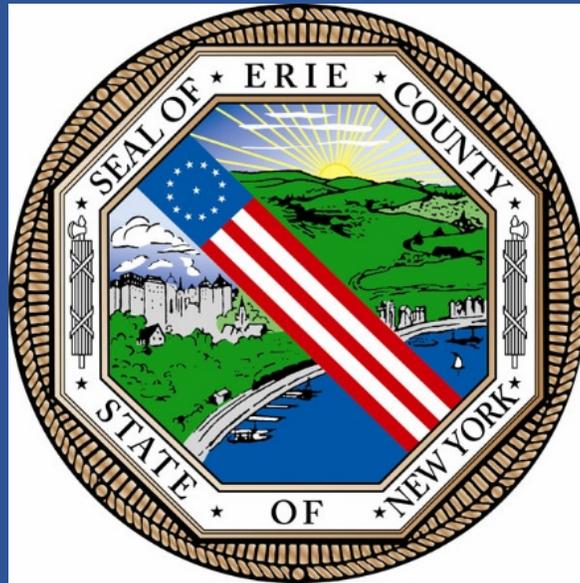


ERIE COUNTY, NEW YORK

# POLICE REFORM CITIZEN TASK FORCE

**Preliminary**  
**REPORT AND RECOMMENDATIONS**



relating to

**ERIE COUNTY  
SHERIFF'S DEPARTMENT**

February 23, 2021

RESERVED FOR  
MESSAGE  
TO  
THE ERIE COUNTY LEGISLATURE  
FROM  
COUNTY ERIE EXECUTIVE  
MARK C. POLONCARZ

Erie County, New York

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**Central Police Services**

Commissioner James Jancewicz  
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**for their cooperation and assistance.**

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## **PART 1: OPENING REMARKS FROM CITIZEN TASK FORCE**

*“It is not the function of the government to stop the citizen from falling into error; it is the function of the citizen to keep the government from falling into error.”* Associate Justice Robert C. Jackson of the United States Supreme Court and Chief United States Prosecutor at the Nuremberg trials.

### **A. The Citizen Task Force’s Role and Responsibility**

On June 12, 2020, Governor Andrew M. Cuomo of the State of New York issued [Executive Order No. 203](#), directing the chief executive officer of each local government, having a law enforcement agency with police officers, to gather and convene stakeholders for a fact-based and honest dialogue with local law enforcement officials. In a [letter, dated September 11, 2020](#), Erie County Executive Mark C. Poloncarz advised Erie County Sheriff Timothy Howard and the Erie County Legislature of the names of the community stakeholders appointed to the Police Reform Citizen Task Force (the “Citizen Task Force” or “CTF”).

Adhering to COVID-19 protocols, the Citizen Task Force held its first, and only, in-person [meeting on September 30, 2020](#) at the Erie County Training and Operation Center in the Town of Cheektowaga. County Executive Mark Poloncarz opened the meeting by introducing Task Force members, then reviewed with them the Governor’s Executive Order and the CTF role based on a brief overview of the [New York State Police Reform and Reinvention Collaborative: Resources & Guide for Public Officials and Citizens](#) (“Resources Guide”). The County Executive used a [Power Point Presentation](#) to give his overview of the CTF tasks and goals.

Undersheriff John Greenan, Chief of Administration for the Erie County Sheriff’s Department (“ECSO”), introduced Deputy Sheriff Daniel Dytchkowskyj and Chief Scott Joslyn of the Police Service Division, and pledged not only their cooperation but also their assistance in providing any information requested by the Citizen Task Force. By the end of this initial meeting, the Citizen Task Force understood it

would be responsible for a comprehensive report with factual findings and actionable recommendations for policymakers to adopt.

The [CTF composition](#) is gender-neutral, racially, and ethnically balanced with a broad spectrum of talented individuals with differing experiences and opinions. *Vive la difference*. As a coin has value because it is two-sided, the diversity of experience and opinion is what gives value to this comprehensive report and recommendations, tailored to the specific needs of this community with the goal of reducing any racial disparities in policing and fostering police and community relationships based on trust, fairness, accountability, and transparency.

### **B. Scope of Responsibility**

Due to public comments about a specific topic, I begin by stating that the management and operations of the Erie County Holding Center is not addressed in this comprehensive report and recommendations (“CR&R”). The CTF acknowledges the management and operation of the Erie County Holding Center has been a controversial matter, subject to public scrutiny and external oversight. Nonetheless, the CTF has been charged with the duty to review, and recommend changes relating to policing.

In reviewing the Resources Guide, the CTF has been directed to focus its attention solely on policing. In the CTF’s view, “policing” would include:

- Recruiting and training of deputies,
- Responding to 911 calls or other citizens requested assistance,
- Operating its road patrol unit,
- Enforcing vehicle and traffic laws,
- Protecting County buildings and grounds,
- Operating rural patrol units for towns and villages without police forces,
- Using community resources to handle specific calls for assistance,
- Initiating intervention with citizens,

- Enforcing rules, regulations, and standards for policing, including
  - Handling complaints relating to police conduct, and
  - Ensuring fair and equal treatment for all residents,
- Holding deputies accountable based on professional standards, in accordance with the four policing pillars,
  - Treating individuals with dignity and respect,
  - Giving individuals a voice during law enforcement interaction,
  - Being neutral and transparent in decision making, and
  - Conveying trustworthy motives
- Staffing, equipping, and budgeting for patrol operations.

The CTF members have collectively spend more than the 500 hours devoted to the review, examination, and analysis of these policing functions.

### ***C. Assignment of Tasks***

The CTF has conducted its meeting in an open and transparent manner. Meeting minutes have been prepared and attached to this CR&R. Since September 30, 2020, the CTF has held 10 Zoom meetings, and recorded those meetings on YouTube.

At the first Zoom meeting, the CTF created four committees to address the four topics outlined in the [Resources Guide](#)'s Table of Contents. CTF members were asked to review the [Resources Guide](#) and to select the committee(s) to which members would volunteer their time and resources. As the Chair of the CTF Task Force, I selected the [Committee Chairs](#) based on the availability and time commitment of the member to the committee's tasks. Committee Chairs then scheduled meetings with committee members to gather information and to analyze information from which the Committee would make its recommendations to the full CTF membership.

The Committees drafted documents and surveys to solicit information and comments from the public and ECSO. These documents and surveys included:

- An On-line Citizen Survey,
- A Questionnaire for Patrol Deputies, and
- A Written Demand for Information to the ECSO

Based on the documents, surveys, comments, and other information supplied to the CTF, the Committee members discussed and analyze the information from which the Committee made its fact-based recommendations to the full membership.

#### ***D. Community Engagement***

From the inception of this project, the CTF has actively engaged the community by providing notice of its meetings, live-streaming and archiving its meetings on YouTube, posting and publishing citizens surveys on the County's website, soliciting cooperation from the Association of Erie County Governments to urge its town liaisons to post information on their town's website, and by posting the preliminary CR&R on these websites prior to submitting the CR&R to the Erie County Legislature.

In the CTF's view, this CR&R starts the open dialogue between the community and policy-makers responsible for the management and operation of the ECSO. Recommendations with the CR&R encourages future open dialogue by engaging stakeholders in the overview and monitoring of ECSO operations. Given the openness and cooperation given to CTF members by ECSO personnel, the CTF is optimistic its recommendations will further the trust and respect between the people of this community and those dedicated professionals who are entrusted with their safety. It is also expected this CR&R will be used as an invaluable resource for the ECSO and its newly elected leader who will take office on January 1, 2022.

## **PART 2: KEY QUESTIONS AND INSIGHTS FOR CONSIDERATION**

*"If you are neutral in situations of injustice, you have chosen the side of the oppressor."* Bishop Desmond Tutu

*"True peace is not merely the absence of tension; it is the presence of justice."* Rev. Dr. Martin Luther King, Jr.

The primary purpose of government is to protect the health, safety, and well-being of its citizens. Amidst a global pandemic, the executive and legislative branches within the federal, state and local governments are facing not only a health care crisis, but also a governance crisis, calling upon policymakers to take action, and to regain the trust and respect of those they serve, by focusing on the health, safety, and protection of people living in a global society.

With the utterance of three words, "I can't breathe," people of all races and ages within this global community collectively raised their voices to say, "enough is enough." In many communities, including our own, people marched in the streets in solidarity to protest the unjust and disparage treatment experienced by people of color and other members of under-represented communities during encounters with police officers. The greatest of our Nation rests in the rights guaranteed to its people to assemble, to raise grievances, and to speak freely. In our Great Nation, people have assembled to speak freely about their grievances relating to the health and safety, and equal and fair treatment, of those who live within this Nation.

In the last year, we all witnessed those committed to social justice, peacefully marching in the streets, together with civil unrests resulting from, or resulting in, the maiming and killing of people, the defacing and damaging of public buildings and monuments, the looting of businesses, and the warranted, and unwarranted, intervention of the police and other local enforcement agencies. It is time to rectify and mend these divides and to unite not only this community, but this Nation.

Buffalo has always been known as the “City of Good Neighbors,” but even that reputation has been tarnished, when a [video captured police officers marching forward to enforce a curfew and pushing a 75-year old gentlemen](#) to the ground, who was seriously injured and taken by ambulance from the scene. As the media frequently reminds us of this incident, we have almost forgotten an earlier, reported story within our community, from which we find encouragement, hope, and inspiration.

A few nights earlier, a community leader who organized a peaceful march was approached by a police commander. They spoke together on equal footing to find a common ground. They agreed police officers at the scene would “take a knee,” showing solidarity and commitment to treating all people with fairness, respect, and dignity, before their duty required them to enforce a curfew. On that night, these police officers demonstrated their pledge to the four pillars of policing by making the effort to gain the trust and respect of those gathered, who all left peacefully that night by curfew. That night, we demonstrated we are a community of good neighbors.

Both nights must be remembered. One night gives hope; the other stirs unrest. One thing we know for sure, a justice society cannot tolerate any unjust or disparage treatment against anyone. We cannot proclaim, “all lives cannot matter,” without black lives matter.<sup>1</sup>

Every day, people wake up in this community with the expectation and hope of returning safely to their homes and to the people who love them. Many do not. All are mourned. We must have in our hearts the compassion and mercy for those who are lost, and those who are left to grieve. When the grieving is due to social injustice or social unrest, then we must all stand united in addressing these injustices and civil unrests. This is the only path, leading to a more perfect union.

As a citizen advisory group, our role is a modest one. Our mission is to start an open dialogue between the community and policymakers about the means employed to protect the health, safety, and well-being of our community through policing.

In the last 20 weeks, CTF members worked tirelessly to gather information from all spectrums of the community, employing whatever means were within their imagination, power, and time to pursue to explore the following topics, outlined in the Resources Guide:

- (1) Identifying essential policing functions and community needs,
- (2) Employing smart and effective policing standards and strategies,
- (3) Fostering community-oriented leadership, culture. and accountability, and
- (4) Recruiting and supporting excellent personnel.

We acknowledge the factual findings within this Comprehensive Report and Recommendation are limited to the facts gathered and presented for review. Nonetheless, it is a good beginning and foundation to continue and encourage an open dialogue among citizens, law enforcement agencies and policymakers. CTF members are honored and grateful for the opportunity to serve this community in their modest role.

## **I: IDENTIFYING ESSENTIAL POLICING FUNCTIONS AND COMMUNITY NEEDS**

### ***A. Task Assignment***

Committee I, chaired by Martin Floss, was assigned to the task of identifying the essential policing functions performed by the ECSO's Police Service Division. Its responsibilities included the examination and determination of the ECSO's policing role and whether its role was consistent with the expectation of the community at-large and the stakeholders whose lives are affected by its exercise of police power. Additionally, Committee I reviewed the ECSO's budget, and information

relating to the size, composition, and equipping of the Police Service Division

### ***B. Source Material***

Prior to its second meeting held on October 22, 2020, the ECSO hand delivered to each CTF member copies of policies and procedures relating to training, operations, and administration. Each committee has used these manuals among other source materials.

Committee I, along with other CTF committees, drafted and served specific request for information from the ECSO. The [specific information requested from, and provided by ECSO](#) can be found in the appendix and is made part of this CR&R. In response to Request Nos. [1](#), [3](#), [31](#), [32](#), [33](#), [40](#), [45](#), and [62](#), the ECSO provided statistical data. As the CTF Statistical Consultant, Melodie Baker worked with CTF Chair Floss to organize and analyze this data, relied on by all CTF committees. The statistical data has been tabulated, recorded, and made of part of this CR&R.

However, in response to Request Nos. [22](#), [23](#), [24](#), [64](#), and [68](#), the ECSO reported certain other key information did not exist, or was not collected, recorded or available. In 11 of the 73 responses, the ECSO also stated it lacked any official policy on manners, which could reassure the public its operations embraces the four pillars of policing, in an open and transparent manner. (See Response Nos. [18](#), [19](#), [46](#), [49](#), [52](#), [53](#), [56](#), [57](#), [58](#), [69](#), and [72](#)). When warranted, the CTF and its committees have noted and considered the lack of information as part of its findings and recommendations.

The CTF and its committees solicited 146 patrol deputies within the Police Service Division to participate in a confidential on-line survey.<sup>2</sup> Thirty-two (32) patrol officers (22%) participated in this voluntary survey and provided detailed responses to open-end responses. The responses from that survey have been collected and analyzed for this CR&R.

<sup>2</sup> Once completed and reviewed, the survey was shared with the ECSO, and had a draft submitted to the Union for support. Since time was short, the deputies were provided only a week to submit their responses.

The CTF and its committees recorded comments offered by members of the public during its [third meeting](#), held on October 26, 2020, and its [fourth meeting](#), held on October 27, 2020. It has also posted an on-line Citizen Survey to solicit additional information from the public. The questions and responses from the [Citizen Survey](#) have been tabulated, recorded, and made a part of this CR&R.

### ***C. [Findings](#)***

The Office of Sheriff is a constitutional mandated office, with expanded duties and responsibilities beyond those of municipal police forces. N.Y. County Law Ch. 11 Art. 17 § 650(1) (McKinney 2020). Its policing powers, however, are the same as municipal police forces, with the primary duty to protect and serve. Sheriff deputies, like other law enforcement officials are officers of the court, holding a higher duty in the pursuits of justice.

Like the positions of County Executive, Comptroller, County Clerk, and District Attorney, the Sherriff is separately elected office to oversee the Office of the Sheriff, a unit within county government. Subject to state law and those laws delegated to local county officials, the Sheriff has the power to make and enforce policies and the duty to carry out the laws of this State. The Sheriff is among the policymakers who are necessary to implement the changes recommended by the CTF.

In the [County's annual budget](#), the ECSO is divided into two divisions: Sheriff's Division and Jail Management Division. The ECSO is breakdown, internally and functionally, into the following divisions:

- Police Services Division,
- Special Services Division,
- Narcotics Division,
- Civil Enforcement Division,
- Professional Standards Division,
- Jail Management Division, and
- Correctional Health Division.

This Committee focused on those divisions affecting and overseeing the duties of the 146 deputies assigned to patrol.

### Call Data:

- The ECSO responds to call for assistance from 48 jurisdiction within Erie County
- In the last five years, the ECSO has responded to 446,098 calls, with the average annual call volume being 89,220 per year.
  - Average annual call volume for 2016-2019 is 92,289
  - Average annual call volume for 2017-2019 is 94,053
- The City of Buffalo has consistently been the jurisdiction with the highest call volume,<sup>3</sup> followed by the Town of Clarence, Grand Island, the Village of Springville, and the Town of Elma. In the last five years, the top 5 jurisdictions had the following total number of calls with the following percentage of total calls:

○ City of Buffalo:	67,647 (15.2%)
○ Town of Clarence:	56,799 (12.7%)
○ Town of Grand Island:	52,880 (11.9%)
○ Village of Springville:	35,102 ( 7.9%)
○ Town of Eden	34,531 ( 7.7%)
- For the last four years, the most calls (94.3%) were noncriminal calls for assistance including calls for medical or fire services.
- During the last four years, Type II calls alleging criminal violations accounted for 4.2% of all calls
- During the last four years, Type I call alleging felony and misdemeanor crimes accounted for 1.5%

<sup>3</sup> The high call volume within the City of Buffalo is due to two facts. First, the Offices of the Sheriff are located within the City of Buffalo. The ECSO responds to call relating to County buildings, like the Rath Building, and other locations housing County departments. Second, the ECSO makes calls from the Rath Building to patrol deputies for the serving of warrants, summons and subpoenas.

- Based on data collected from 2015 through 2019, the Committee made the following observations, consistent with the findings that most call for police services and not related to criminal violations or offenses:
  - Call volumes are higher during the week than the weekend
  - Peak hours for calls are between 9:00 am and 4:00 pm
  - Low call volumes are between Midnight and 5:00 am

### Deputy Survey:

Deputies were asked two questions for which they recorded their answers on a scale of 1 (not important) to 10 (extremely important):

**Q:** How important is it to treat citizens with dignity & respect for achieving policing objectives?

- 25 (78.1%) replied “10”
- 4 (12.5%) replied “9”
- The 3 remaining ranked it between 5 and 8

**Q:** How important is it to listen to individuals during law enforcement interactions?

- 27 (84.4%) ranked it as a “10”
- 2 (6.3%) ranked it as a “9”
- The 3 remaining ranked it between 5 and 8

Deputies also were given statements seeking preference on certain suggestions to the CTF during the period of public comment:

**Q:** It would be helpful to have mental health counselors available on many calls for services.

- 9.4% Strongly Agree
- 34.4% Agree
- 15.6% Neutral
- 15.6% Disagree
- 12.5% Strongly Disagree
- 12.5% Other

**Q:** I would support dispatching mental health counselors to many calls rather than police officers.

- 9.4% Strongly Agree
- 6.2% Agree
- 12.5% Neutral
- 12.5% Disagree
- 37.5% Strongly Disagree
- 21.9% Other

**Q:** Have you ever been assigned to work in a school?

- 84.4% Yes
- 15.6% No

**Q:** How important do you believe it is for officers to have an important presence in schools?

- 71.9% Extremely Important
- 25.0% Important
- 3.1% Neutral
- None Not important
- None Not at all Important

**Q:** Do you support the use of military equipment and other tactics such as using water cannons, rubber pellets, acoustic weapons for crowd control purposes?

- 59.4% Strongly Support
- 18.8% Support
- 12.5% Neutral
- 9.1% Do Not Support, or Strongly Do Not Support

**Q:** Completing community policing activities with significantly improve my personal evaluation?

- None Strongly Agree
- 21.8% Agree
- 43.8% Neutral
- 12.5% Disagree
- 21.9% Strongly Disagree

**Q:** Have you been involved in an internal investigation, either as a subject or witness?

- 50% Yes
- 50% No

**Q:** Do you feel comfortable reporting misconduct?

- 81.3% Yes
- 6.2% No
- 12.5% Maybe

**Q:** Do you feel there would be retribution for reporting the misconduct of another officer?

- 12.5% Yes
- 87.5% No

Deputies also were given open-end questions for which they gave written responses:

- Q. What are your three primary activities that you perform during a typical day or week?
- Responses to this question the most common response to this question was responding to emergency calls, interacting with the community, and vehicle in traffic enforcement. One deputy specifically noted his normal activities have been altered due to the pandemic.

Deputies were asked whether they would benefit from additional training and were asked to suggest the type of training they would like to receive. All but three stated they would like to see additional training. Many were very specific as to the type of training they would like to receive:

- *“Domestic violence - it's really easy to go handle cause by doing the paperwork and leave, but there's a lot more to their period we need to ensure the proper help is given, not just a piece of paper.”*

*Mental health - Being able to have a higher level of mental health training would just be another great tool to have in our toolbox.”*

- *“Uniformed and definitive answers from the DA's office regarding search and seizure.”*
- *Crisis negotiation, crisis intervention, implicit bias, risk management.”*
- *Updated use of force for this current political climate.*
- *Crime intervention tactics.*
- *More active shooter and large-scale event training.*

- *CIT refresher, EMT, interview and interrogation.”*
- *“Strengthen/Create relationship with the LGBTQ+ community, Multi-Culturalism, Mental Health, De-escalation tactics, Defensive Tactics, Implicit/Explicit Bias.*
- *Defensive tactics, defensive tactics, defensive tactics. Hands-on techniques are overlooked and underappreciated. Everyone wants the Star Trek Fazer that just stuns people perfectly every time, but it does not exist. An officer that is confident in his or her ability to Fort a physical assailant is less likely to panic, and less likely to lose control over a conflict to point that a firearm becomes necessary. Officers need to know how to fight and be better than the bad guys. A few hours at The Academy Is insufficient.*
- *“Legal updates. Case law.”*
- *“Law update and Jujitsu. We should be trained no less than 1/10 the time.”*
- *“Undercover training”*
- *“Community policing”*
- *“Dealing with emotionally disturbed people”*
- *“1) Use-of-force/defensive tactics recurrent training/ annual requalification. 2) First aid/Tactical Emergency Casualty Care (TECC) recurrent training/annual qualification. 3) Scenario-based training to better prepare our officers for stressful situation and critical incidents they will likely encounter in the field. 4) crisis intervention team (CIT) training. 5) D escalation training. 6) Advance/ Enhance legal training to protect deputies from civil/ criminal liability. 7) Emergency Vehicle Operations reoccurring training. 8) Public Order/ riot training as this*

*is sadly something we will likely be called to deal with increasingly in the future.*

One deputy's comment particularly stood out in response to the question, "do you have any recommendations on how to strengthen the trust between the police and the community?"

*"Transparency , accountability, responsibility. We need to be transparent . . . .we need to hold officers accountable and performed transparent and proper investigation when misconduct is alleged. We need to be responsible to those we serve. And we need to do a better job communicating with the public and explaining police tactics, the law, and why officers react or act in a Certain manner when dealing with critical incidents or high-profile events. The majority of the public don't understand please tactics or legalities, which often leads to the perception of miss condo when officers are actually responding as trained and in the appropriate manner."*

Deputies were invited to response to the following question, "When you are on a mental health or a health-related call, do you have the support you need? One deputy stated:

*I believe there is a giant hole in the system . When we respond to a call we can only take police action when subjects meet certain criteria allowing us to mandate them to a hospital. However, when the criteria isn't made, we can make all the recommendations in the world, call crisis services, call counselors, but there's nothing in between to help the family. Crisis services say there's nothing they can do; the police can't mandate them to hospital. So we essentially leave without anything being done. Do I think that's solely on law enforcement? No. But if we want to build the trust in the community, this is a start. . . . I would say these are the worst calls for law enforcement . We want to help . . . help doesn't exist.*

## Citizen Survey:

The CTF prepared and posted an on-line survey with 379 people responding to the survey.

- 98.2% were residents of Erie County
- 87.2% have been Erie County residents for more than 8 years
  - 11% have lived in Erie County for more than a year but less than 8 years
- 50.1% identified themselves as male; 45.6% identified themselves as female; and the remaining either preferred not to be identified by gender and identified themselves as “other.”
  - 11.7% identified themselves as a member of the LGBTQ+ community
- The age of those responding to the survey is as follows:
  - 28.4% were between the ages of 35-44
  - 22.9% were between the ages of 25-34
  - 21.3% were between the ages of 45-54
  - 14.2% were under 18
  - The remaining 13.2% were either between the ages of 18-24, or 65.
- 84.4% were identified as White or Caucasian
  - 9.8% were identified as Black or African American
  - The 5.8% remaining were identified as
    - Hispanic or Latino
    - Asian or Asian American
    - American Indian or Alaska Native
    - Native Hawaiian or other Pacific Islander
    - Other

- Highest Education Level:
  - 36.5% have a bachelor's degree
  - 23.8% have a master's degree
  - 22.0% have an associate degree or professional certification
  - 10.7% have high school diploma or a GED
  - The remaining 7% have either received a doctorate or have never attended school
  
- In the past five years, how many times have you had contact with the Erie County Sheriff Deputy?
  - 29.8%        No encounter
  - 17.8%        1 encounter
  - 16.7%        2 encounters
  - 16.4%        7+ encounters
  - 10.4%        3 encounters
  - 8.9 %        4 or 6 encounters
  - Of those that had contact, a “random interaction in public” was the most common response (48%), followed by “traffic stops” (39%), “Other” (32%), and “Community Policing Event” (25%).
  
