stakeholder meetings – ideally monthly meetings, determine the needs of various communities
- Collaboration with Mental Hygiene to develop a robust mobile crisis response team – goal of a 24/7 operation
- Develop a better Public Safety Model of Policing – Coactive Policing (working with community to solve problems) rather than reactive or proactive
- Customer Satisfaction surveys



# Future Goals and Objectives

- Diversion : PAARI or L.E.A.D.
- Stepping Up Initiative – assisting and reducing the number of inmates with mental health issues
- Next Jobs / Jobs for Life: Inside jail and in community
- Community L.O.V.E. Gardens
  - Learning about Each other
  - Opening our hearts to each other
  - Volunteering to be part of solution
  - Empowering others to do the same



# Future Goals and Objectives

- Peer Support for all staff (Q1 2022)
- Wellness Initiative for all staff
- Restorative Justice (planning underway for youth, goal for adults also)
- Focused Deterrence / “Pulling-levers” – specifically for drug enforcement – partner with social service and community partners
- Crime prevention through Environmental Design – partner with Chautauqua County Land Bank (Q3 2021)



# Potential Obstacles to Change

- Anti-Intellectualism
- Violence
- Corruption
- Discourtesy
- Fiscal Restraints
- Time Restraints



# Seven Improvement Steps: Envision

We must cast a bold and breathtaking vision to ensure a distinguished future for policing.

- Integrity
- Courage
- Character
- Unconditional Respect



# Seven Improvement Steps: Select

Police must encourage and select the best and the brightest to serve as police officers.

- Improve Recruitment
- Police force that represents community



# Seven Improvement Steps: Listen

Police leaders must listen to their officers and members of the community.

- Regular meetings with staff/officers
- Regular community meetings – active listening



# Seven Improvement Steps: Train and Lead

Police leaders must implement professional training and a collaborative leadership style.

- Utilize various disciplines to assist training
- Collaborate with social service and non-profit organizations



# Seven Improvement Steps: Improve Continuously

Police must unceasingly improve the systems  
in which they work – everything we do.



# Seven Improvement Steps: Evaluate

Police must be able to critically assess, or have assessed, the crucial tasks and functions they are expected to perform.



# Seven Improvement Steps: Sustain

Police leaders must be able to maintain and continue improvements to their organization.