- During each interaction with an Erie County Sheriff Deputy, were you treated with dignity and respect?
  - 59.9%        Yes
  - 11.3%        No
  - 25.7%        Not Applicable
  - 3.1%         Other
  
- Please write how likely you are to approach an Erie County Sheriff Deputy for advice or to discuss a community issue.
  - 35.8%        Very Likely
  - 19.6%        Likely
  - 20.6%        Unlikely

- 24.0% Very Unlikely
- In the past five years, have you ever personally experienced or witness an Erie County Sheriff deputy discriminating or profiling based on race, sexual orientation, or national origin?
  - 16.5% Yes
  - 79.1% No
  - 4.4% Other
- Do you feel police should respond to mental health cost?
  - 52.1% Yes
  - 47.9% No
- To what extent are you satisfied with the overall performance of the Civil Division/Road Patrol of the ECSO?
  - 34.6% Very Satisfied
  - 33.8% Satisfied
  - 22.3% Dissatisfied
  - 9.3% Very Dissatisfied
- Erie County Sheriff Deputies treat people fairly.
  - 32.9% Strongly Agree
  - 29.4% Agree
  - 25.1% Disagree
  - 12.7% Strongly Disagree
- What do you believe has happened to the police use of force numbers over the last 10 years?
  - 12.5% Increased a lot (>50%)
  - 31.0% Increased somewhat (11%-49%)
  - 36.0% Stayed the same (+/- 10%)
  - 15.5% Decreased somewhat (11%-49%)
  - 5% Decreased a lot (>50%)

- What do you believe has happened to the police use of deadly force numbers over the last 10 years? (A definition was including defining the use of deadly physical force)
  - 11.1% Increased a lot (>50%)
  - 29.6% Increased somewhat (11%-49%)
  - 38.2% Stayed the same (+/- 10%)
  - 15.0% Decreased somewhat (11%-49%)
  - 1.1% Decreased a lot (>50%)
  
- Where do you see videos or hear news about police officers using too much force?
  - 47.4% Social media
  - 44.7% News
  - 7.9% Friends/Family Members or Other
  
- What is your opinion of the police and their use of force based upon?
  - 27.2% Personal Experience
  - 45.9% Media
  - 12.3% Friends/Family Members
  - 14.7% Other
  
- What would you consider yourself based on your intake of news?
  - 2.1% News Evader (No Intake of News)
  - 20.6% News Abstainer (Low Level New Intake)
  - 56.9% News Median (Intermediate Level News Intake)
  - 20.4% News Addict (High Rate of News Intake)
  
- What is your main source of news?
  - 37.0% Internet News Sites
  - 30.8% Television
  - 17.7% Social Media

- 14.5% Radio, newspapers, or other internet sites

When asked “What police services are most important/beneficial to you? The most common police services options selected were “Investigating Crimes Against Individuals” (88%), followed by “Investigating Property Crimes” (66%), “Hot Spot or Targeted Patrols of High Crime Areas” (53%), “Welfare Checks of Individuals” (46%), and “Community Policing Initiatives (non-traditional) (43.7%).

When asked “Please select the issues you think are the top three greatest public safety issues in Erie County,” the most common response was “Domestic violence” (59%), “Gun violence” (42%), “Child abuse/predators” (40%), Drug abuse (39%), and “Driving under the influence” (38%).

Those responding to the survey overwhelmingly endorsed the use of body-camera, dashboard cameras and oversight by an outside law enforcement agency or by a citizen review board.

#### ***D. Recommendations***

- ❖ The ESCO does not provide an annual report relating to :
  - its budget,
  - expenditures,
  - operations,
  - community outreach and resources
  - accreditations and awards given to its deputies or community organizations and leaders,
  - statistical reports on its essential functions, and
  - other information which the ESCO currently does not collect or report.

Within the next six months, County officials, including the County Executive, the Comptroller, members of the Legislature and Sheriff’s Office, should meet and agree to provide information for the publishing and posting of an ECSO Annual Report.

- ❖ The ESCO is sufficiently funded and should devote financial and other resources for training, community outreach, and other items recommended in this Comprehensive Report & Recommendation. Before the approval of the next County budget, Erie County and the ECSO should explore the availability of federal, state, or private grants to implement changes recommended in this report.
  
- ❖ Within the next six months, the ECSO, Erie County Commissioner of Health and local mental health professionals and organize should devise a plan for training deputies, as well as the creation and deployment of a Crisis Services Response Team to assist deputies in responding to police calls relating to the safety, mental, or emotional well-being of an individual. Once a Crisis Services Response Team is in place, county officials should decide the role of the response team and the deputy responding to the call and when such roles might change due to the circumstances evolving at the scene of the call.
  
- ❖ Within the next year, the ECSO, Central Police Services and other law enforcement agencies, including the Office of the District Attorney, should meet a devise plan to offer more training for all law enforcement officers including, but not limited to:
  - Deployment to and planning for Community Events, Large Gathering, and Protests including
    - Risk assessment training
    - De-escalating high risk situations
  - Strengthening Community Relations with
    - Blacks and African Americans
    - Other People of Color
    - Members of the LGBTQ+ community
    - Members of under-represented communities
  - Crisis intervention training (CIT)
  - Domestic Violence Calls
  - Mental Health Calls

- Legal seminars and training conducted by members of the District Attorney's office or retired criminal court judges
- Emergency Medical Training (EMT) for first responders
- Use of force training
- Defensive tactics training

## **II: EMPLOYING SMART AND EFFECTIVE POLICING STANDARDS AND STRATEGIES**

### ***A. Task Assignment***

Committee II, chaired by William Krebs, was assigned to review, and recommend smart and effective standards and strategies for the ECSO's Civil Division. Its responsibilities include the following topics: collaboration with other agencies, training, transparency and discipline, dispatching, responding to mental health or social calls, best practices for crime prevention, procedural justice, community policing and gaining public trust in all communities.

### ***B. Source Material***

Committee II employed the same resources used by Committee I, as described in I, B of this Part. Committee II used the following additional resources, founding within the Appendix of this CR&R:

- ✓ [Standardize Performance Appraisal Guideline for Patrol Services](#)
- ✓ [Standardize Performance Appraisal](#)
- ✓ [Standardize Performance Appraisal Guideline for Supervisory Command Assignment](#)
- ✓ [Standardize Performance Appraisal \(Supervisory Command\)](#)

### *C. Findings*

Committee II joins and incorporates the findings made by Committee I, and adds the following findings:

- During the CTF meetings held on October 6 and October 27, 2020, the members of the public indicated concern about deputies responding to mental health calls.
- Based on public comments reported during those meetings and in response to an on-line citizen survey, the public see a need for cross-training and collaboration with deputies and mental health professionals.
- In responding to a request for information, the ECSO indicated that training for mental health calls were “in planning” but restricted by the pandemic.
- The County’s Employee Assistance Program is only county-provided service for deputies to seek help after experiencing a traumatic on-duty event. The Committee finds deputies should be provided with access to psychological assessment and counseling.
- Both deputies and members of the public concur that community policing is valuable means to build mutual trust and respect between law enforcement agencies and those they serve.
- A community policing policy already exists within the ECSO. Administrative General Order A-61.
- Currently, the ECSO offers no incentives, encouragement, or recognition for deputies participating in community policing events.
- The most significant findings by this Committee relates to the composition of its patrol unit. There are 146 deputies

assigned patrol unit. There is only one Black deputy and one Native American deputy within the unit.

- The gender composition within the patrol unit is broken down as follows: 12 White Female; 1 Black Male, 1 Native American Male, and 132 White Male.
- The ECSO had no information to share with the Committee relating to plans to address this disparity in its hiring practices.
- The ECSO acknowledges the following practices are illegal or otherwise prohibited:
  - the use of chokeholds
  - shooting at a moving vehicle
  - the use of road spikes
  - accessing private cell phones without a search warrant
- The ECSO does not collect or report relating to arrests, charges, traffic stops, tickets, or serve call made, involving people of color, members of the LGBTQ+ community, or members of under-represented communities.
- Since 86.9% of citizens who participated in the on-line survey were White/Caucasian, the relevancy of responses about racial disparity are questionable.
  - 81.5% of the respondents reported they had never witnessed discrimination or profiling by a sheriff deputy.
  - 65.2% agreed or agreed strongly that deputies treated people fairly.
  - 36.3% believe that use of force stayed about the same over the last 10 years

- 38.4% believe that use of deadly force stayed about the same over the last 10 years
- Considering ways of employing smart and effective policing standards and strategies, citizens surveyed considered training and supervision as top priorities, especially related to responding to mental health calls, reducing racial disparities and verbal de-escalation tactics.
- Citizens surveyed wanted to see more community outreach and conflict resolution initiatives (45%), along with increasing the ECSO's involvement in schools & youth programs (39%).

#### **D. Recommendations**

Committee II joins and incorporates the recommendations made by Committee I, and adds the following additional recommendations:

- ❖ Prior to the preparation and submission of the 2022 budget, county officials should provide deputies with medical coverage including psychological assessment and counseling after experiencing a traumatic on-duty event, or any off-duty event that could impair a deputy from the performance of his/her public duties.
- ❖ Within the next six months, the ECSO should in consultation with mental health professionals as form to evaluate a deputy after responding to a mental health call. The form should be used primarily for training and deployment purposes.
- ❖ Within the next six months, the ECSO, in consultation with community-based organization, should review and enhance the provisions within Administrative General Order A-61 by, among other things, demonstrating the value to the ESCO and the community by making it part of the standardize evaluation report for patrol services.
- ❖ Before the preparation and submission of the 2022 budget, ESCO, the Erie County Personnel Department, and other appropriate

County officials should review and consider adding a job title of Community Liaison charge with the duty and responsibility to develop and oversee a community policing plan working in collaboration with community based and faith-based organizations and with towns and villages.

- ❖ Sensitivity training regarding racial, sexual orientation, gender and gender identity should be added to the training list, outlined by Committee I in its recommendations.
- ❖ Within the next year, State and county officials, including the Erie County Personnel Department should develop a racial diversity recruitment plan to encourage diverse applicants to take the civil service examination for the position of deputy, including early recruitment of promising young minority high students to attend college leading to employment with the ECSO.
- ❖ Members of the public offering comments about ECSO strongly encourage the use of body and dashboard cameras. County officials should require the use of body and dashboard cameras by patrol deputies.
- ❖ The State Civil Service Commissions should re-examine its current testing method for sheriff deputy, ensuring such examination do not have a disparage impact on minority applicants and are sufficiently job-related.

### **III: FOSTERING COMMUNITY-ORIENTED LEADERSHIP, CULTURE, AND ACCOUNTABILITY**

#### **A. Task Assignment**

Committee II, chaired by Kevin Barnas, was assigned to review, and recommend practices fostering community-oriented leadership, culture, and accountability. Its responsibilities include addressing concerns relating to transparency and discipline, leadership selection

process, community oversight structures, accountability mechanisms and other efforts to shape and maintain a healthy and productive institutional culture.

### ***B. Source Material***

Committee III employed the same resources used by Committees I and II, as described in I, B and in II, B of this Part. Committee III used the use of force form, contained in the Appendix and made part of this report, along with Administrative Order A-42.

### ***C. Findings***

Committee III joins and incorporates the findings made by Committees I and II, and adds the following findings:

- 54% of the citizens responding to on-line survey found training and robust supervision is paramount to ensure equality and social justice is carried out by ECSO deputies.
- ECSO has not policy in place mandating members of the Professional Standards Division be a higher rank than those who are the target of an internal affairs investigation.
- In response to the Deputy Survey, one deputy stated:  
  
*“We would rather sweep things under the rug to prevent bad press and tough conversations instead of holding people accountable, and by doing so, we have created a platform over recidivism without consequences. We protect the person at fault instead of the community, victim, and potential future victims. If we can’t police our own, how can we be trusted to serve the community.”*
- ESCO ceased furnishing annual reports to the public in 2004.
- Currently there is no policy in place to solicit community participation in the selection process or to vet qualifications of personnel selected to leadership positions Division Heads and

Chiefs. It is the sole discretion of the Sheriff to appoint such personnel.

- In response to the Deputy Survey, one deputy stated:

*“Those appointed to patronage leadership position may have attended the state mandated supervisor school if they were in a civil service position; otherwise there is no leadership training required. Also, ECSO is loaded with political flunkies and not dedicated professionals.”*

- The Committee also received the following public comment:

*“Lead by example. It's very disheartening to see a police officer behaving like the law doesn't apply to them. Makes me feel like they are not worthy of my trust.”*

- In a response to a request for information, the ECSO referred to Administrative Order A-42, stating the use of force is guided by Article 35 of the New York State Penal Law and relies on verbiage requiring deputies to complete a [Use of Force Form](#) when “physical force is used.”
  - Current policy is BAE and leads to ambiguities as evident in the recent survey of deputies.
  - Specific examples should be outlined to guide deputies.
- ECSO supplied data from the Profession Standards Division regarding investigations from 2017 through 2019. A total of 9 investigations related to road patrol deputies during this timeframe. Only three of these investigations resulted in discipline. No information will supply for average length of investigations.
  - There is no written timeframe for an investigation to be completed, it is left to the discretion of the Chief of the Professional Standards Division.

- ECSO has no Early Warning System (EWS), to monitor deputies who have been subject of complaints or discipline.

#### *D. Recommendations*

Committee III joins and incorporates the recommendations made by Committees I and II. Committee III submits the following additional recommendations:

- ❖ The Sheriff should immediately adopt a policy requiring members of the Professional Standards Division to be ranking officers within the ECSO and ensuring the investigating member will not be placed in a precarious position of investigating a member of higher rank.
- ❖ Within the next year, County officials and members of the ECSO shall meet and empanel a citizen review board with the responsibility of fielding, reviewing, and the investigation and disposition of all citizen complaints made against a deputy.
- ❖ Prior to the empaneling of a citizen review board, the County officials should require the ECSO make available to the public complaints filed against members of its department.
- ❖ Before the end of the year, state and county officials should enact legislation requiring any person being appointed by the Sheriff to an exempt, confidential, or policymaking position should be vetted and approved by the citizen review board.
- ❖ The Sheriff, in consultation with CPS, should immediately update its use of force policy to include more specificity on what constitutes use of force and the circumstances triggering the reporting requirements.
- ❖ Upon the election of the new Sheriff, the ECSO should review and update its performance appraisal form.

- ❖ The ECSO should adopt a policy setting time limits for internal affairs investigations. The Committee recommends all investigation should be completed within 90 days, which may be extended by a PSD supervisor if the request is received 20 days prior to the original 90 deadline.
- ❖ Within the next year, County officials should require all standard form to be given to any member of the public must be translated into the language of the recipient.
- ❖ Within the next six-months, the ECSO shall retain the professional consulting services to design and implement an EWS.

#### **IV: RECRUITING AND SUPPORTING EXCELLENT PERSONNEL**

##### **A. Task Assignment**

Committee IV, chaired by Melissa Hartman, was assigned to review, and recommend practices for recruiting, training, and supporting excellent personnel.

##### **B. Source Material**

Committee IV employed the same resources used by other committees.

##### **C. Findings**

Committee IV joins and incorporates the findings made by Committees I, II, and III. Committee IV has also prepared a separate written report, contained in the last section of the Appendix, is incorporated, and made of part of this CR&R.

#### **D. Recommendations**

Committee IV joins and incorporates the recommendations made by Committees I, II and III. Committee IV has also prepared a separate written report with recommendations, contained in the last section of the Appendix, is incorporated, and made of part of this CR&R.

### **PART 3: CLOSING REMARKS**

*"Those who make peaceful revolution impossible make violent revolution inevitable."* President John F. Kennedy

The CTF's role has now been completed by the submission of this Comprehensive Report and Recommendation to the County of Erie. As a citizen task force, we have only the power to recommend, but not to implement the recommendations. This Comprehensive Report and Recommendation has been written and submitted to the Erie County Legislature for the purpose of continuing the open dialogue between the community and state and local, policymakers and to guide those discussions.

The Office of the County Executive will now post the plan on the County's website, allowing the public a last opportunity to submit comments before the preliminary plan is finalized. The Citizen Task Force will review such comments and if necessary, amend or modify the plan prior to ratification and approval by the Legislature. Only the public, not the County Executive or the members of the Legislature, may cause the Citizen Task Force to change or modify its report and recommendations.

The Legislature's role is to review the report and recommendations and to direct the plan be certified as the official report and recommendation of the Erie County Police Reform Citizen Task Force. The Legislature must ratify and approve the report and recommendation on or before April 1, 2021. The Clerk of the Legislature will then prepare the certification and forward it to the State Budget Director. The

certification is the proof required to show the County has complied with the Governor's Executive Order.

The Governor's Executive Order sets forth serious penalties if the plan is not ratified and approved by April 1, 2021. For example, the State Budget Director has the authority to withhold the receipt of future appropriated state or federal funds "for which such local government would otherwise be eligible," pending the receipt of the certification. The Budget Director has also been empowered to seek the support and assistance of state agencies to enforce compliance with the Governor's Executive Order.

The Citizen Task Force submits this plan so the Legislature may review and approve the report and recommendation prior to its March 25, 2021 meeting. Please advise me whether you would like members of the Citizen Task Force to appear before the Legislature to answer any questions.

Respectfully submitted

ERIE COUNTY POLICE REFORM  
CITIZEN TASK FORCE

Martin S. Floss, PhD.  
Chair

# APPENDIX

Letter, dated September 11, 2020,  
from County Executive Mark C.  
Poloncarz to the Erie County  
Legislature and Erie County Sheriff



# COUNTY OF ERIE

**MARK C. POLONCARZ**

COUNTY EXECUTIVE

September 11, 2020

Honorable Members  
Erie County Legislature  
92 Franklin Street – 4<sup>th</sup> Floor  
Buffalo, New York 14202

Sheriff Timothy Howard  
Erie County Sheriff's Office  
10 Delaware Avenue  
Buffalo, New York 14202

**Re: Appointments to Erie County Police Reform and Reinvention Collaborative**

Dear Honorable Members and Sheriff Howard:

Please be advised that, pursuant to Governor Andrew M. Cuomo's Executive Order 203, I hereby appoint the following individuals to the Erie County Police Reform and Reinvention Collaborative Task Force (the "Task Force").

**Erie County Police Reform Panel At-Large Appointments**

Joseph Agro, Esq.  
759 Bird Ave.  
Buffalo, NY 14209

Melodie Baker  
5553 Hidden Pines Ct.  
Williamsville, NY 14221

Kevin Barnas  
306 Enchanted Forest N  
Lancaster, NY 14086

Ysaías Feliz  
210 Carpenter Ave  
Buffalo, NY 14223

Jonathan Miles Gresham, Esq.  
66 Summer St.  
Buffalo, NY 14209

Supervisor Melissa Hartman  
3063 Hillbrook Dr.  
Eden, NY 14057

Holly L. Hubert  
1576 Sweet Home Rd. #218  
Amherst, NY 14228

Mayor William Krebs  
8 Windswept Dr.  
Springville, NY 14141

Margaret Murphy, Esq.  
5354 Briercliff Dr.  
Hamburg, NY 14075

Olivia Owens  
391 Washington St. #509  
Buffalo, NY 14210

Brittany Pemberthy, Esq.  
80 Aspenwood Dr.  
East Amherst, NY 14051

Keith White  
102 South Main St.  
Angola, NY 14006

Martin Scott Floss Ph.D  
178 Kings Highway  
Amherst, NY 14226

It is my administration's intention to hold the first meeting of the task force later this month, at which time the guidelines as provided by New York State will be discussed, as well as the timeline for passage of a final plan by the April 1<sup>st</sup> deadline as required by Executive Order 203.

Because the Governor's Executive Order contemplates an open process where all members of the community are involved and the public's comments are to be taken into considered, the first meeting of the Task Force will be held at a location large enough to hold an in-person, with future meetings to be either in-person or virtually held.

Should you have any questions regarding these appointments please feel free to contact my office at (716) 858-8500.

Sincerely yours,



Mark C. Poloncarz, Esq.  
Erie County Executive

MCP/ds

cc: Governor Andrew M. Cuomo  
Appointees

County Executive Power Point  
Presentation on January 30, 2020  
at Erie County Training and  
Operation Center

# Erie County – NYS Police Reform and Reinvention Collaborative



WEDNESDAY, SEPTEMBER 30, 2020

ERIE COUNTY EXECUTIVE

MARK POLONCARZ

# Welcome Members of the Task Force

- ▶ Joseph Agro, Esq.
- ▶ Melodie Baker
- ▶ Kevin Barnas
- ▶ Ysaías Feliz
- ▶ Martin Scott Floss Ph.D
- ▶ Jonathan Miles Gresham, Esq
- ▶ Town of Eden Supervisor Melissa Hartman
- ▶ Holly L. Hubert
- ▶ Springville Mayor William Krebs
- ▶ Margaret Murphy, Esq.
- ▶ Olivia Owens
- ▶ Brittany Pemberthy, Esq.
- ▶ Keith White

# Executive Order 203:

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

# Executive Order 203:

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

# Executive Order 203:

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

All of this must be done by a “collaborative process” as defined in the guide provided by the state.

**NEW YORK STATE**  
**POLICE REFORM**  
**AND REINVENTION**  
**COLLABORATIVE**

**RESOURCES & GUIDE FOR**  
**PUBLIC OFFICIALS AND CITIZENS**

AUGUST 2020

What does that mean and what should this process include?



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- ✓ Review the needs of the community served by its police agency, and evaluate the department's current policies and practices;

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- ✓ Review the needs of the community served by its police agency, and evaluate the department's current policies and practices;
- ✓ Establish policies that allow police to effectively and safely perform their duties;

# What does that mean and what should this process include?

- ✓ Review the needs of the community served by its police agency, and evaluate the department's current policies and practices;
- ✓ Establish policies that allow police to effectively and safely perform their duties;
- ✓ Involve the entire community in the discussion;

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- ✓ Establish policies that allow police to effectively and safely perform their duties;
- ✓ Involve the entire community in the discussion;
- ✓ Develop policy recommendations resulting from this review;

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- ✓ Establish policies that allow police to effectively and safely perform their duties;
- ✓ Involve the entire community in the discussion;
- ✓ Develop policy recommendations resulting from this review;
- ✓ Offer a plan for public comment;

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- ✓ Establish policies that allow police to effectively and safely perform their duties;
- ✓ Involve the entire community in the discussion;
- ✓ Develop policy recommendations resulting from this review;
- ✓ Offer a plan for public comment;
- ✓ Present the plan to the local legislative body to ratify or adopt it by April 1, 2021; and

# What does that mean and what should this process include?

- ✓ Review the needs of the community served by its police agency, and evaluate the department's current policies and practices;
- ✓ Establish policies that allow police to effectively and safely perform their duties;
- ✓ Involve the entire community in the discussion;
- ✓ Develop policy recommendations resulting from this review;
- ✓ Offer a plan for public comment;
- ✓ Present the plan to the local legislative body to ratify or adopt it by April 1, 2021; and
- ✓ Certify adoption of the plan to the State Budget Director on or before April 21, 2021.

# What Police Agency Will This Panel Review?



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# Part I. Key questions and Insights for Consideration

- What Functions Should the Police Perform?

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  - Determining the Role of the Police.

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- What Functions Should the Police Perform?
  - Determining the Role of the Police.
  - Staffing, Budgeting, and Equipping Your Police Department

# Part II. Establishing Smart and Effective Policing Standards & Strategies

- Examine Procedural Justice and Community Policing

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  - ✓ Specific Police Strategies that have raised concerns:
    - “Broken Windows” and “Stop and Frisk”

# Part II. Establishing Smart and Effective Policing Standards & Strategies

- Examine Procedural Justice and Community Policing
  - ✓ Specific Police Strategies that have raised concerns:
    - “Broken Windows” and “Stop and Frisk”
    - Discriminatory or Bias-Based Stops, Searches & Arrests

# Part II. Establishing Smart and Effective Policing Standards & Strategies

- Examine Procedural Justice and Community Policing
  - ✓ Specific Police Strategies that have raised concerns:
    - “Broken Windows” and “Stop and Frisk”
    - Discriminatory or Bias-Based Stops, Searches & Arrests
    - Chokeholds and Other Restriction on Breathing

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    - Chokeholds and Other Restriction on Breathing
    - Use of Force for Punitive or Retaliatory Reasons

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    - Chokeholds and Other Restriction on Breathing
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    - Pre-textual Stops

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    - Discriminatory or Bias-Based Stops, Searches & Arrests
    - Chokeholds and Other Restriction on Breathing
    - Use of Force for Punitive or Retaliatory Reasons
    - Pre-textual Stops
    - Informal Quotas for Summons, Tickets or Arrests

# Part II. Establishing Smart and Effective Policing Standards & Strategies

- Examine Procedural Justice and Community Policing
  - ✓ Specific Police Strategies that have raised concerns:
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    - Discriminatory or Bias-Based Stops, Searches & Arrests
    - Chokeholds and Other Restriction on Breathing
    - Use of Force for Punitive or Retaliatory Reasons
    - Pre-textual Stops
    - Informal Quotas for Summons, Tickets or Arrests
    - Use of SWAT Teams and No-Knock Warrants

# Part II. Establishing Smart and Effective Policing Standards & Strategies

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- Leadership and Culture;

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- Leadership and Culture;
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- Citizen Oversight and Other External Accountability; and
- Data, Technology and Transparency

# Part IV. Recruiting and Supporting Excellent Personnel

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- Recruiting a Diverse Work Force;

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- Training & Continuing Education; and

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- Training & Continuing Education; and
- Supporting Officer Wellness and Well-Being

# Process and Plan for Moving Forward



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- ▶ Legislature Ratifies Plan (March 1 through April 1, 2021)

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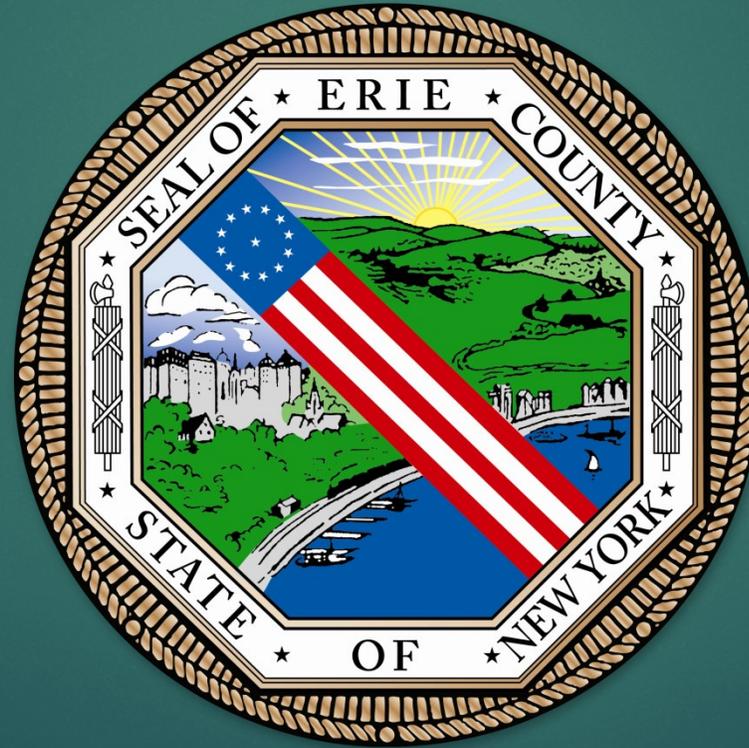
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- Email to collect public comment will be [ecpolicereform@erie.gov](mailto:ecpolicereform@erie.gov)

Thank You for Committing to Serve!



Minutes of the CTF Meetings

# Erie County Police Reform & Reinvention Collaborative

Minutes from Meeting #1

September 30, 2020

15 mins: Introduction-

County Executive Poloncarz welcomed the Task Force members and asked each one to share a little background information about their credentials.

15 mins: Discussing Executive Order 203-

- Review the needs of community served by its police agency
- Establish policies
- Involve the Community and receive feedback from public comments
- Offer a plan for public comment
- Present plan to legislature
- Certify adoption of the plan to State Budget Director before April 1, 2021

15 mins: Discussing sub-sections of guidebook- Key questions and insight for consideration.

- What functions should the police perform- Determining role of police, budget restrictions.
- Establish smart and effective policing standards and strategies- Specific police strategies, stop & frisk, Swat teams. Procedural justice and community policing.
- Fostering community orientated leadership, culture and accountability- Leadership, internal accountability, transparency.
- Recruiting and supporting excellent personnel- recruiting a diverse workforce, trainings, supporting officer well-being and mental health.

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15 mins: Process and plan for moving forward

- Planning, listening, and learning
- Draft initial proposals
- Public comments
- Revise and ratify plan
- Legislature ratifies plan and adopts proposals

5 mins: Schedule for future meetings

- Meeting #2- Review of Erie County Sheriff's Office policies
- Meeting #3&4- Public comments
- Discussed future meetings being both virtual and in-person as necessary.

5 mins: County Executive named Dr. Martin Floss as Chairman of the task force.

15 mins: Open comments from Task Force members-

Miles Gresham asked about central police services being included in the scope of this task force. Central police services will not be under review of this task force.

Commissioner Jancewicz spoke about Central Police Services and offered his services to the task force upon request.

5 mins- Closing remarks by County Executive Poloncarz.

# Erie County Police Reform & Reinvention Collaborative

## Minutes from Meeting #2

October 22, 2020

5 mins: Introduction-

County Executive discussed the agenda for today's meeting.

20 mins: Presentation by Erie County Sheriff's Office

- Roles of a Sheriff- video presentation by Sheriff's Office Liaison

20 mins: Task force discussed policies and procedures of Sheriff's Office

- Task force would like to know what policies are active and which of them need to be updated. Will submit questions to Sheriff's Office liaison for up to date responses.

30 mins: Task Force discussed how to accomplish goals of police reform

- The group discussed different methods of researching police reform. Discussed looking at other models throughout the country. Chairman discussed coming to conclusions once data is received and basing conclusions off data-based evidence.
- The task force discussed breaking into committees to focus on addressing all "Key questions and insight for consideration" that was provided in the guidebook.

30 mins: Task force discussed focusing on services of the police, Use of force data, and mental health calls. Group discussed at length and will seek further answers by submitting questions to Sheriff's Office liaison.

10 mins: Closing statements-

Discussed format and structure of future meetings.

# Erie County Police Reform & Reinvention Collaborative

## Minutes from Meeting #3

October 26, 2020

20 mins: Introduction from Chairman Floss-

Discussed how the Task Force will analyze information, discussed how task force will evaluate information and discussed how task force will arrive with conclusions for proposals for police reform.

40 mins: Public comments-

Questions and comments from the community were discussed amongst task force members. Task Force members listened to the public comments and will incorporate the public's comments into their research and policy evaluations.

30 mins: Introduction of Task Force members to the public-

Task Force members introduced themselves and gave background information of their credentials.

10 mins: Closing statements-

The task force discussed format and structure of future meetings. The task force would like to remain virtual, due to health concerns in regard to global pandemic (COVID-19)

# **Erie County Police Reform & Reinvention Collaborative**

## **Minutes from Meeting #4**

### **October 27, 2020**

15 mins: Chairman discussed goals of the task force, discussed thinking critically about reform and the recommendations that will be made to improve policing.

60 mins: Public comments-

- Dispatching mental health providers to calls dealing with mental health issues/concerns
- Decrease or eliminate overtime pay for police (To better balance budget)
- Abide by “Carol’s Law”
- Creating a way for the public to report police misconduct(Task Force member Brittany Penberthy added their needs to be more follow through with training the employees that handle public complaints, often not enough follow-through)
- Discussed Pro-active policing and Re-active policing.

15 mins: Task Force discussed different methods on how to encourage more public comments. Task force discussed selection of committees. Discussed whether next meeting should be virtual or in-person. Next meeting will be virtual and scheduled for 11/5/2020.

# **Erie County Police Reform & Reinvention Collaborative**

## **Minutes from Meeting #5**

### **[November 5, 2020](#)**

10 mins: Introduction-

Chairman discussed moving forward with task force and encouraged the committees to meet and to start focusing on policy changes and reform.

30 mins: Public comments-

- Independent review boards of police misconduct
- Transparency of complaints made against Sheriff's deputies
- Re-allocation of police funding to more community-based services
- Switching police "paid overtime" to "Comp time" only, to reduce the budget

20 mins: Committee's scheduling-

The task force discussed committee goals and format. Discussion of how chairperson for committees should be selected. The groups will pick their own committee chairperson, once they meet individually. Sheriff's liaison encourages committees to reach out to his office and he will provide them with answers to the questions they might have.

20 mins: Sharing information-

Group discussed sharing information via Google Docs. The task force discussed committee procedures on how to accomplish task and complete proposal draft.

# Erie County Police Reform & Reinvention Collaborative

## Minutes from Meeting #6

[December 7, 2020](#)

15mins: Chairman discussed “Public surveys” and “Deputy Surveys” that the Task Force will circulate for feedback for reform. Task Force spoke about the types of request for information they asked of the Erie County Sheriff’s Office.

Committee’s reported on their findings and request to be provided additional information about policies of the Erie County Sheriff’s Office.

10 mins: Group 1 discussed their questions they were asked to complete. Their section was “What functions should the police perform?” The group requested further information on police calls over the last 5 years, as well as budget line request.

10mins: Group 2 was charged with completing the question “Employing smart and effective policing standards and strategies.” The group discussed community policing and dispatching mental health providers to a call where an individual is having a mental health crisis.

15 mins: Group 3 was tasked with looking into “Fostering community-orientated leadership, culture and accountability.” This group discussed internal affairs and how those cases are investigated. They had questions as to determine the length of these investigations, where can the public view the results of these investigations. They had questions about the policy of having a lower ranked officer investigating a higher-ranking officer or supervisor and how does that dynamic work. They also requested further information on “Use of Force” calls.

15 mins: Group 4 was charged with “Recruiting and supporting excellent personnel.” This group discussed their request to the Erie County Sheriff’s Office. They had questions about the methods of recruitment, and the recruitment of minority candidates. What steps

does the Sheriff's office utilize to promote diversity in their agency? The group also asked for demographics of the Sheriff's Office.

20 mins: Closing-

Discussing which "Citizen survey" to choose, there were two choices to choose from. The task force voted and selected one survey to go out to the public. The task force discussed different sources on how to circulate the survey once it is ready to be distributed. Group discussed using local town or village social media outlets, using the Erie County Executive's social media outlets to advertise the survey to the public.

# **Erie County Police Reform & Reinvention Collaborative**

**Minutes from Meeting #7**

**December 22, 2020**

5 mins: Introduction-

Chairman Floss has sent the questions requested by the committees to the Erie County Sheriff's Office. Sheriff's Office Liaison stated that he has received the questions (74 total questions); he will have the questions answered by the next meeting of the task force.

10 mins: The task force discussed sending out the survey to the different media outlets. The task force will use town and villages social media sites.

15 mins: Erie County Sheriff's Office mentioned making a notation on the survey; requesting that they survey should be completed by residents of the towns and villages that the Erie County Sheriff's Office serves. The Sheriff's Office does not patrol all municipalities in Erie County and the Sheriff's office requested that they survey be specific to the areas they do patrol. The task force considered the request but after further discussion decided to make the survey available for all Erie County residents.

10 mins: Closing-

The task force discussed the survey selected to be completed by the Sheriff's deputies. Chairman Floss is still finalizing the questions on the Sheriff's survey and stated it will be completed by the next task force meeting. By the next meeting the Sheriff's Office will respond to the questions asked by the committees. The Chairman will analyze the answers received from the Sheriff's Office and then share with liaison to share with all task force members. Next meeting scheduled for 1/7/2021.

# Erie County Police Reform & Reinvention Collaborative

## Minutes from Meeting #8

January 12, 2021

10 mins: Introduction-

Chairman Floss discussed the urgency to start working on drafting requests for information and instructed committees to meet and start working on their section to complete.

30 mins: Discussed information and data received from the Sheriff's Office. The information received showed frequency of police calls, the type of police calls and the location of the calls where they responded. The Chairman shared data virtually of the police calls received in 2017 and 2019. 17% of service calls were reported responding to the City of Buffalo. The Chairman showed data of Type 1 and Type 2 calls for service (these types of calls only made up 5% of all calls of service).

20 mins: The group discussed "No knock warrants" that the Sheriff's office executed. There was 276 "No knock warrants" performed during 2014 and 2019. The task force members asked about the demographics of the suspects on whom warrants were executed. Erie County Sheriff's Office did not keep the records of demographics of the warrants performed but stated they could retrieve that from the court paperwork. Task force member asked if the Erie County Sheriff's Office trains with any other local police agencies. Erie County Sheriff's Office liaison stated, "the Sheriff's Office does collaborate and train with other local agencies."

10 mins: Chairman Floss will send out survey in the next two days, task force members will then share the survey on social media outlets and as many venues as possible.

10 mins: Erie County Sheriff's Office liaison spoke to the task force about the questions his office received. Liaison will complete the questions, noted that some questions are duplicates and spoke to how he will format those responses.

10 mins: Closing-

The task force discussed taking time to meet with committees to work on that group's section of the draft. The task force is now waiting to receive the answers to the group's questions and waiting on "Citizen Survey" responses. Next meeting 1/28/21.

# **Erie County Police Reform & Reinvention Collaborative**

## **Minutes from Meeting #9**

### **January 28, 2021**

10 minutes: Introduction-

The task force now has the “Citizen survey” available on social media sites for the residents of Erie County to complete. Chairman shared information on “calls for service” the Chairman made statistical charts to categorize the calls for service that were received by the Erie County Sheriff’s Office.

- The Erie County Sheriff’s Office receives about 95,000 service calls per year on average.

5 minutes: The task force discussed the committees formatting of their section.

- Discussed writing an overview section for each sub-section.
- Committee members will address all the questions and provide an answer for each question in their sub-section.

10 minutes: The group discussed creating a rough draft and having one or two writers from the task force revise the draft for submission.

- The task force is still waiting for information on demographics of the Erie County Sheriff’s office.

30 minutes: The task force discussed the survey responses. The Chairman shared some of the data he has received so far.

- The Chairman described the survey responses as being mostly positive for the Erie County Sheriff’s Office. The Chairman is still working on getting the responses from the survey to the rest of the task force members
- The task force discussed how to portray the information that they received from the surveys, into the draft.

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- The task force members are concerned that the survey will not be completed by the minority community; task force discussed reaching out to local churches and minority media outlets.
- The task force would like to have underrepresented communities involved in the survey; task force would like the survey to represent all communities in Erie County.

15 minutes: Closing statements-

- Chairman and task force discussed the research they have completed.
- Chairman will get the “Citizen Survey” responses to all members of the task force.
- Chairman will send “Deputy Survey” responses to all members.
- Next meeting 2/9/21

# Erie County Police Reform & Reinvention Collaborative

Minutes from Meeting #10

February 9, 2021

10 mins: Introduction-

Chairman discussed the “Citizen survey” had 363 responses from Erie County residents. The “Deputy’s survey” had close to 22 responses.

20 mins: The task force discussed completing the draft by 2/22/21 and submitting the draft for public comment. The task force members have viewed sample drafts to get a better viewpoint of what is required for their draft. The group feels comfortable in the research they have done to arrive at their recommendations and feel confident that the proposals they will make will be evidence based and offer practical resolutions. The task force will submit a rough draft to the Chairman by 2/15/21.

20 mins: The task force revisited the “Calls for service” data from the Erie County Sheriff’s Office. The task force discussed “Use of Force” calls data. The task force had questions as to what classifies as “Use of force” as the description is vague in the Erie County Sheriff’s Office policy book.

20 mins: The task force discussed community policing, seeking clarification on what Sheriff’s Office defines as community policing. The Chairman discussed that the Sheriff’s Office might not realize how many of their actions or patrol is considered community policing, the task force will seek further information on that topic from Erie County Sheriff’s Office.

15 mins: Closing-

The task force set up meetings for the committees to work on their assigned sections. The committees will work on their rough drafts to be submitted to the Chairman. Each committee will meet **virtually and individually to complete the goal, before submitting the draft.**

# Erie County Police Reform & Reinvention Collaborative

Minutes from Meeting #11

February 17, 2021

5 minutes- Introduction-

The task force spoke about the recommendations that were made by the committees. The task force discussed if there are any differences in opinion on a recommendation between task force members, how to settle the discrepancy. The task force decided to support all suggestions and include the recommendation, even if there are oppositional thoughts.

25 minutes- The task force discussed final draft formatting.

- The draft will include a section for public comments.
- The draft will include a section for the Erie County Sheriff's Office to comment on the recommendations.
- The task force discussed the "Overview" section, to ensure that the reader will see all the research the task force included into making their final recommendations.

20 minutes-Discussion of timeline to complete the draft

- The committees have submitted their findings and recommendations.
- Task Force member Margaret Murphy will create a final version of the draft, from all the submissions of recommendations from the committees. Chairman Floss will assist with the final draft as well.
- The task force will submit the draft for public comment on 2/23/21

Erie County Sherriff's Office Police  
Reform Citizen Survey

[Link to Citizen Survey](#)

# Erie County Sheriff's Office Police Reform Citizen Survey 2021

Erie County Sheriff's Office—New York State Police Reform and Reinvention Collaborative

## Introduction & Invitation

You are invited to participate in a research study approved by Hilbert College IRB. In accordance with Governor Andrew Cuomo's Executive Order No. 203: New York State Police Reform and Reinvention Collaborative, this study examines police responsibilities, trust, and collaboration with the community.

Participants will complete the survey via online platforms. Completion of the survey should take no longer than 15 minutes. Results of the surveys will be analyzed by the researchers and shared with members of the Department of Graduate Studies at Hilbert College and the Erie County Sheriff's Office Police Reform And Reinvention Collaborative Task Force.

THIS SURVEY IS INTENDED TO EXAMINE (ONLY) YOUR INTERACTIONS WITH MEMBERS OF THE ERIE COUNTY SHERIFF'S OFFICE, SPECIFICALLY THE CRIMINAL DIVISION/ROAD PATROL AND NOT POLICE "IN GENERAL." This survey is anonymous and the information collected will only be used for fact-finding and gathering data purposes. The gathered information will help to identify key areas for improvement.

Completion of the survey will be used to study relationships between community members and the police. Final survey results will be available for public comment in accordance with Governor Cuomo's Collaborative Order. Survey results will provide the Erie County Police Reform and Reinvention Collaborative Task Force and the Office of the Sheriff suggestions in efforts to provide a formal response to the Governor's mandate, and make recommendations towards improving operations of the ECSO.

Respondents will not receive any form of compensation for their participation.

Participation in this study is voluntary. You may decline to participate in this survey. You may also decline to answer any question(s) in this study. If you decide to participate, you may withdraw from the study at any time. Participants will not be able to continue with the survey if they do not agree to participate.

Thank you for your participation in the survey!

I have read the above information, and I have received a copy of this form. I am free to print a copy of this form for my records. I agree to participate in this study.

Yes

No

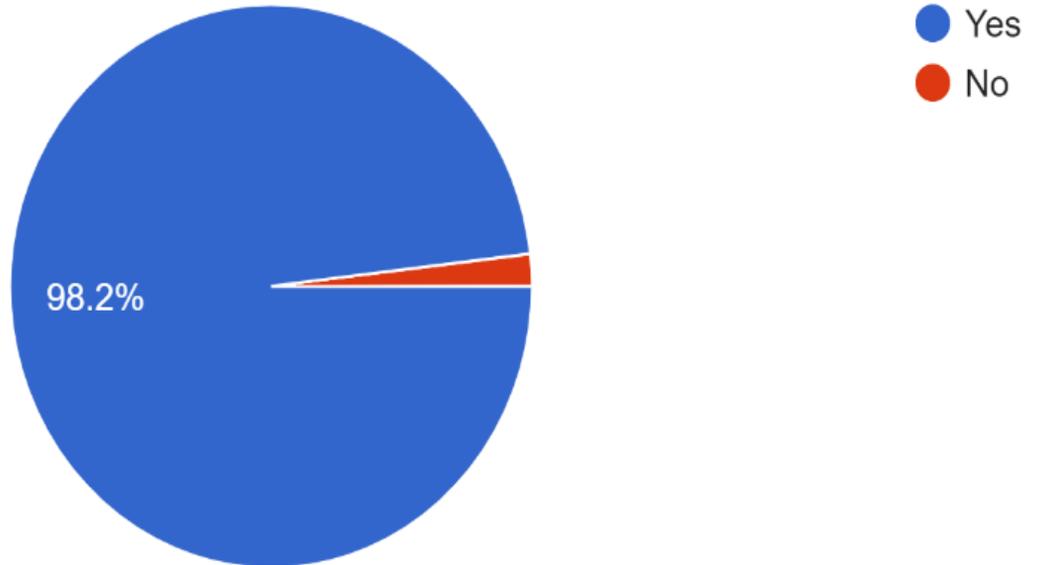
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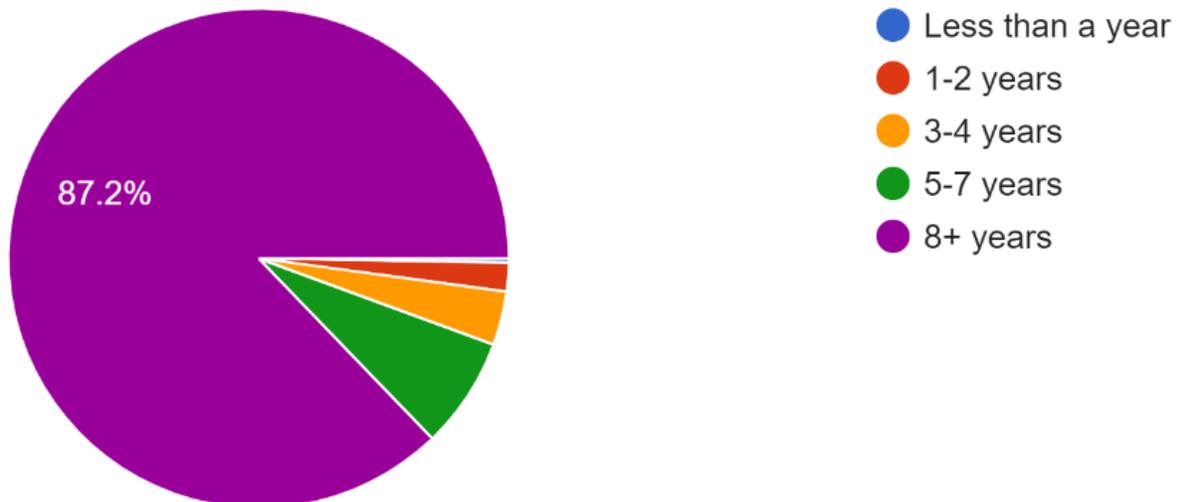
### Q1: Are you a Resident of Erie County?

379 responses



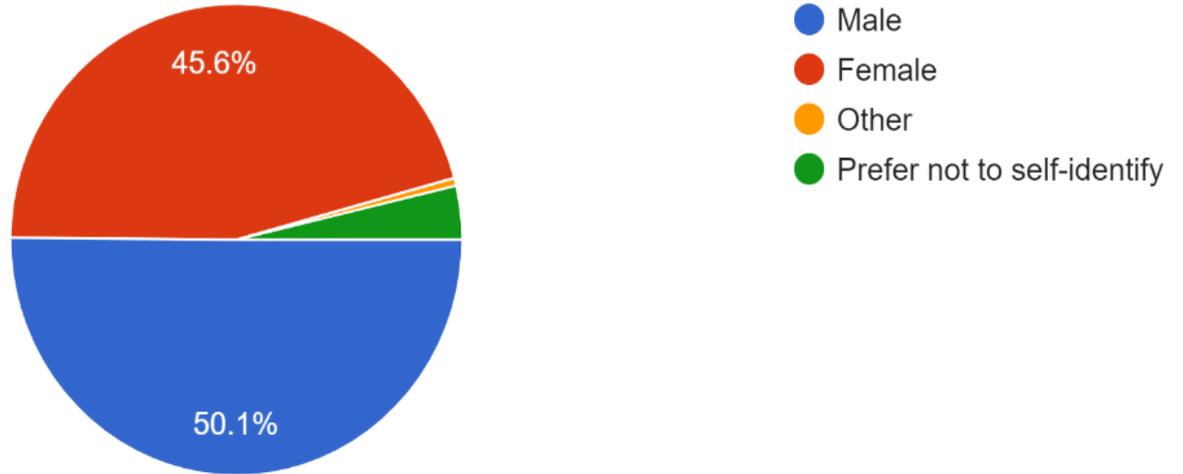
### Q2: If yes to Q1, how long have you been an Erie County resident?

375 responses



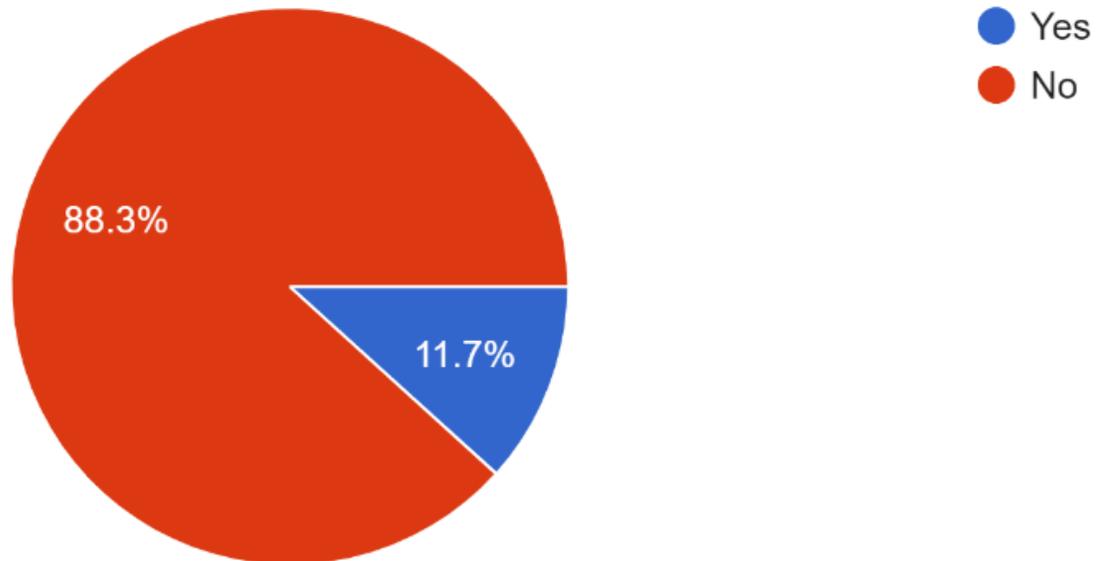
Q3: What is your gender?

379 responses



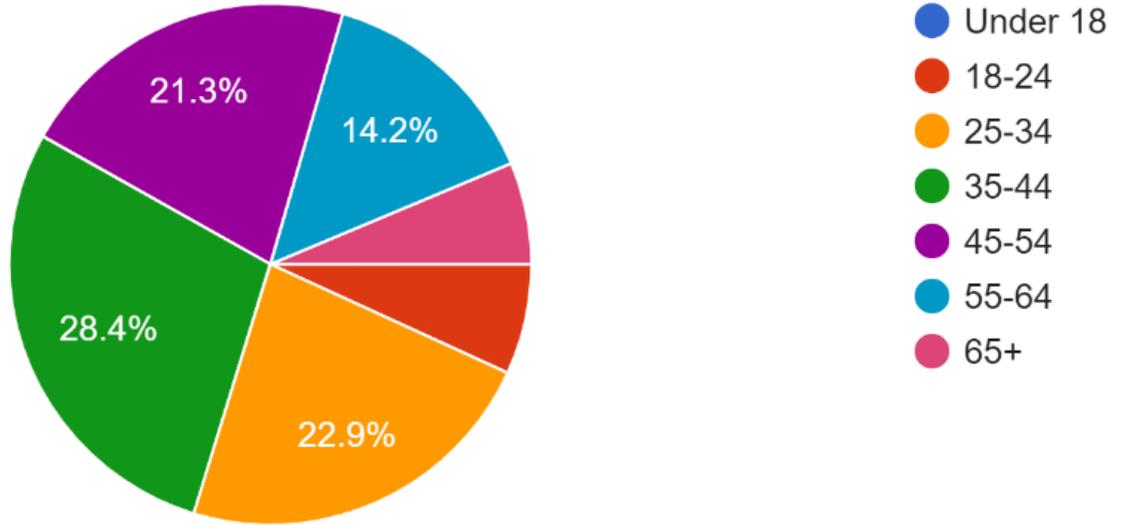
Q4: Do you identify with the LGBTQ+ community?

376 responses



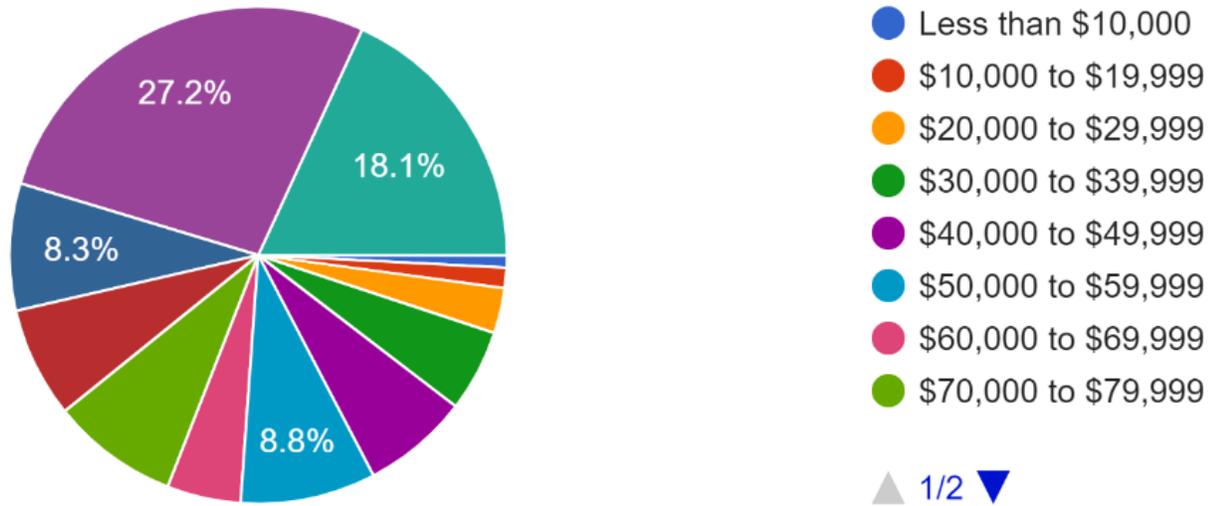
Q5: What is your age group?

380 responses



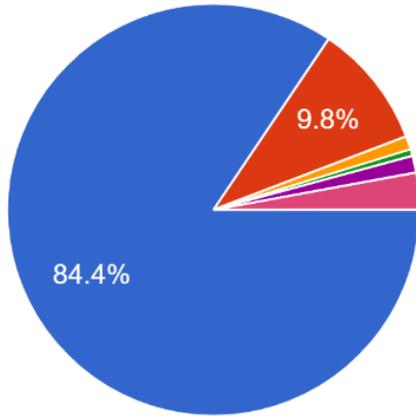
Q6: What is your total household income?

375 responses



Q7: What is your race?

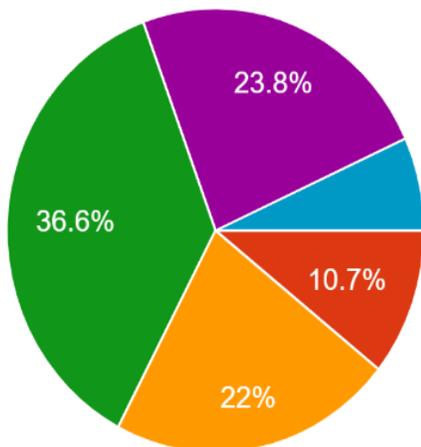
379 responses



- White or Caucasian
- Black or African American
- Hispanic or Latino
- Asian or Asian American
- American Indian or Alaska Native
- Native Hawaiian or other Pacific Islander
- Another race

Q8: Highest education level.

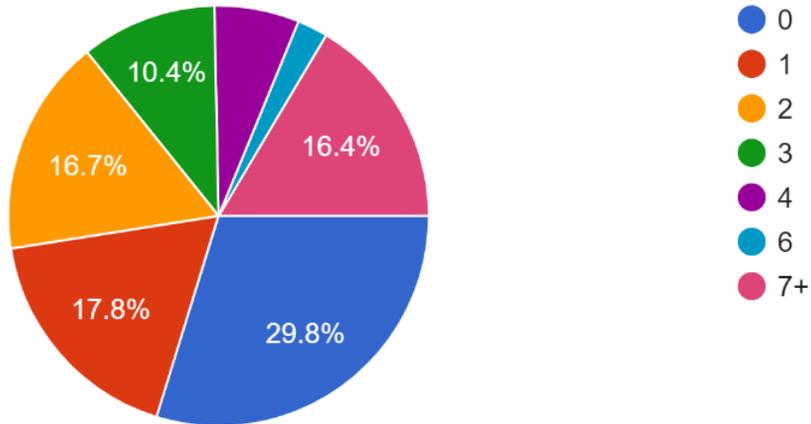
382 responses



- Did not attend school
- Graduated from high school or GED
- Associates Degree or Professional Certification
- Bachelor's Degree
- Master's Degree
- Doctorate

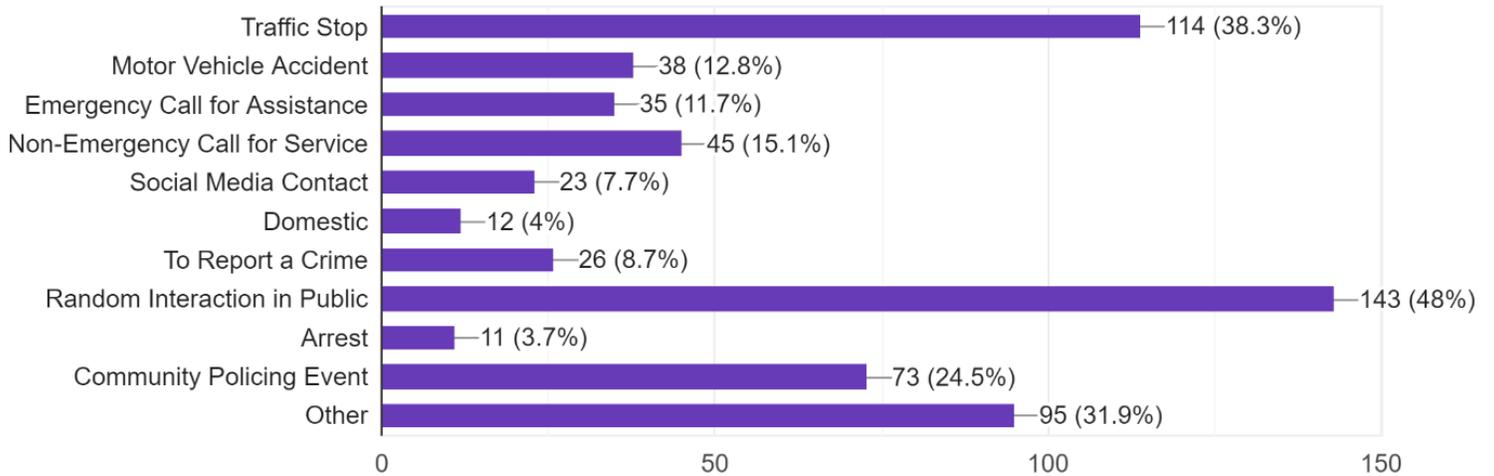
Q9: In the past five years, how many times have you had contact with an Erie County Deputy Sheriff?

383 responses



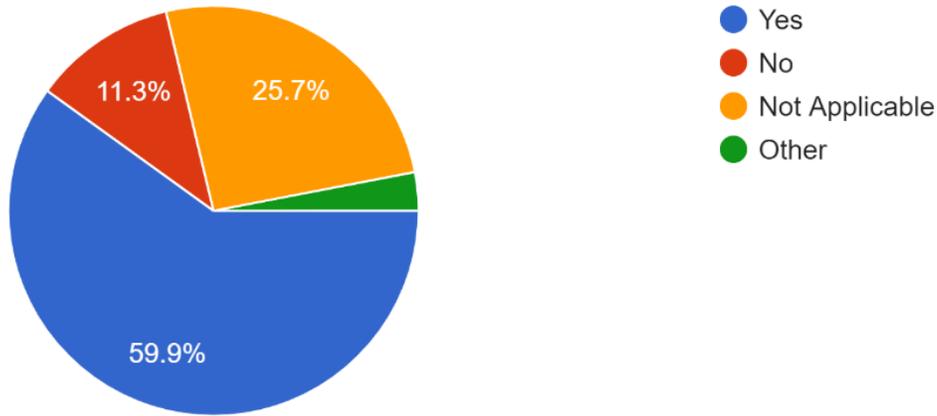
Q10: What type of police contact did you have? (Please select all that apply)

298 responses



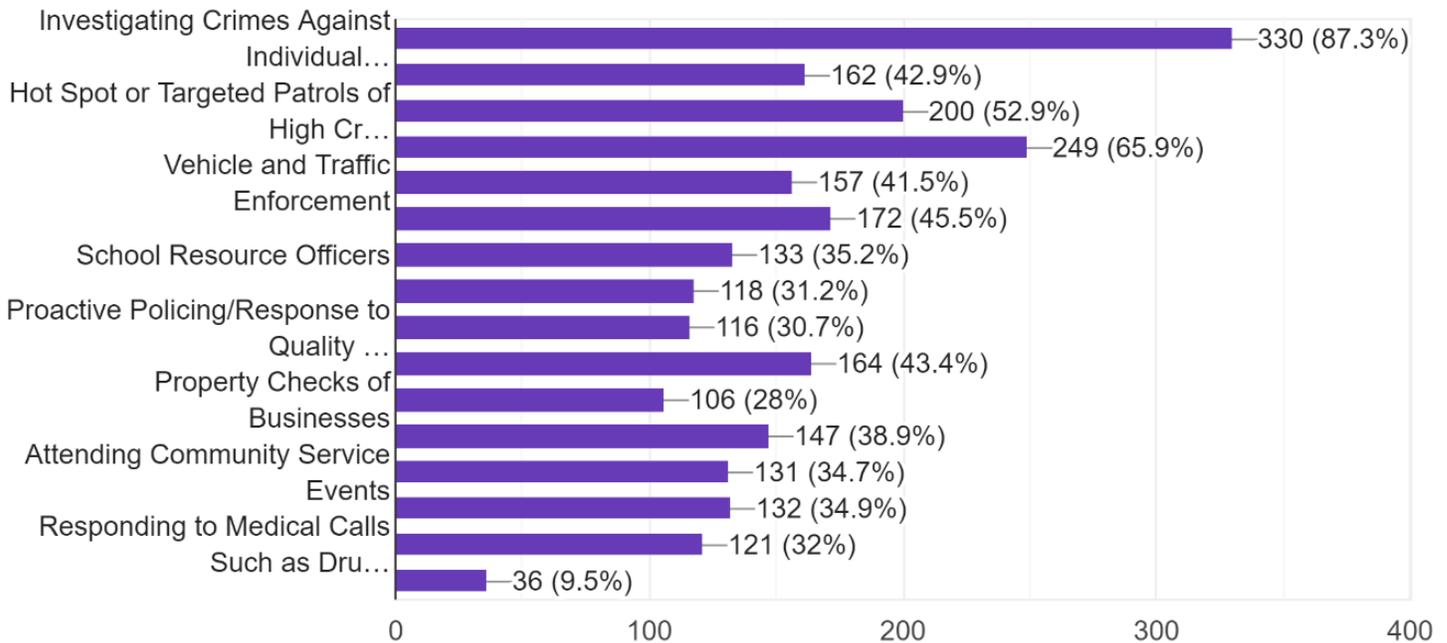
Q12: During each interaction with an Erie County Deputy Sheriff, were you treated with dignity and respect?

362 responses



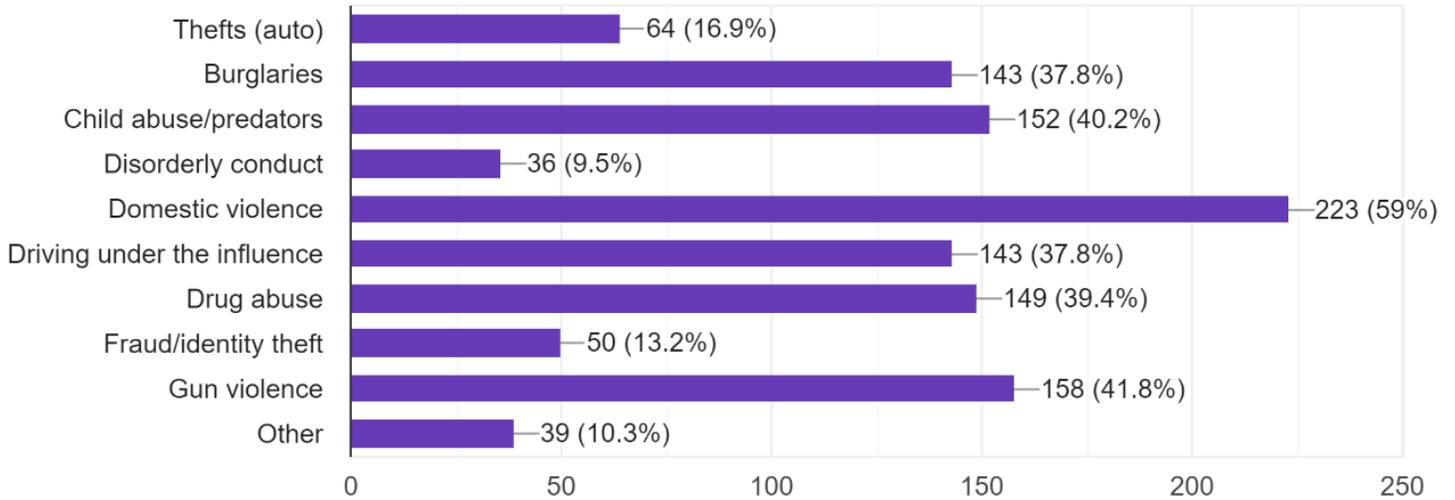
Q13: What police services are most important/beneficial to you? (Select all that apply)

378 responses



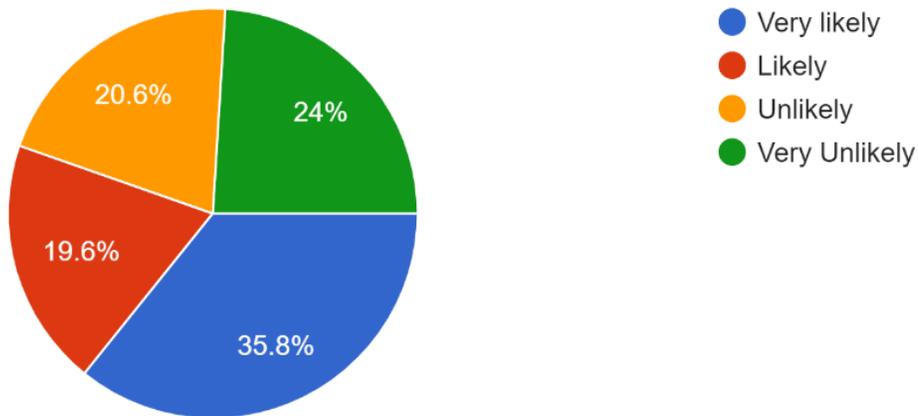
Q14: Please select the issues you think are the top three greatest public safety issues in Erie County:

378 responses



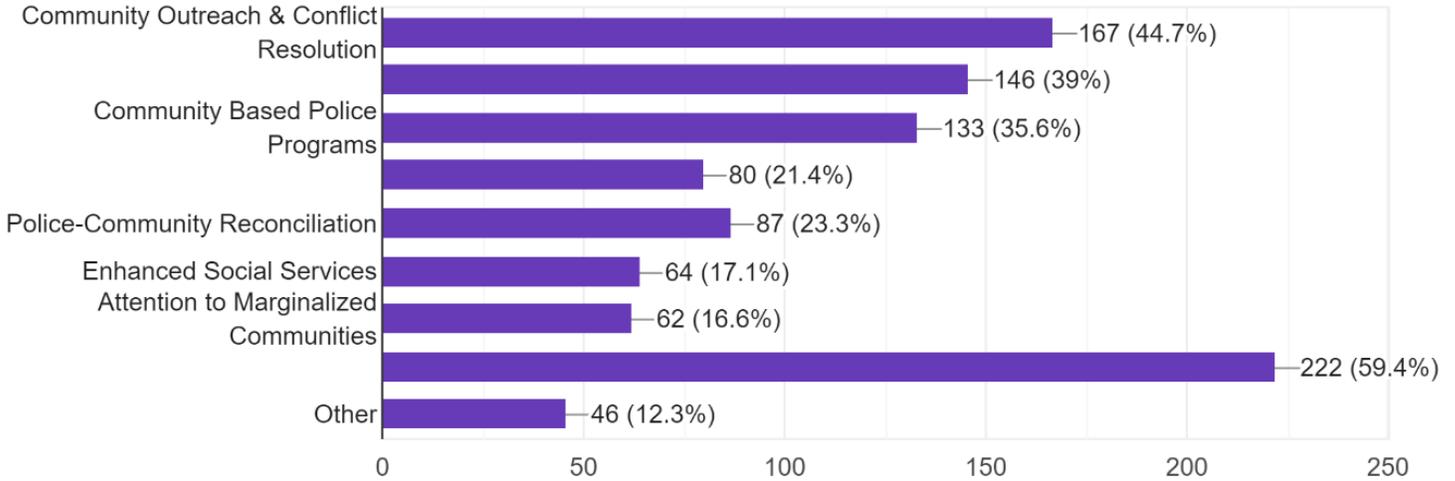
Q15: Please rate how likely you are to approach an Erie County Deputy Sheriff for advice or to discuss a community issue.

383 responses



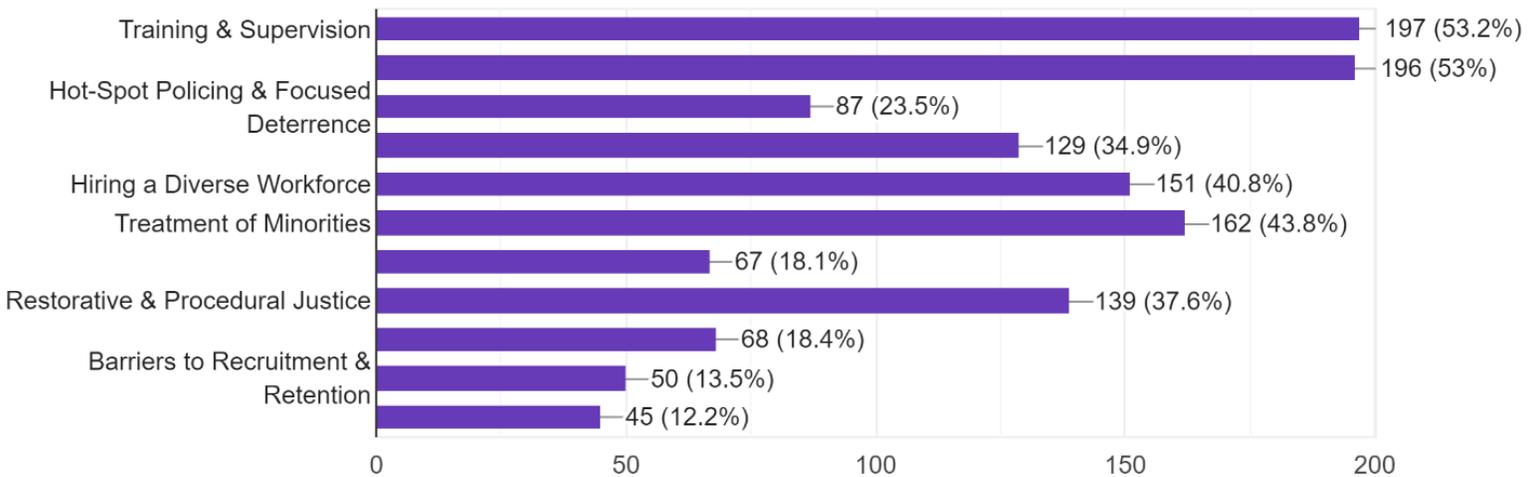
Q16: Which of the following ways can the Erie County Sheriff's Office improve policing and build better relationships? (You may choose up to three (3) responses)

374 responses



Q17: What does equality and social justice in regards to local law enforcement in our community mean to you? (You may choose up to five (5) responses)

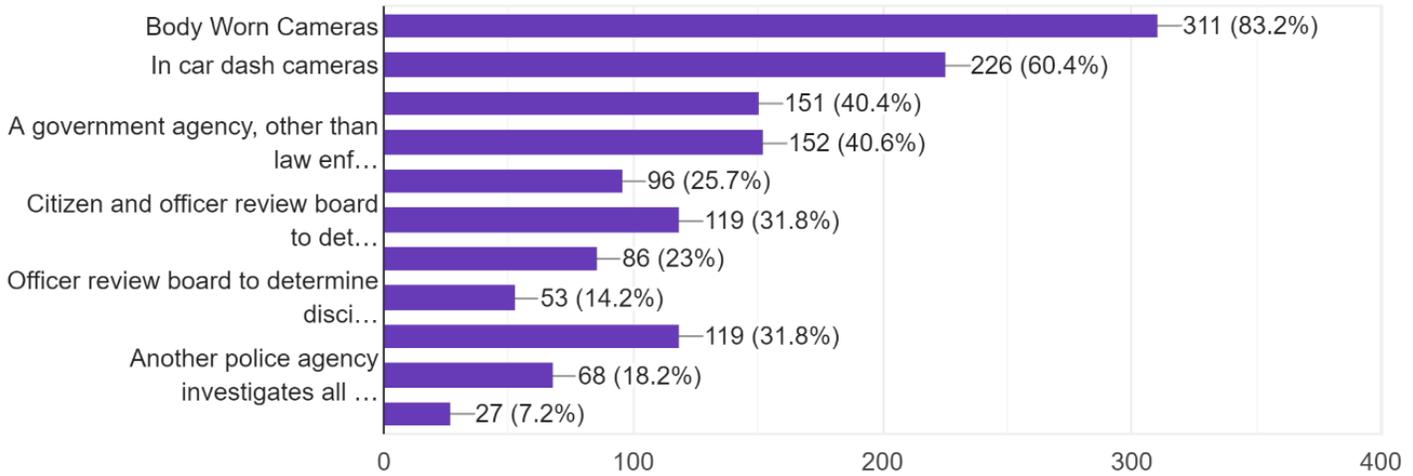
370 responses



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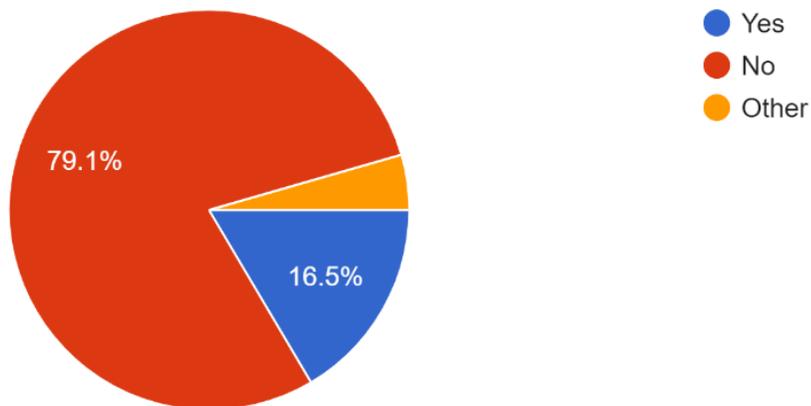
Q18: What are some ways to improve transparency & accountability? (You may choose up to five (5) responses)

374 responses



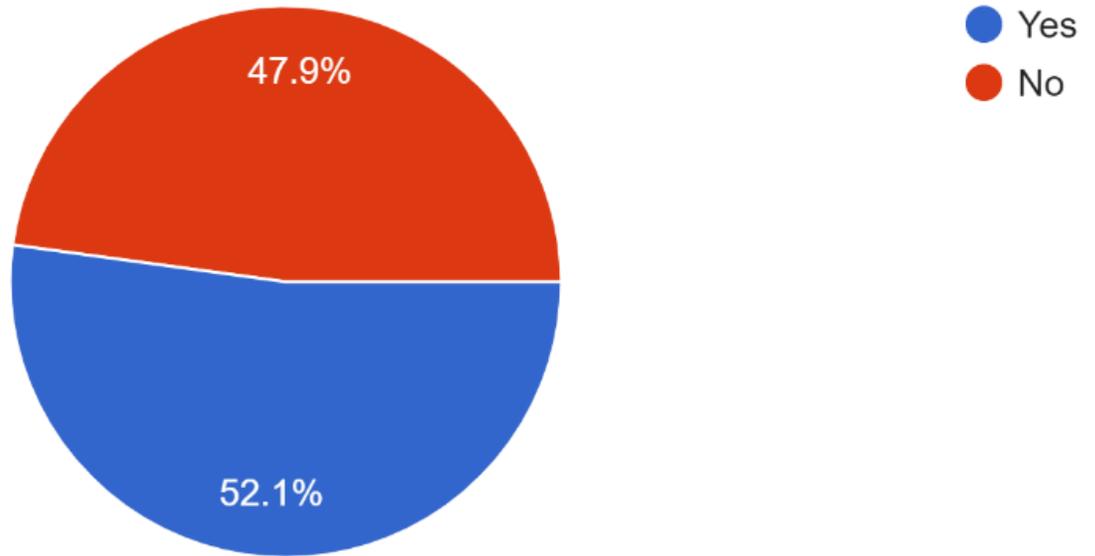
Q19: In the past five years, have you ever personally experienced or witnessed an Erie County Deputy Sheriff discriminating or profiling on the basis of race, ethnicity, gender identity, sexual orientation or national origin?

382 responses



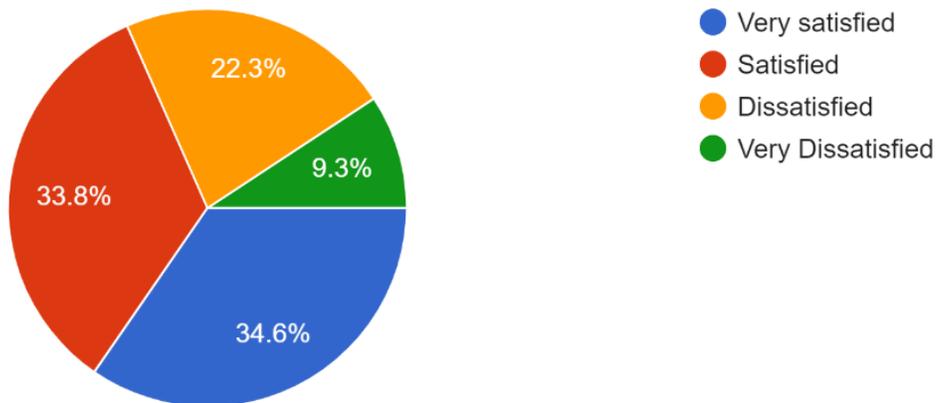
Q21: Do you feel police should respond to mental health calls?

374 responses



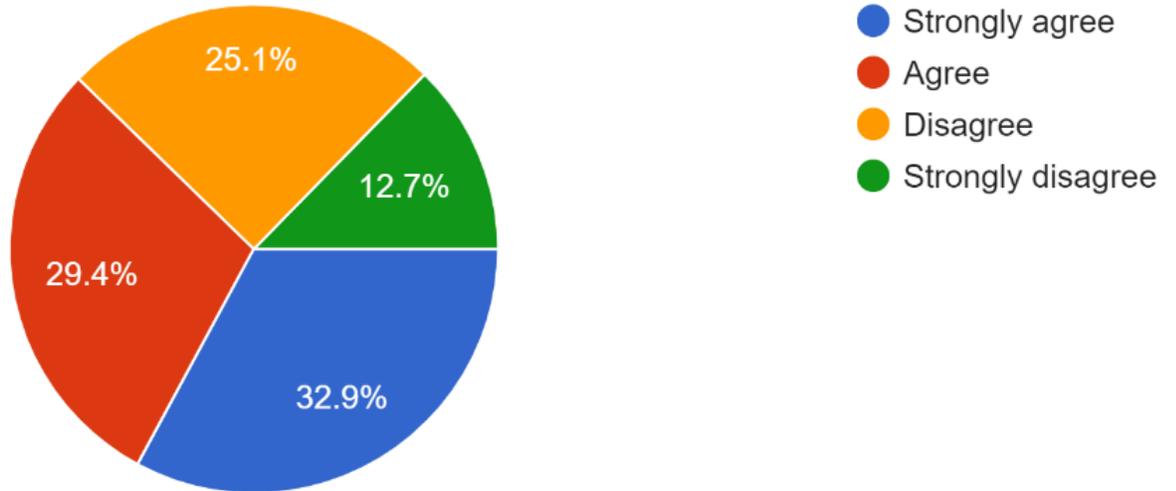
Q22: To what extent are you satisfied with the overall performance of the Criminal Division/Road Patrol of the ECSO?

367 responses



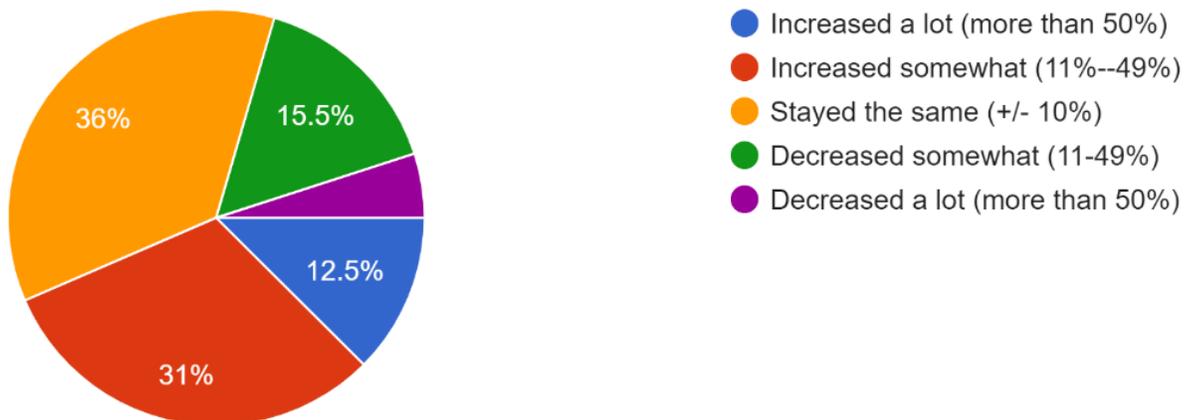
Q23: Erie County Deputy Sheriffs treat people fairly.

371 responses



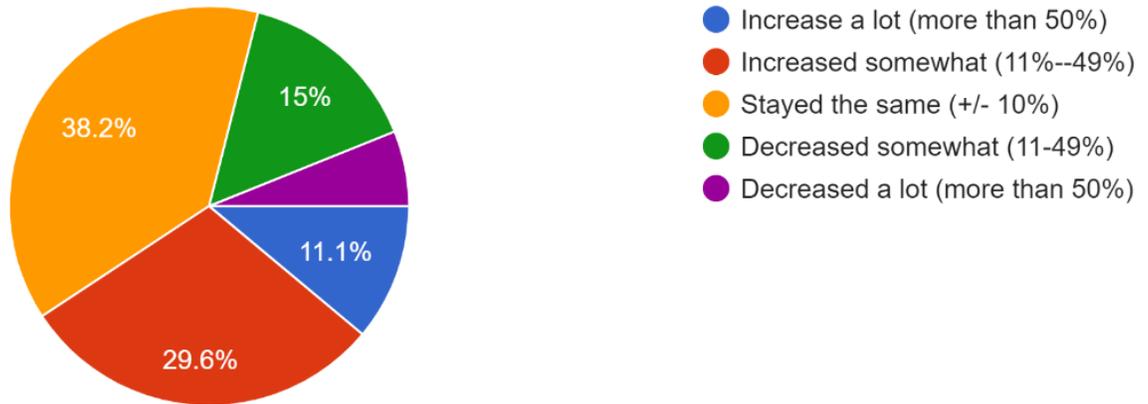
What do you believe has happened to the police use of force numbers over the last 10 years (2010--2019)

361 responses



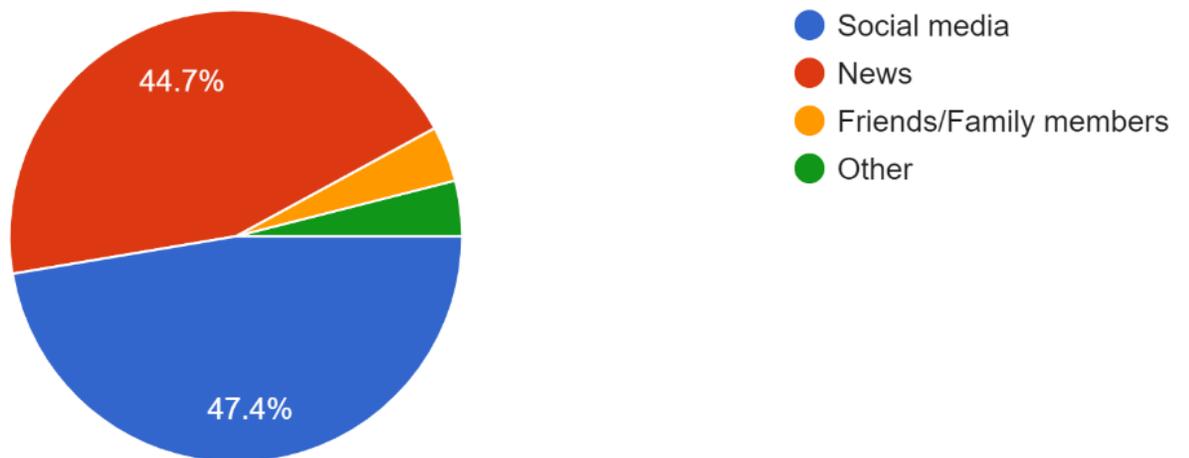
What do you believe has happened to the police use of deadly force numbers over the last 10 years (2010--2019)? [Deadly physical force means f...g death or serious physical injury to the person.]

361 responses



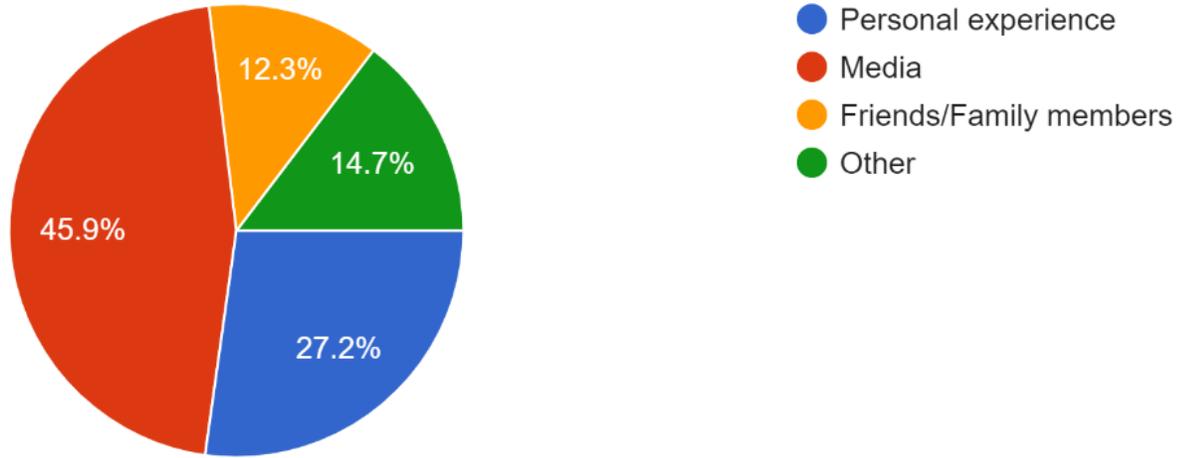
Where do you see videos or hear news about police officers using too much force?

378 responses



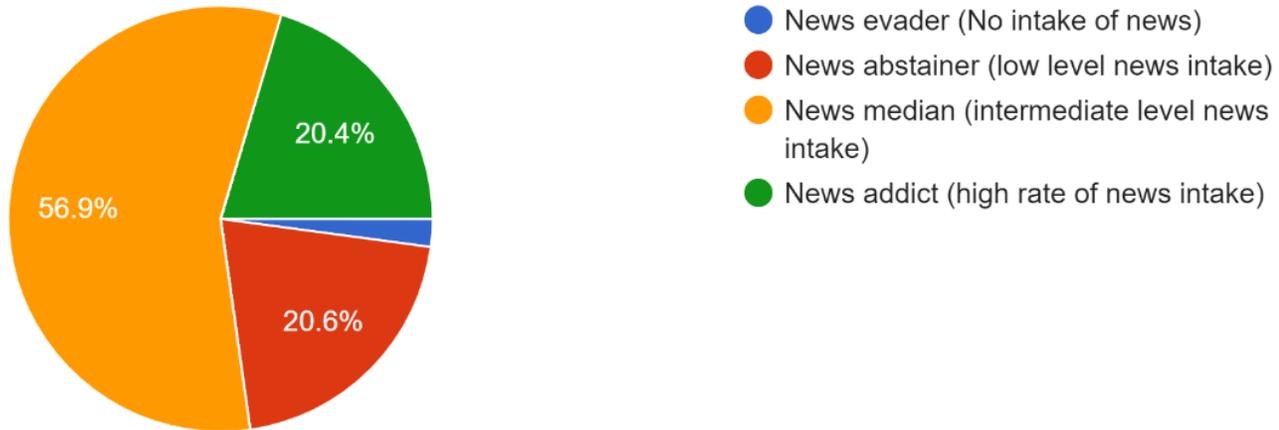
### What is your opinion of the police and their use of force based upon?

375 responses



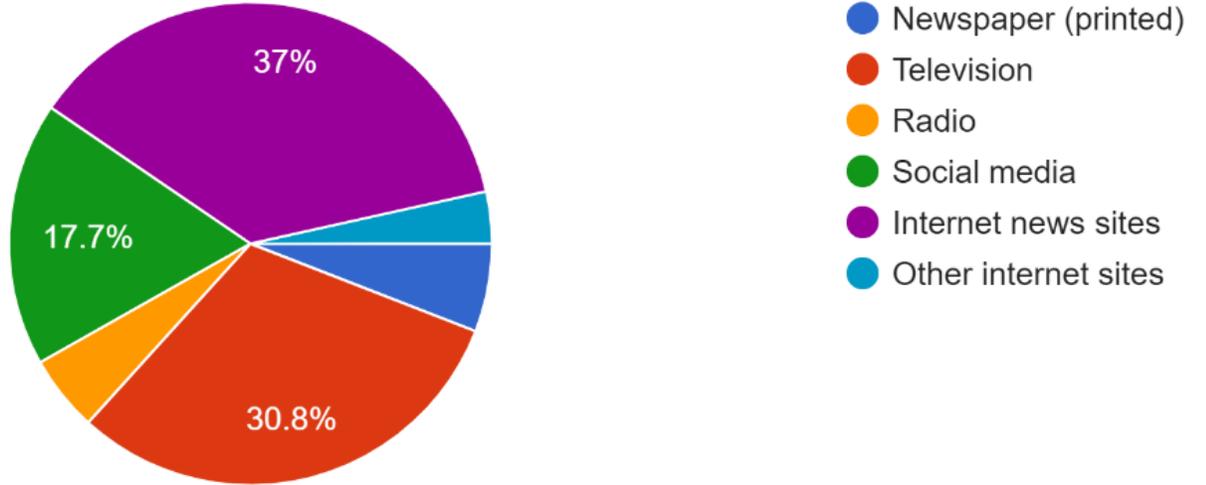
### What would you consider yourself, based on your intake of news?

378 responses



# What is your main source of news?

373 responses



Demand for Information by Citizen  
Task Force & ECSO Response to  
Demand

**DEMAND FOR INFORMATION BY CITIZEN TASK  
FORCE & ECSO RESPONSE TO THE DEMAND**

**Committee I : What Functions Should the Police Perform?**

#	Request/Response
1	All Calls for Police Services for the ECSO for 2017, 2019 & 2019, to include—town/municipality, address, call type/description, date/time of call.
	Data given to CTF Chair
2	A list of situations whereby the ECSO “self-initiates” interventions in the community (e.g., Bills Stadium security, Warrant enforcement, Narcotics, K—9)
	Written response: “Since 1821, the sheriff’s office has faithfully discharged its common law duties, now codified in New York State statute: conserving the peace (police duties); enforcing orders of the court; care and custody of incarcerated people remanded or sentenced by the court. Although these traditional duties have never changed, the manner in which the sheriff’s office performs these duties has evolved, over time, in response to acute or organic changes in community needs and norms (e.g., Narcotics Bureau, Family Offense Unit, SWAT, explosive device unit, public health emergencies, etc.). When sheriffs have failed to assess community changes they have been removed from office. To wit: Two Erie County sheriffs were removed from office, by the NYS governor, for acts of omission (i.e., failing to perform their policing duties): Sheriff August Beck was removed from office, May 28, 1894, for failing to enforce election law and protect citizens at polling places in the City of Buffalo <sup>4</sup> ; and, Sheriff Samuel Caldwell was removed from office, January 18, 1902, for failing to shutter a poolroom in the City of Buffalo <sup>5</sup> . The stadium and arena are owned by the county and as part of the lease agreement must provide traffic control and security.”
3	All complaints against ECSO Police Services, Narcotics and Special Services personnel that are related to police misconduct for the past 5 years—classified by unit/assignment, type of complaint, # of complaints per sworn personnel per year (please no names).
	Data given to CTF Chair

<sup>4</sup> New York Times; May 29, 1894; pg. 9

<sup>5</sup> New York Times; January 19, 1902; pg. 1

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4	<p>List of agencies that the ECSO collaborates with when dealing with Mental Health calls, Substance Abuse calls, and those who assist the homeless.</p> <p>Written response: “Crisis Services, Adult Protection Services, and Child Protection Services.”</p>
5	<p>What collaborations &amp; services are available in the more rural areas covered by the ECSO?</p> <p>Written response: “The sheriff’s office does not provide services particular to rural portions of the county, other than non-dedicated police services.”</p>
6	<p>A breakdown of 911 staffing—positions, #'s, employee demographics</p> <p>Written response: “18 dispatchers: Female: 1 Hispanic; 3 White. Male: 1 Asian; 13 White.”</p>
7	<p>How are 911 calls routed—police, fire or EMS?</p> <p>Written response: “All cellular calls in Erie County are answered at a centralized answering point by Erie County Central Police Services (CPS). Both ECSO &amp; CPS are located in the Public Safety Campus in Buffalo, NY. CPS uses both GPS coordinates (mapping) and an address database, along with interrogation of the caller, to determine which PSAP should receive the call, and transfers the caller directly to an ECSO dispatcher when the caller is ECSO’s jurisdiction; the ANI<sup>6</sup> and ALI<sup>7</sup> information travels with the transfer. Using MSAG<sup>8</sup> technology, landline calls within the following municipalities are routed to the ECSO PSAP<sup>9</sup>:</p> <ol style="list-style-type: none"> <li>a. Alden</li> <li>b. Boston</li> <li>c. Clarence</li> <li>d. Colden</li> <li>e. Collins</li> <li>f. Concord</li> <li>g. Eden – based on time of day</li> <li>h. Elma</li> <li>i. Holland</li> <li>j. Marilla</li> <li>k. Newstead</li> <li>l. North Collins</li> </ol>

<sup>6</sup> ANI: Automatic Number Identification is the phone number passed to the PSAP

<sup>7</sup> ALI: Automatic Location Identification is the location detail (address along with any detail like building name or suite number or floor or room, etc.) associated with the ANI from the database where the PSAP is connected.

<sup>8</sup> MSAG: Master Street Address Guide is a database which houses all streets and addresses within their associated postal range for emergency service purposes. The MSAG Address Directory for any address-range belongs to a state or municipal authority.

<sup>9</sup> PSAP: Public Safety Answering Point

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	<p>m. Sardinia n. Springville o. Wales</p> <p>A call received requesting EMS or reporting a fire are forwarded by ECSO dispatchers to the proper agency. Calls originating on Grand Island are answered by the Grand Island Fire Department and transferred to ECSO based on the nature of the call.</p> <p>If all dispatch workstations are busy, overflow calls roll to Erie County Central Police Services, which shares a CAD platform with ECSO.”</p>
8	<p>How would 911 call center be impacted by redirecting calls to social service providers?</p> <p>Written response: “Minimal.”</p>
9	<p>Are there any 911 Call Center staff from social service agencies? Are there any 911 Call Center staff specially trained in handling mental health emergencies or other Crisis Interventions? If yes, how many and please describe the type and amount of training (e.g., in hours) they receive(d).</p> <p>ECSO answered in the negative to both questions.</p>
10	<p>General budgets for primary functions of the ECSO (criminal police services).</p> <p>ECSO submitted a hyperlink to the Erie County Budget: <a href="https://www2.erie.gov/budget/index.php?q=county-budget">https://www2.erie.gov/budget/index.php?q=county-budget</a></p>
11	<p>Are there unmet or needed staffing to successfully complete the identified functions/role of the ECSO?</p> <p>ECSO answered in the affirmative.</p>
12	<p>Have there been any recent reductions to the staffing of the ECSO?</p> <p>Written response: “Yes: Due to the pandemic.”</p>
13	<p>What are the primary instances whereby the ECSO is responsible for Crowd Control? How many problems or complaints have resulted from crowd control activities of the ECSO—last 5 years?</p> <p>Written response: “The sheriff is responsible for suppressing riots in towns and villages. If a sheriff neglects or refuses to “take all lawful means” to protect property, the property owner may bring suit against the sheriff instead of the county.<sup>10</sup> The sheriff’s office has responded once to rioting, in the past five years: assisted Buffalo Police</p>

<sup>10</sup> NYS Gen. Mun. Law §71

**APP-95**

	Department, during the riots of 2020. No complaints were filed against detailed deputy sheriffs.”	
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<b>Committee II : Employing Smart &amp; Effective Policing Standards and Strategies</b>	
14	<p>What are the primary Mental Health collaborations with other agencies (and grass-root organizations) that are in place—for both citizens and officers?</p> <p>Written response: “Crisis Services Police Mental Health Coordination Project,”</p>
15	<p>What training exists for Deputies to respond to Mental Health calls, and other trauma calls (e.g., any Trauma Informed Care training)?</p> <p>Written response: “In planning. Training opportunities have been restricted due to pandemic constraints.”</p>
16	<p>What psychological assessment and counseling are available to Deputies, especially after traumatic events (any required after these events)?</p> <p>Written response: “Employee Assistance Program”</p>
17	<p>What Community Policing actions are already in place in specific communities such as foot patrols, community events (Night Out against crime), etc.</p> <p>Written response: “Please see Administration General Order A-61. Assistance is provided upon request and is dependent upon available staffing.”</p>
18	<p>Information about any incentives or motivations for ECSO Deputies to engage in community policing activities.</p> <p>ECSO answered in the negative. (NOTE: Committee II retreated this response, as a “None.”</p>
19	<p>Is participating in Community Policing activities specifically evaluated in performance evaluations for Road Deputies?</p> <p>ECSO answered in the negative.</p>
20	<p>Information about any Awards for ECSO Deputies who engaged in community policing activities.</p> <p>ECSO responded, “None.”</p>
21	<p>List any attempts by ECSO to address racial disparity in hiring practices.</p> <p>ECSO responded, “None.”</p>
22	<p>Demographic data, including racial breakdowns on arrests</p> <p>Written response: “Arrest database for demographic information mining, not available.”</p>

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23	<p>Demographic data, including racial breakdowns on traffic stops</p> <p>Written response: “New York State driver’s license does not provide racial data. New York State, recently, provided a location to record racial information in the TraCS system; however, agency participation is voluntary. Due to New York State not providing driver’s racial data, ticketing officer must ask or guess subject’s race. Currently, the sheriff’s office has no policy requiring deputies to enter racial data.”</p>
24	<p>Racial data on complaints against ECSO deputies.</p> <p>Written response: “Data not collected.”</p>
25	<p>Information on racial sensitivity training, NYS mandated training and ECSO initiated training. Initial training and in-service training.</p> <p>Written response: “Provided in basic police academy. In-service diversity training planned for 2021.”</p>
26	<p>Information on ECSO participation in any formal collaborations to build trust with minorities.</p> <p>ECSO responded, “None.”</p>
27	<p>Does the ECSO advocate the use of “Broken Windows” approach, as well as “Stop and Frisk” techniques?</p> <p>Written response: “No. Searching individuals conducted within the bounds of De Bour.”</p> <p>I. NOTE: “De Bour” refers to the decision of the New York of Appeals in <a href="#">People v. De Bour</a>, 40 N.Y.2d 210 (1976)</p>
28	<p>How does the ECSO identify and respond to discriminatory or bias-based stops, searches and arrests? How many complaints have been received regarding these issues (past 5-years)?</p> <p>ECSO responded, “None.” ECSO did not respond to first question in Demand No. 28.</p>
29	<p>Does the ECSO allow for (or specifically prohibit) the use of Chokeholds?</p> <p>Written response: “Not trained in procedure and is violation of state statute.”</p>
30	<p>What is the policy and training regarding a Deputy shooting at a moving vehicle?</p> <p>ECSO responded, “Prohibited.”</p>
31	<p>A summary of SWAT activities/responses over the past 5-years?</p> <p>Data given to CTF Chair</p>

**APP-98**

32	The # of all No-Knock Warrants, associated arrests, use of force documented, injuries that resulted, and complaints received regarding officer conduct (past 5 years)?
	Data given to CTF Chair
33	A summary of all documented Use of Force used by ECSO personnel for the past 5-years?
	Data given to CTF Chair
34	What technologies are used by the ECSO that collects information involved with a citizen's personal information (e.g., cell phone information)? What measures are taken by the ECSO to ensure that the privacy interests of the public are being protected?
	Written response: "A search warrant is required to obtain data from a cell phone. Sheriff's office must take cell phone to FBI computer crime lab with a copy of signed search warrant
35	List of Public Engagement Agreements with organizations such as schools (e.g., school resource officers).
	Written response: "Alden, Holland, and Springville school districts."
36	Information about specific collaborations or actions by ECSO to build trust and partnerships with specific communities (e.g., Shop with a Cop)
	ECSO responded, "None."
37	Information about specific collaborations with local town and village municipalities (e.g., Springville model).
	Written response: "Only one contractual agreement: Village of Springville."

## Committee III: Fostering Community-Oriented Leadership, Culture & Accountability

38	<p>PSD Unit headed by Chief, but it appears only a Sergeant or deputy used for internal investigations? Are there higher-ranking personnel assigned to this unit? Is there a policy in place that a higher-ranking member will be investigating the “target?”</p> <p style="color: red;">ECSO responded, “No to all questions.”</p>
39	<p>Leadership. Hiring / Appointing Division Chiefs--what is the process for hiring these command officers? Appears to be appointed by Sheriff. Come from civil service, sworn members, external candidates? Any input from the public on the staffing for these positions?</p> <p style="color: red;">Written response: “First (sergeant), second (lieutenant), and third line (captain) supervisors: competitive civil service list. Division heads: sole discretion of sheriff.”</p>
40	<p>Performance Evaluations—Rating occurs only 1x annually. Seven Categories utilized. What are they? Is ethics, community policing, use of force part of this evaluation/rating? Is this PE linked to promotions? Request a copy of the appraisal form instrument for committee’s review?</p> <p style="color: red;">Data given to CTF Chair</p>
41	<p>What action needs to occur/threshold before a Deputy must complete a Use of Force form?</p> <p style="color: red;">Written response: “Professional standards perform investigations, under Garrity. Detective Bureau performs criminal investigation.”</p> <p><b>Note:</b> “Garrity” is a reference to rights (commonly called “Garrity Rights”) given to public employees from being compelled to incriminate themselves during an investigatory interview conducted by the employee, based on a 1967 opinion issued by the United States Supreme Court in <a href="#"><i>Garrity v. New Jersey</i></a>, 385 U.S. 493 (1967).</p>
42	<p># of complaints for officer misconduct, the number of PSD investigations that were opened, and the average # of days it has taken to close this type of investigation—5 years.</p> <p style="color: red;">Written response: “Please see Administration General Order A-42. Use of Force form provided to chair.”</p>
43	<p>Does PSD investigate these critical incidents (e.g., Deputy involved shooting) administratively concurrently with a criminal investigation? Is there a</p>

**APP-100**

	<p>bifurcated path for these types of investigations with <u>Garrity</u> information being taken into consideration? If yes, who conducts these investigations?</p> <p><b>Written response: "Professional standards perform investigations, under Garrity. Detective Bureau performs criminal investigation."</b></p>
44	<p>AM- 99 states "PSD Chief sets time frames for internal investigations." What is this time frame?</p> <p><b>Written response: "Discretion of the chief. Investigation timeframe is determined by availability of evidence."</b></p>
45	<p>Dispositions for internal investigations:</p> <ul style="list-style-type: none"> <li>○ Sustained</li> <li>○ Exonerated</li> <li>○ Unfounded</li> <li>○ Inconclusive</li> </ul> <p>Request statistical breakdown for the past 5 years highlighting the total number of internal investigations followed up with the %'s of the categories noted above. Also, information citing any other breakdowns such as the allegation. e.g., Rudeness, off duty conduct, excessive force, unprofessional demeanor etc. Additionally, any statistical breakdown regarding disposition / discipline on "sustained" investigations. e.g., termination, censure, suspension, re-training etc. Demographics (race) of the deputy and suspect?</p> <p><b>Data given to CTF Chair</b></p>
46	<p>Is this PSD information transparent and shared with the public possibly through a website or an annual report?</p> <p><b>ECSO answered in the negative.</b></p>
47	<p>Are any of these dispositions linked to a (EWS) Early Warning System?</p> <p><b>ECSO answered in the negative.</b></p>
48	<p>Drug Testing of Deputies—Only occurs with "reasonable suspicion." Never random? May be linked to a CBA.</p> <p><b>Written response: "May be performed randomly, per CBA."</b></p>
49	<p>Are there any mechanisms in place to track verbal counseling by supervisors through an EWS? Current directive states "supervisor should keep written notes in their own file." May have multiple supervisors, work different shifts etc. How does the ECSO maintain consistency in identify patterns with an informal process.</p> <p><b>Written response: "No official process."</b></p>

APP-101

50	States deputy should not use OC on a “minor.” How is minor defined 16 or 18 years of age?
	Written response: “as described in law.”
51	How, and at what level of supervision, are reported Uses of Force reviewed?
	Written response: “Chief/undersheriff/sheriff.”
52	Is there any linkage of U of F reports and associated stats to a EWS that is accessible to supervision and PSD?
	ECSO answered in the negative.
53	Are directions on how to make a complaint against an ECSO deputy made public—in both Spanish and English? If yes, how?
	ECSO answered in the negative.
54	Does the use of tire spikes require supervisory approval?
	Written response: “Sheriff’s office does not utilize tire spikes.”
55	Reports are submitted post vehicle pursuit. Request a 5-year breakdown of stats generated from these reports. What information can be gleaned from these reports? Demographics (race) of the deputy and suspect? Circumstances leading up to the encounter? How many resulted in an accident?
	Written response: “Please see Administration General Order A-43. Do not keep demographic data. Copy of reports are kept for accreditation purposes.”
56	Are vehicle pursuit statistics transparent and reported to the public via website or annual report?
	ECSO answered in the negative.
57	Since accidents are linked to PSD review for potential disciplinary actions, is there any linkage of these reports and associated stats to a EWS accessible to supervision and PSD?
	ECSO answered in the negative.
58	Preparation of the annual report for agency and links information to public website. What information is provided? What level of transparency is evident for the public? Use of force stats? Number of internal investigations? Does the department utilize annual surveys to gage public trust? Can we have the past 5 Annual Reports
	Written response: “Annual reports are not required.”

**APP-102**

<b>59</b>	Are informants registered with the agency? Is there a 2-member policy when meeting with informants? <b>ECISO answered in the affirmative to both questions.</b>
<b>60</b>	If BWC is not activated by Deputy, they must complete a memo through channels. Where is the report maintained? Retention period? Is it tracked by a EWS or reviewed by PSD? <b>Written response: "BWC sergeant. No retention period."</b>

<b>Committee IV: Recruiting and Supporting Excellent Personnel</b>	
<b>61</b>	<p>What minority recruitment efforts are made by the ECSO? Is the Civil Service component restrictive? What challenges does the ECSO face to attract minorities?</p> <p>Written response: "None. Erie County Department of Personnel advertises vacancies in minority community papers."</p>
<b>62</b>	<p>What are the demographics of the Sherriff's Department? Is this reflective of the communities served.</p> <p>Data given to CTF Chair</p>
<b>63</b>	<p>Would we have the opportunity to speak to an underrepresented minority Sherriff?</p> <p>ECSO answered in the affirmative.</p>
<b>64</b>	<p>How long is the probation period for new ECSO personnel? Can we get a breakdown by bargaining units and civil service requirements? How many employees get through the probation periods and how is a successful probation period measured? What is the diversity breakdown of officers that get through their probational period? After probation, how long do officers typically stay and what are some reasons for leaving?</p> <p>Written response: "Probation: 1 year. Minimum civil service deputy sheriff requirements: 21 yrs. of age minimum, 35 yrs. of age maximum; 60 college credits; cannot be convicted of a felony or armed forces dishonorable discharge; successful completion of NYS civil service police officer exam with minimum score of 70. Data not available."</p>
<b>65</b>	<p>What are the required trainings, the amount and breakdown of training subjects? How do you track this information for Deputies? Can you explain the training programs used (Skill Soft)?</p> <p>Written response: "Basic police academy and minimum of 23 hrs. of continuing education per year; training record file."</p>
<b>66</b>	<p>Is there a separate leadership training? Do you have training in community policing?</p> <p>ECSO answered in the affirmation for the first question ("Yes, NYS supervisor school) but in the negative for the last question.</p>

**APP-104**

67	What type of legal training do officers have? Court system, knowledge of laws?
	Written response: "Constitutional; penal; criminal procedure; vehicle & traffic."
68	How many officers have received Trauma & Trauma Informed Care mental health training? How extensive was the training and what funding is required for such training?
	ECSO responded, "Data not available."
69	How does the ECSO assess an individual Deputy's understanding of any training, and how does the ECSO evaluate the effectiveness of trainings?
	Written response: "No policy or testing instrument."
70	Do you have any wellness programs for Sheriffs (mental health resources)?
	Written response: "EAP; police help line; Department of Emergency Services CISD team."
71	What are the protocols used by the ECO to address/respond to officer-involved traumatic events?
	Written response: "Please see Administration General Order A-68: Line of Duty Death."
72	Does the ECSO have any procedures designed to identify and support any officer experiencing serious difficulties?
	No specific response recorded, but in response to Demand No: 70, a written response was given: "EAP; police help line; Department of Emergency Services CISD team."
73	Does the ECSO provide any incentives that promote officer health and wellness (e.g., gym access, yoga, counseling, dietary education)?
	Written response: "Labor-Management Health Care will send an interested employee to the Biggest Loser Resort Niagara, for a two-day seminar."

# Charts and Data relating Police Calls

**ERIE COUNTY SHERIFF'S OFFICE, CALLS FOR  
POLICE SERVICES (2019)**

Quick facts:

- 94,842 total calls for police services in 2019
- ECSO serves 48 jurisdictions across Erie County
- By far the most common reasons that citizens call the police is for general (noncriminal) calls for service, medical calls, and calls involving persons.
- 95.2% were classified as "Calls for Service"
- 3.5% Type II crimes
- 1.3% Type I crimes.

APP-107

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AKR	552	.6	.6	.6
	AMH	577	.6	.6	1.2
	ANG	44	.0	.0	1.2
	BLA	37	.0	.0	1.3
	BOS	2271	2.4	2.4	3.7
	BRN	45	.0	.0	3.7
	BRT	661	.7	.7	4.4
	BUF	16248	17.1	17.1	21.5
	CHE	1508	1.6	1.6	23.1
	CLA	11440	12.1	12.1	35.2
	CLD	1167	1.2	1.2	36.4
	COL	1965	2.1	2.1	38.5
	CON	3038	3.2	3.2	41.7
CTO	192	.2	.2	41.9	
DEP	124	.1	.1	42.0	
EDN	638	.7	.7	42.7	
ELM	7445	7.8	7.8	50.6	
EVN	1097	1.2	1.2	51.7	
FAR	172	.2	.2	51.9	
GIS	10984	11.6	11.6	63.5	
GOW	566	.6	.6	64.1	
HOL	1642	1.7	1.7	65.8	
KEN	41	.0	.0	65.9	
LAK	184	.2	.2	66.0	
MAR	2001	2.1	2.1	68.2	
NEW	1610	1.7	1.7	69.9	

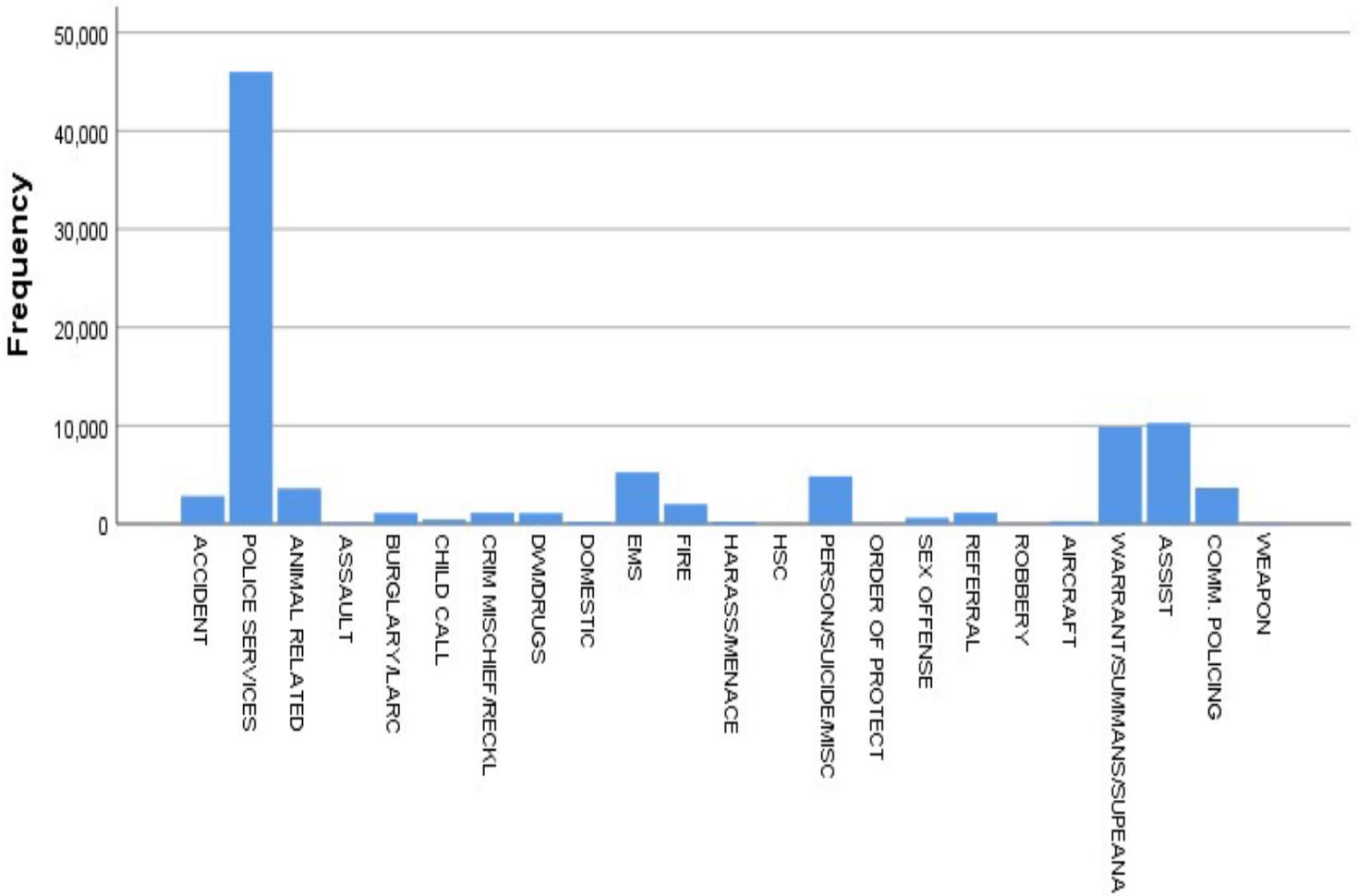
## APP-108

OUT	235	.2	.2	70.1
SAR	1946	2.1	2.1	72.2
SLO	23	.0	.0	72.2
SNI	1708	1.8	1.8	74.0
SPR	8107	8.5	8.5	82.5
TAL	3797	4.0	4.0	86.5
TAU	490	.5	.5	87.0
THM	525	.6	.6	87.6
TLN	361	.4	.4	88.0
TNC	1961	2.1	2.1	90.0
TOP	1808	1.9	1.9	92.0
TPB	3	.0	.0	92.0
TTO	1771	1.9	1.9	93.8
VAL	1402	1.5	1.5	95.3
VAU	347	.4	.4	95.7
VHM	198	.2	.2	95.9
VLN	465	.5	.5	96.4
VNC	1524	1.6	1.6	98.0
VOP	30	.0	.0	98.0
WAL	1471	1.6	1.6	99.6
WMV	24	.0	.0	99.6
WSE	397	.4	.4	100.0
Total	94842	100.0	100.0	

APP-109

		Frequency	Percent
Valid	ACCIDENT	2852	3.0
	POLICE SERVICES	45993	48.5
	ANIMAL RELATED	3624	3.8
	ASSAULT	95	.1
	BURGLARY/LARC	1100	1.2
	CHILD CALL	450	.5
	CRIM MISCHIEF/RECKL	1130	1.2
	DWI/DRUGS	1096	1.2
	DOMESTIC	207	.2
	EMS	5261	5.5
	FIRE	2009	2.1
	HARASS/MENACE	233	.2
	HSC	25	.0
	PERSON/SUICIDE/MISC	4844	5.1
	ORDER OF PROTECT	40	.0
	SEX OFFENSE	626	.7
	REFERRAL	1126	1.2
	ROBBERY	35	.0
	AIRCRAFT	261	.3
	WARRANT/SUMMANS/SUP EANA	9851	10.4
	ASSIST	10261	10.8
	COMM. POLICING	3663	3.9
	WEAPON	60	.1
Total	94842	100.0	

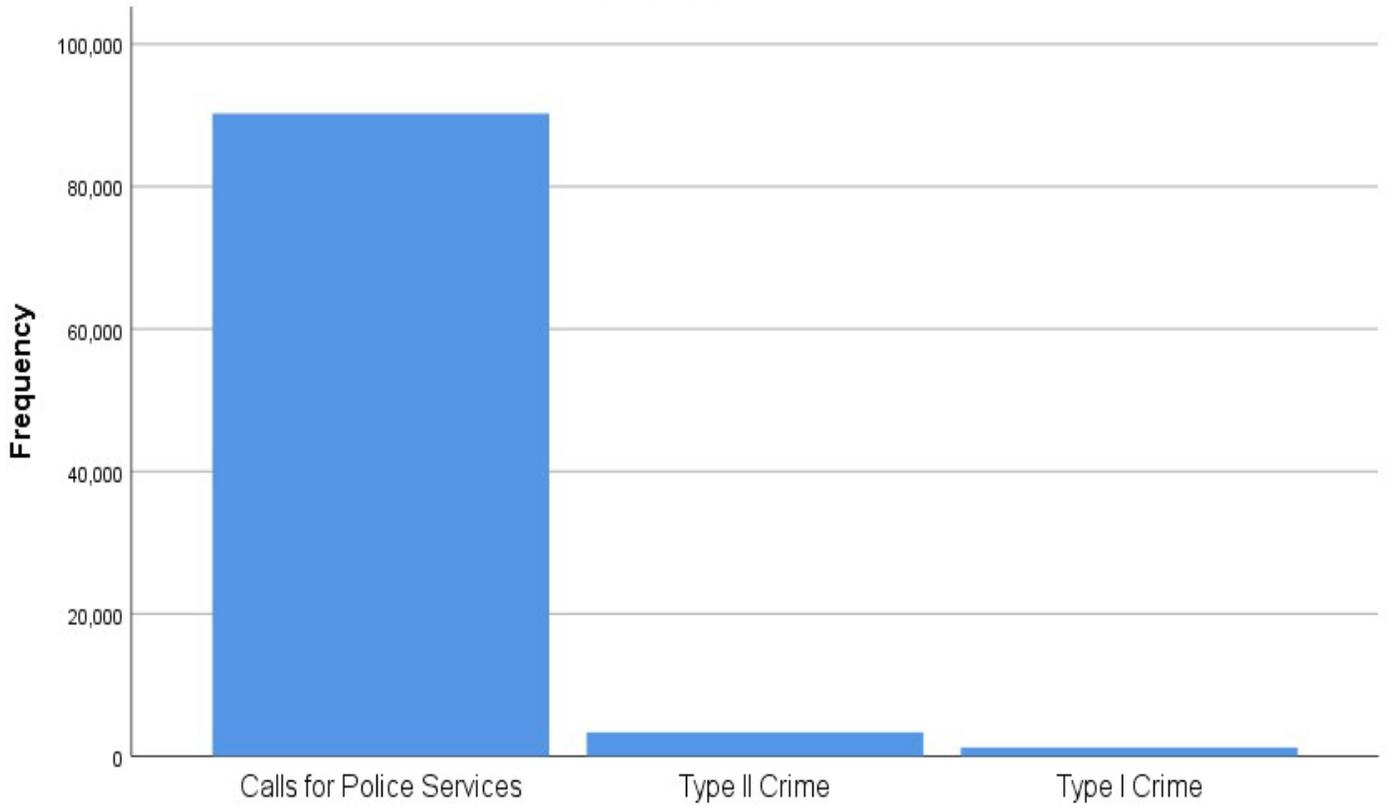
APP-110



Call Type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Calls for Police Services	90260	95.2	95.2	95.2
	Type II Crime	3352	3.5	3.5	98.7
	Type I Crime	1230	1.3	1.3	100.0
	Total	94842	100.0	100.0	

# APP-111



**ERIE COUNTY SHERIFF'S OFFICE, CALLS FOR  
POLICE SERVICES (2018)**

Quick facts:

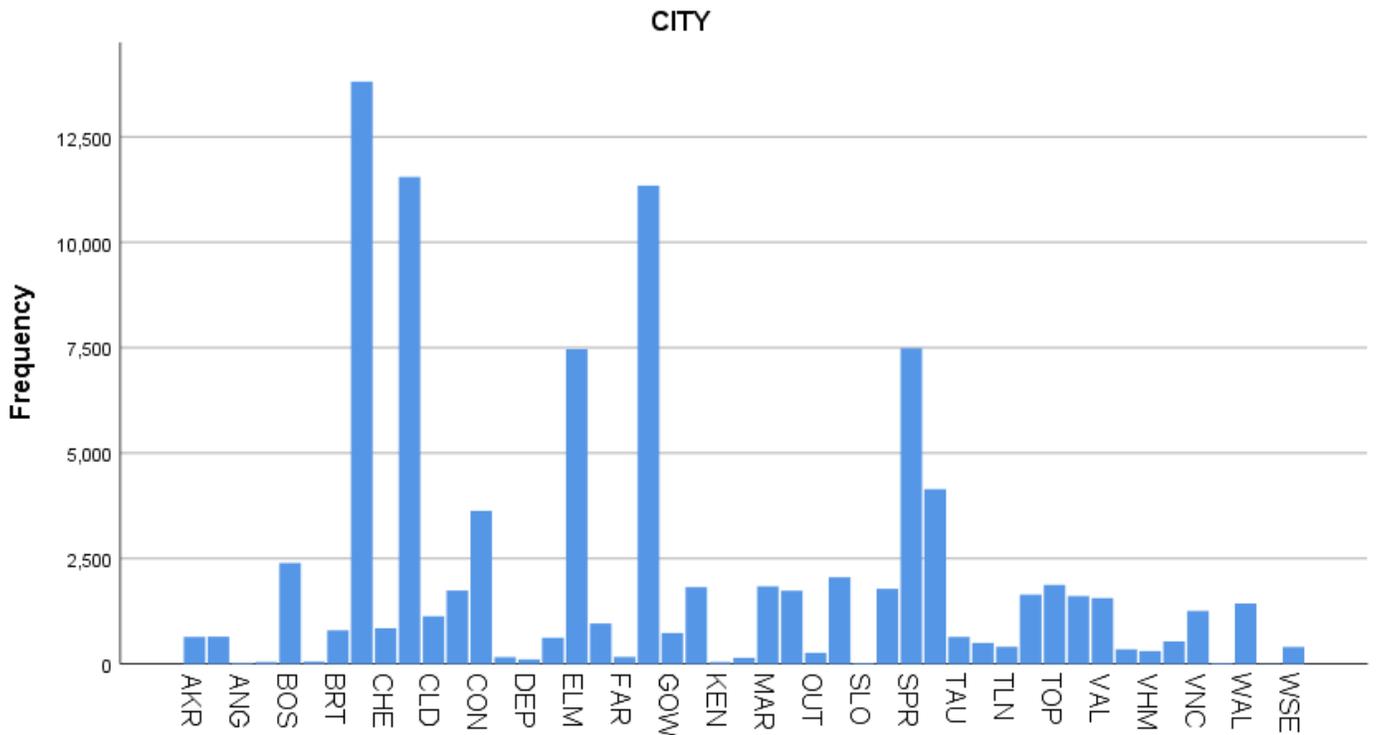
- 92,740 total calls for police services in 2018
- ECSO serves 48 jurisdictions across Erie County
- By far the most common reasons that citizens call the police is for general (noncriminal) calls for service, medical calls, and calls involving persons.
- 94.6% were classified as “Calls for Service”
- 4.0% Type II crimes
- 1.5% Type I crimes.

## APP-113

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AKR	640	.7	.7	.7
	AMH	647	.7	.7	1.4
	ANG	29	.0	.0	1.4
	BLA	42	.0	.0	1.5
	BOS	2391	2.6	2.6	4.0
	BRN	55	.1	.1	4.1
	BRT	798	.9	.9	5.0
	BUF	13805	14.9	14.9	19.8
	CHE	848	.9	.9	20.8
	CLA	11545	12.4	12.4	33.2
	CLD	1132	1.2	1.2	34.4
	COL	1742	1.9	1.9	36.3
	CON	3629	3.9	3.9	40.2
	CTO	162	.2	.2	40.4
	DEP	106	.1	.1	40.5
	EDN	620	.7	.7	41.2
	ELM	7459	8.0	8.0	49.2
	EVN	961	1.0	1.0	50.3
	FAR	165	.2	.2	50.4
	GIS	11343	12.2	12.2	62.7
	GOW	732	.8	.8	63.5
	HOL	1818	2.0	2.0	65.4
	KEN	42	.0	.0	65.5
	LAK	146	.2	.2	65.6
	MAR	1841	2.0	2.0	67.6
	NEW	1738	1.9	1.9	69.5
	OUT	265	.3	.3	69.8
	SAR	2055	2.2	2.2	72.0
	SLO	26	.0	.0	72.0
	SNI	1779	1.9	1.9	73.9
	SPR	7487	8.1	8.1	82.0
	TAL	4143	4.5	4.5	86.5
TAU	640	.7	.7	87.2	
THM	497	.5	.5	87.7	
TLN	405	.4	.4	88.1	
TNC	1643	1.8	1.8	89.9	

# APP-114

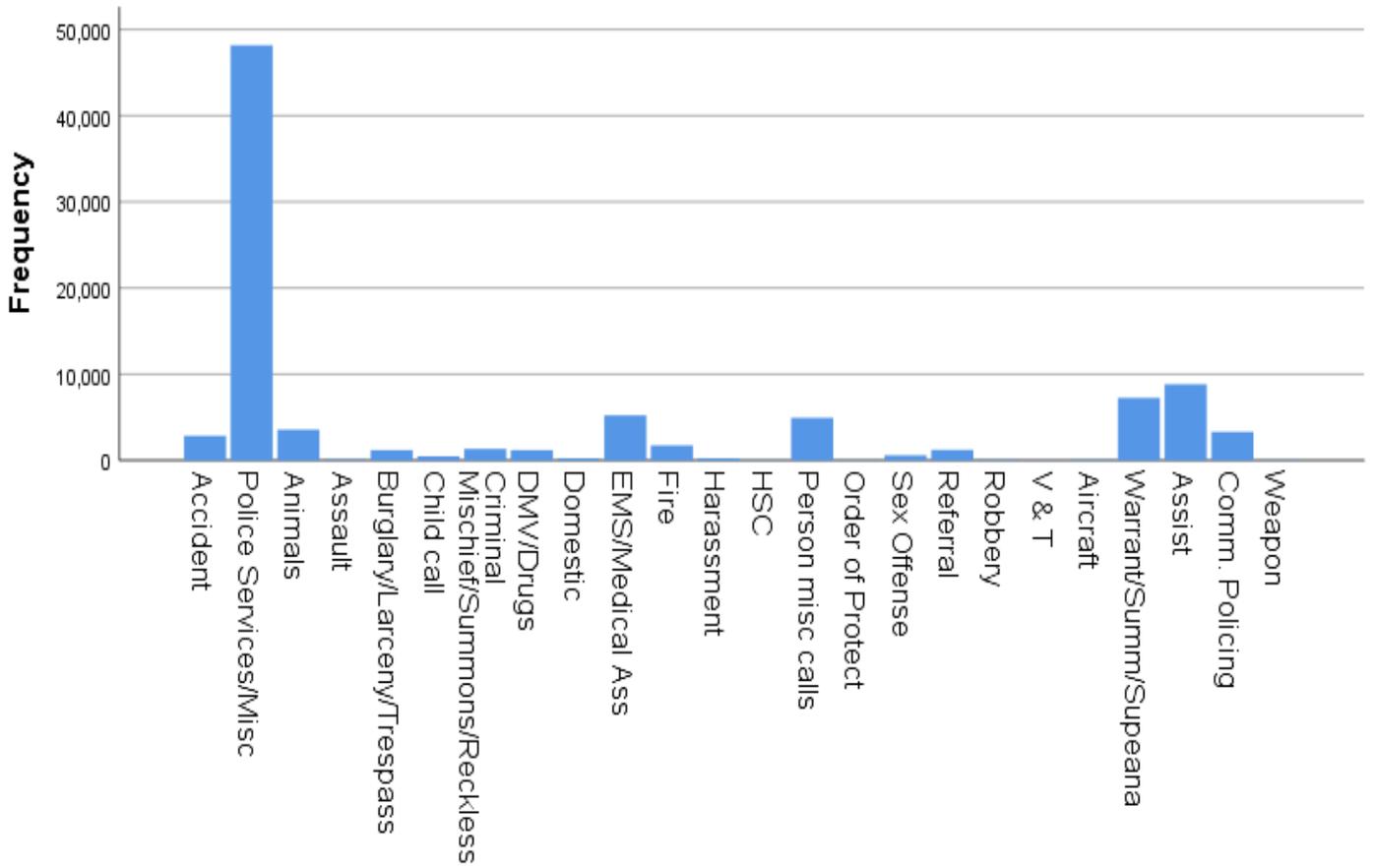
TOP	1873	2.0	2.0	91.9
TTO	1612	1.7	1.7	93.7
VAL	1559	1.7	1.7	95.3
VAU	346	.4	.4	95.7
VHM	305	.3	.3	96.0
VLN	535	.6	.6	96.6
VNC	1259	1.4	1.4	98.0
VOP	24	.0	.0	98.0
WAL	1436	1.5	1.5	99.6
WMV	12	.0	.0	99.6
WSE	403	.4	.4	100.0
Total	92740	100.0	100.0	



# APP-115

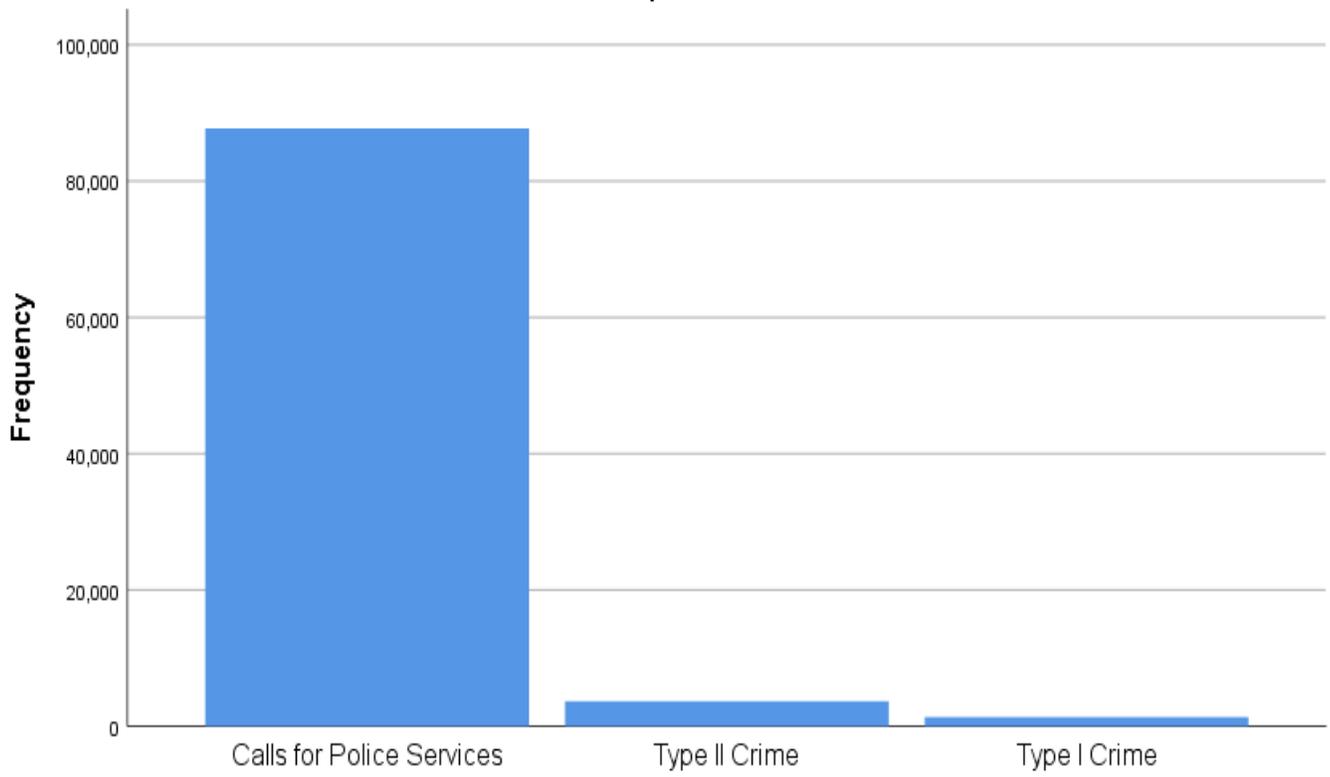
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Accident	2853	3.1	3.1	3.1
	Police Services/Misc	48182	52.0	52.0	55.0
	Animals	3567	3.8	3.8	58.9
	Assault	90	.1	.1	59.0
	Burglary/Larceny/Trespass	1197	1.3	1.3	60.3
	Child call	475	.5	.5	60.8
	Criminal Mischief/Summons/Reckless	1330	1.4	1.4	62.2
	DMV/Drugs	1198	1.3	1.3	63.5
	Domestic	255	.3	.3	63.8
	EMS/Medical Ass	5232	5.6	5.6	69.4
	Fire	1741	1.9	1.9	71.3
	Harassment	250	.3	.3	71.6
	HSC	33	.0	.0	71.6
	Person misc calls	4925	5.3	5.3	76.9
	Order of Protect	35	.0	.0	76.9
	Sex Offense	596	.6	.6	77.6
	Referral	1211	1.3	1.3	78.9
	Robbery	58	.1	.1	79.0
	V & T	2	.0	.0	79.0
	Aircraft	76	.1	.1	79.0
	Warrant/Summ/Supeana	7261	7.8	7.8	86.9
	Assist	8819	9.5	9.5	96.4
	Comm. Policing	3312	3.6	3.6	100.0
Weapon	42	.0	.0	100.0	
Total	92740	100.0	100.0		

APP-116



		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Calls for Police Services	87724	94.6	94.6	94.6
	Type II Crime	3671	4.0	4.0	98.5
	Type I Crime	1345	1.5	1.5	100.0
	Total	92740	100.0	100.0	

# APP-117



**ERIE COUNTY SHERIFF'S OFFICE, CALLS FOR  
POLICE SERVICES (2017)**

Quick facts:

- 94,576 total calls for police services in 2017
- ECSO serves 48 jurisdictions across Erie County
- By far the most common reasons that citizens call the police is for general (noncriminal) calls for service, medical calls, and calls involving persons.
- 93.9% were classified as “Calls for Service”
- 4.5% Type II crimes
- 1.6% Type I crimes.

APP-119

		Frequency	Percent
Valid	AKR	572	.6
	AMH	774	.8
	ANG	28	.0
	BLA	37	.0
	BOS	2450	2.6
	BRN	36	.0
	BRT	930	1.0
	BUF	14275	15.1
	CHE	992	1.0
	CLA	12363	13.1
	CLD	1107	1.2
	COL	1795	1.9
	CON	3412	3.6
	CTO	136	.1
	DEP	92	.1
	EDN	648	.7
	ELM	7389	7.8
	EVN	1236	1.3
	FAR	276	.3
	GIS	11470	12.1
GOW	610	.6	
HOL	1978	2.1	
KEN	47	.0	
LAK	127	.1	

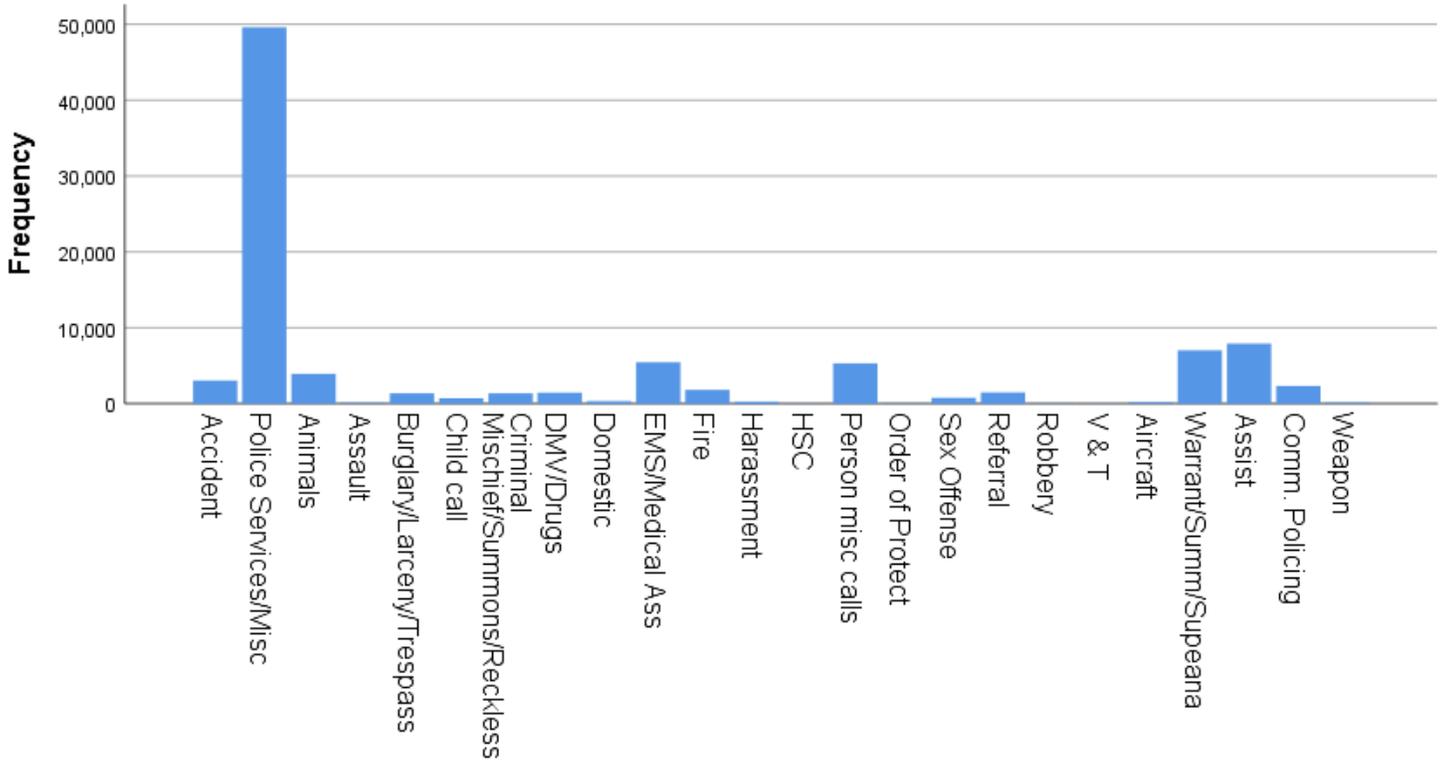
## APP-120

MAR	1872	2.0
NEW	1872	2.0
OUT	237	.3
SAR	2137	2.3
SLO	23	.0
SNI	2342	2.5
SPR	7150	7.6
TAL	3824	4.0
TAU	607	.6
THM	479	.5
TLN	505	.5
TNC	1696	1.8
TOP	2007	2.1
TPB	1	.0
TTO	1630	1.7
VAL	1331	1.4
VAU	314	.3
VHM	197	.2
VLN	336	.4
VNC	1237	1.3
VOP	31	.0
WAL	1561	1.7
WMV	18	.0
WSE	389	.4
Total	94576	100.0

# APP-121

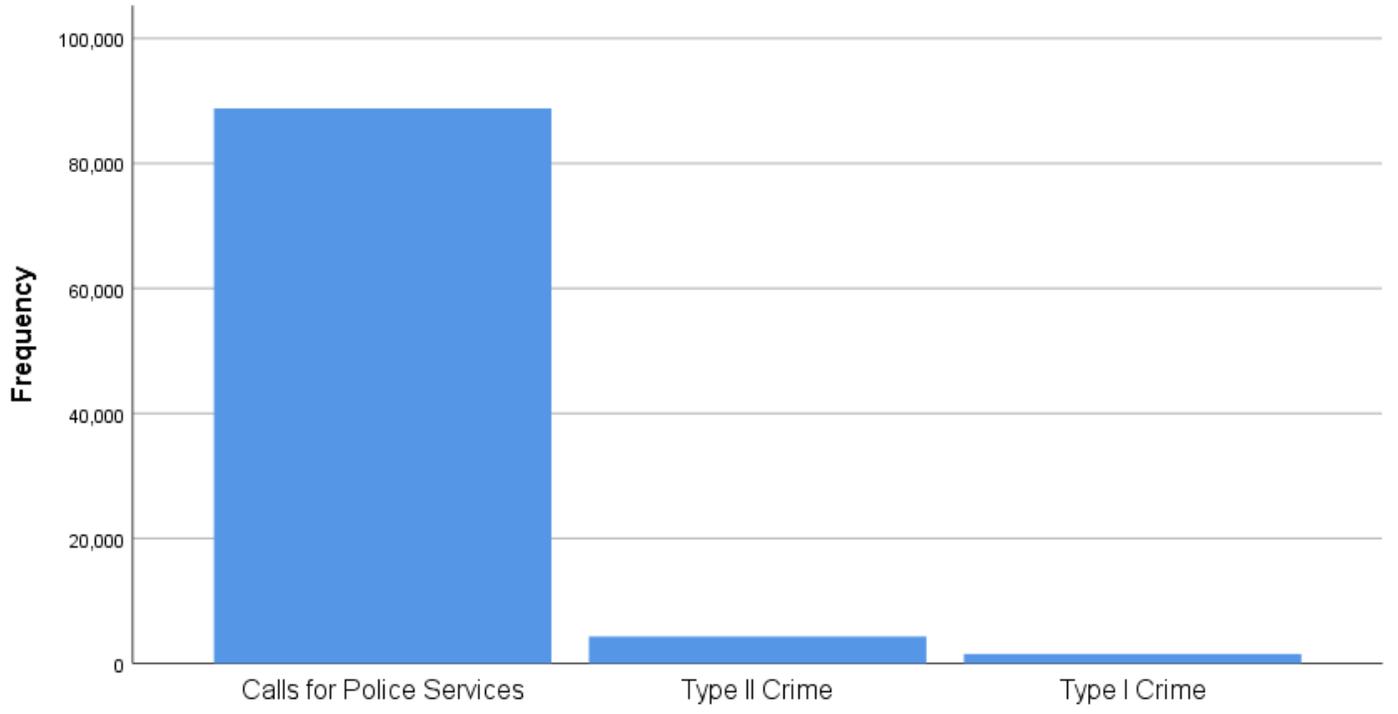
		Frequency	Percent
Valid	Accident	3037	3.2
	Police Services/Misc	49613	52.5
	Animals	3936	4.2
	Assault	92	.1
	Burglary/Larceny/Trespass	1356	1.4
	Child call	696	.7
	Criminal Mischief/Summons/Reckless	1355	1.4
	DMV/Drugs	1444	1.5
	Domestic	328	.3
	EMS/Medical Ass	5437	5.7
	Fire	1812	1.9
	Harassment	266	.3
	HSC	24	.0
	Person misc calls	5298	5.6
	Order of Protect	47	.0
	Sex Offense	764	.8
	Referral	1475	1.6
	Robbery	41	.0
	V & T	4	.0
	Aircraft	183	.2
	Warrant/Summ/Supeana	7012	7.4
	Assist	7911	8.4
	Comm. Policing	2321	2.5
	Weapon	124	.1
Total	94576	100.0	

# APP-122



		Frequency	Percent
Valid	Calls for Police Services	88806	93.9
	Type II Crime	4281	4.5
	Type I Crime	1489	1.6
	Total	94576	100.0

# APP-123



**ERIE COUNTY SHERIFF'S OFFICE, CALLS FOR  
POLICE SERVICES (2016)**

Quick facts:

- 86,999 total calls for police services in 2016
- ECSO serves roughly 50 jurisdictions across Erie County
- By far the most common reasons that citizens call the police is for general (noncriminal) calls for service, medical calls, and calls involving persons.
- 93.4% were classified as “Calls for Service”
- 4.7% Type II crimes
- 1.9% Type I crimes.

## APP-125

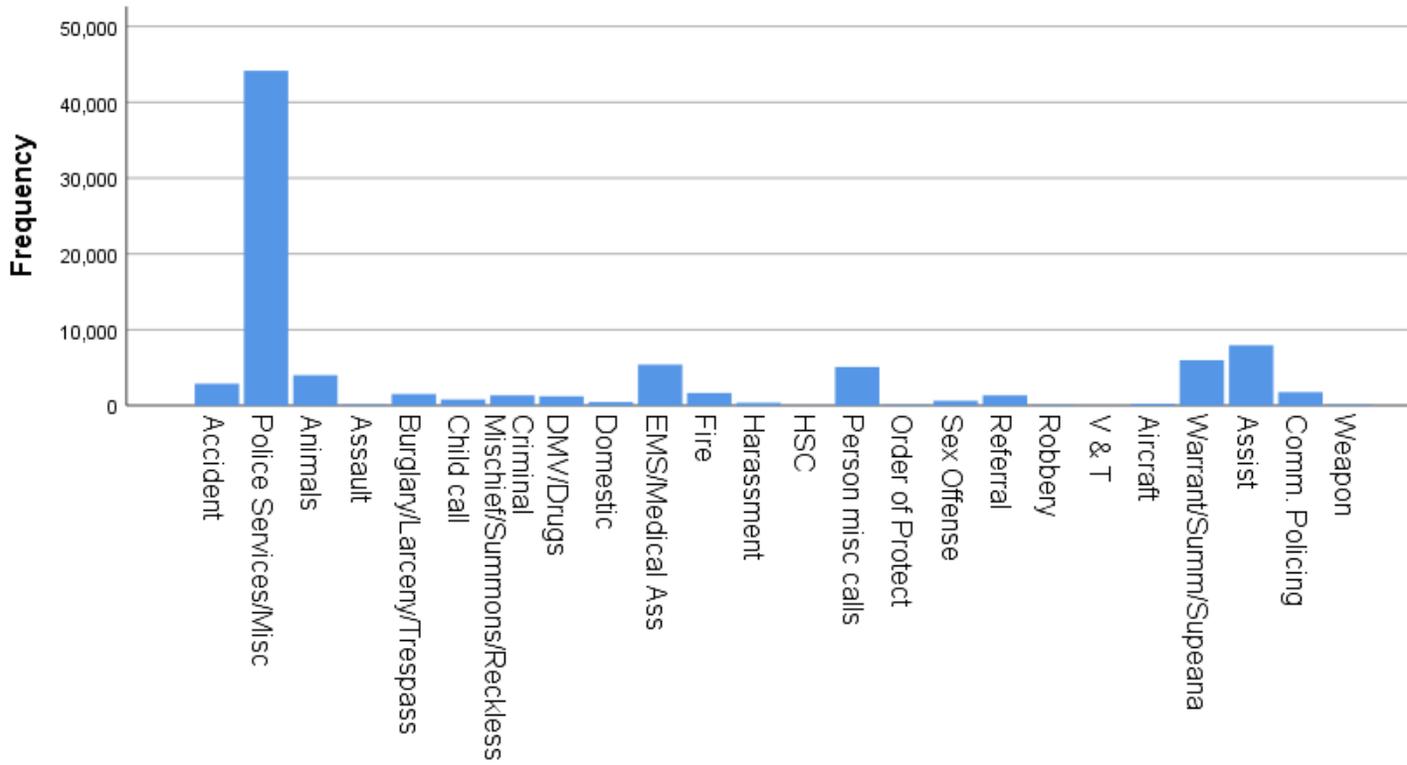
		Frequency	Percent
Valid	AKR	692	.8
	AMH	630	.7
	ANG	31	.0
	BLA	26	.0
	BOS	2197	2.5
	BRN	40	.0
	BRT	988	1.1
	BUF	12184	14.0
	CHE	1049	1.2
	CLA	12493	14.4
	CLD	1046	1.2
	COL	1683	1.9
	CON	3237	3.7
	CTO	179	.2
	DEP	89	.1
	EDN	663	.8
	ELM	6446	7.4
	EVN	1188	1.4
	FAR	244	.3
	GIS	10089	11.6
	GOW	552	.6
	HOL	1846	2.1
	KEN	45	.1
	LAK	128	.1
	MAR	1622	1.9
	MARILLA	86	.1

## APP-126

NEW	1985	2.3
OUT	148	.2
SAR	1881	2.2
SLO	19	.0
SNI	2015	2.3
SPR	6394	7.3
TAL	4008	4.6
TAU	377	.4
THM	337	.4
TLN	385	.4
TNC	1716	2.0
TOP	1787	2.1
TPB	1	.0
TTO	1537	1.8
VAL	1312	1.5
VAU	281	.3
VHM	177	.2
VLN	286	.3
VNC	1158	1.3
VOP	33	.0
WAL	1348	1.5
WMV	19	.0
WSE	322	.4
Total	86999	100.0

APP-127

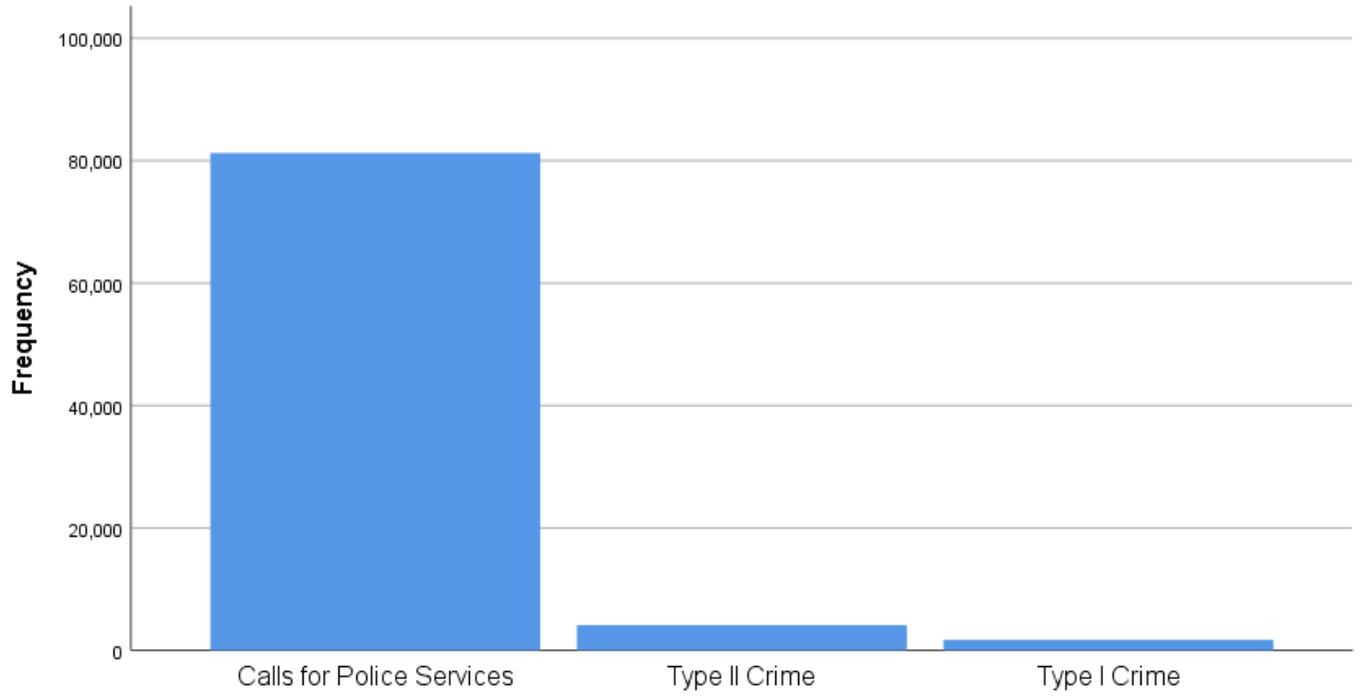
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Accident	2878	3.3	3.3	3.3
	Police Services/Misc	44150	50.7	50.7	54.1
	Animals	3989	4.6	4.6	58.6
	Assault	105	.1	.1	58.8
	Burglary/Larceny/Trespass	1499	1.7	1.7	60.5
	Child call	797	.9	.9	61.4
	Criminal Mischief/Summons/Reckless	1319	1.5	1.5	62.9
	DMV/Drugs	1216	1.4	1.4	64.3
	Domestic	455	.5	.5	64.8
	EMS/Medical Ass	5388	6.2	6.2	71.0
	Fire	1653	1.9	1.9	72.9
	Harassment	352	.4	.4	73.3
	HSC	20	.0	.0	73.4
	Person misc calls	5083	5.8	5.8	79.2
	Order of Protect	63	.1	.1	79.3
	Sex Offense	629	.7	.7	80.0
	Referral	1337	1.5	1.5	81.5
	Robbery	85	.1	.1	81.6
	V & T	5	.0	.0	81.6
	Aircraft	211	.2	.2	81.9
	Warrant/Summ/Supeana	5976	6.9	6.9	88.7
	Assist	7936	9.1	9.1	97.9
	Comm. Policing	1746	2.0	2.0	99.9
	Weapon	107	.1	.1	100.0
	Total	86999	100.0	100.0	



**Description R2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Calls for Police Services	81232	93.4	93.4	93.4
	Type II Crime	4078	4.7	4.7	98.1
	Type I Crime	1689	1.9	1.9	100.0
	Total	86999	100.0	100.0	

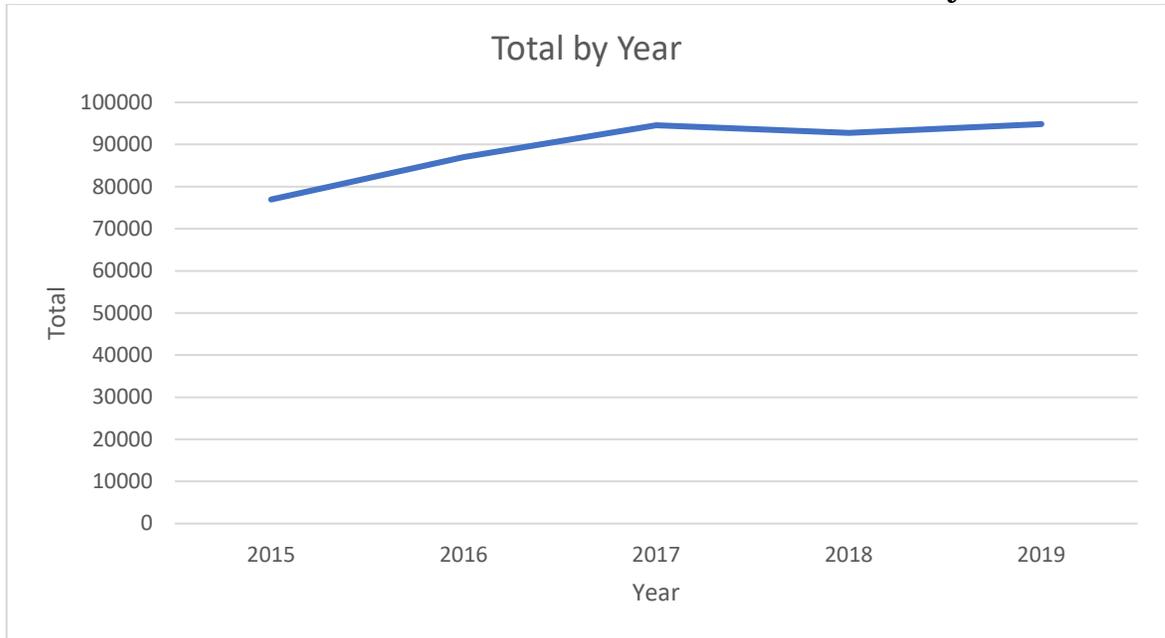
# APP-129



# 2015-2019

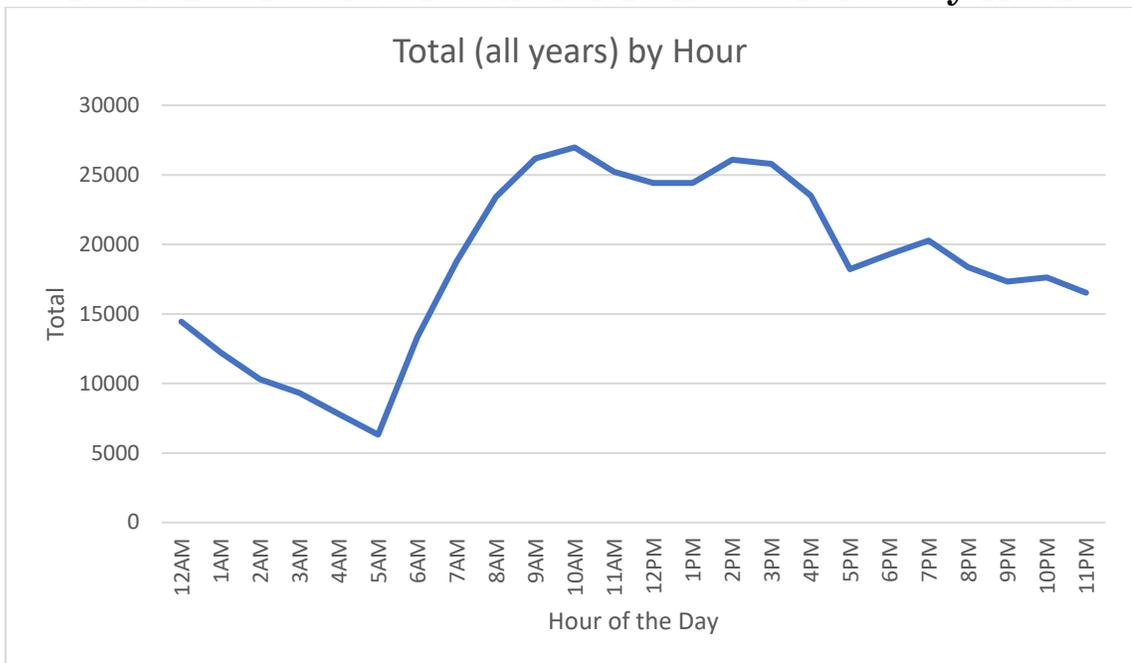
## Annual Breakdown

**Table 1. Total # of Calls for Police Service by Year**



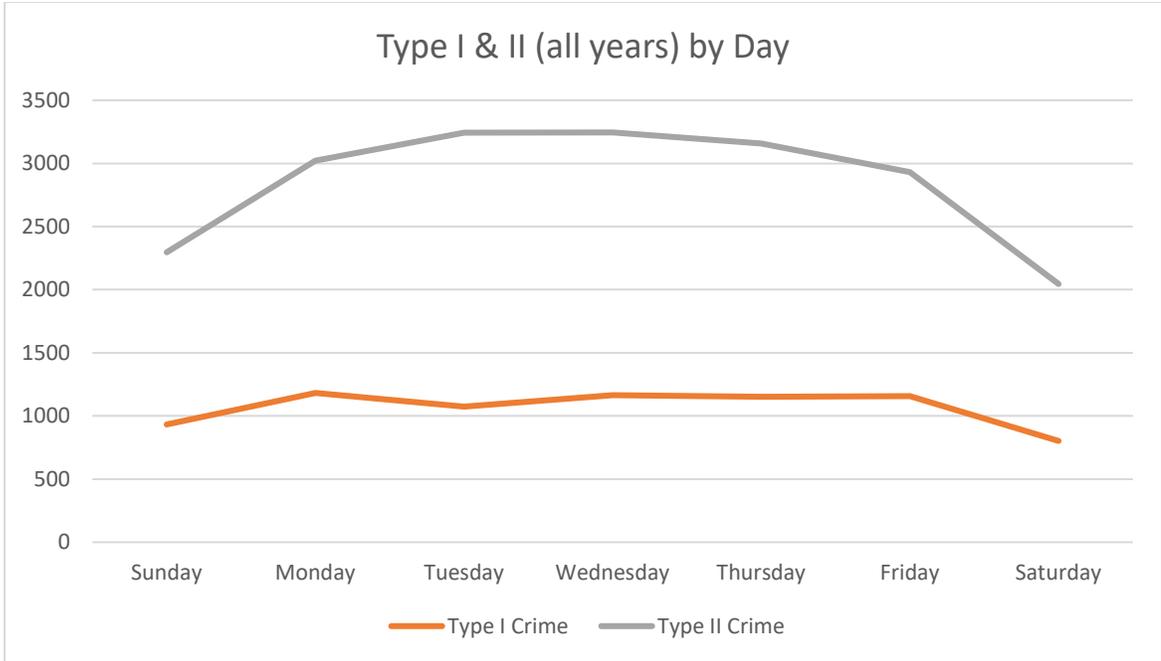
## Cumulative Breakdown for All Years

**Table 2. Total # of Calls for Police Services by Hour**

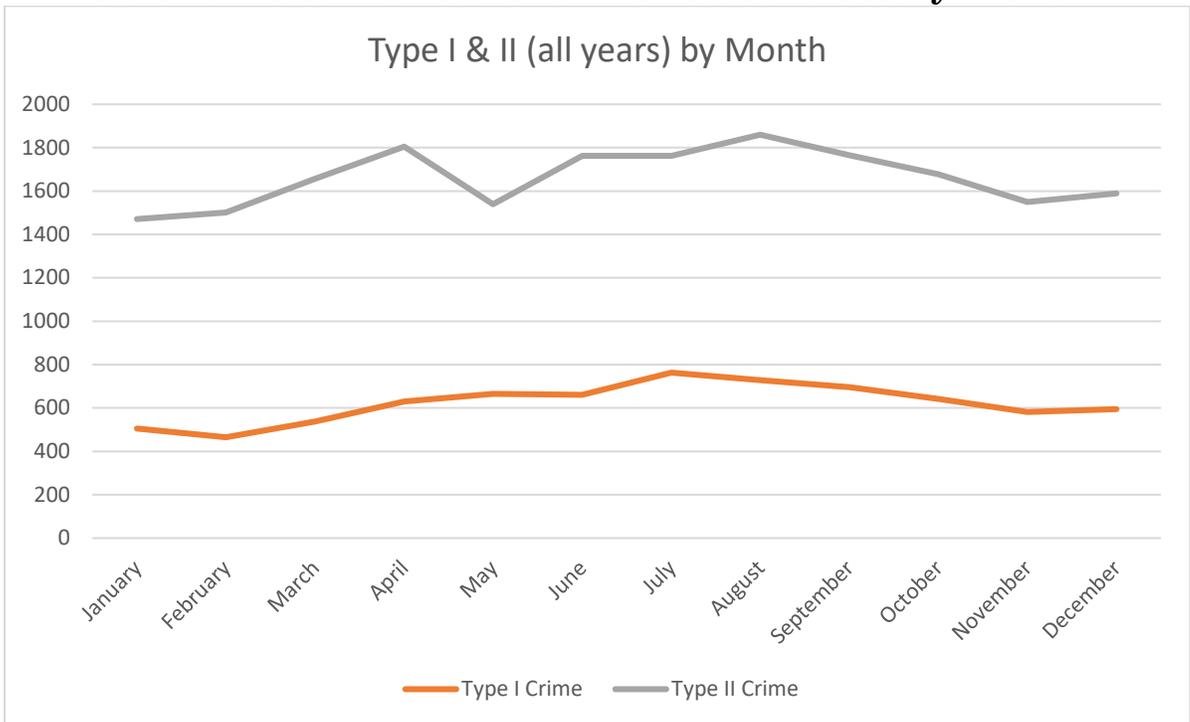


**Table 3. Total # of Type I & Type I Calls by Day of the Week**

# APP-131



**Table 4. Total # of Calls for Police Services by Month**



## Total Numbers of Call by Jurisdiction

City	Type I Crime Count	Type II Crime Count	Calls for Police Services Count	Total
BUF	439	4961	62247	67647
CLA	1365	1860	53574	56799
GIS	1539	2549	48792	52880
ELM	664	1016	33422	35102
SPR	813	1215	32503	34531
TAL	262	1276	17998	19536
CON	196	517	15694	16407
BOS	94	457	10750	11301
SAR	127	380	9316	9823
SNI	300	741	8481	9522
TOP	306	628	8311	9245
MAR	154	306	8644	9104
COL	97	388	8403	8888
TNC	98	286	8426	8810
HOL	126	418	8229	8773
NEW	147	429	8149	8725
TTO	15	89	7741	7845
WAL	114	282	6716	7112
VAL	124	266	6495	6885
VNC	112	306	5867	6285
CHE	13	102	5350	5465
EVN	15	64	5377	5456
CLD	100	214	5139	5453
BRT	17	127	3981	4125
EDN	20	62	3058	3140
AMH	27	63	3047	3137
AKR	57	154	2909	3120
GOW	53	230	2608	2891
TAU	10	51	2367	2428
THM	12	48	2133	2193
TLN	14	61	1891	1966
VLN	6	19	1894	1919
WSE	8	75	1710	1793
VAU	4	14	1509	1527
OUT	7	148	886	1041

# APP-133

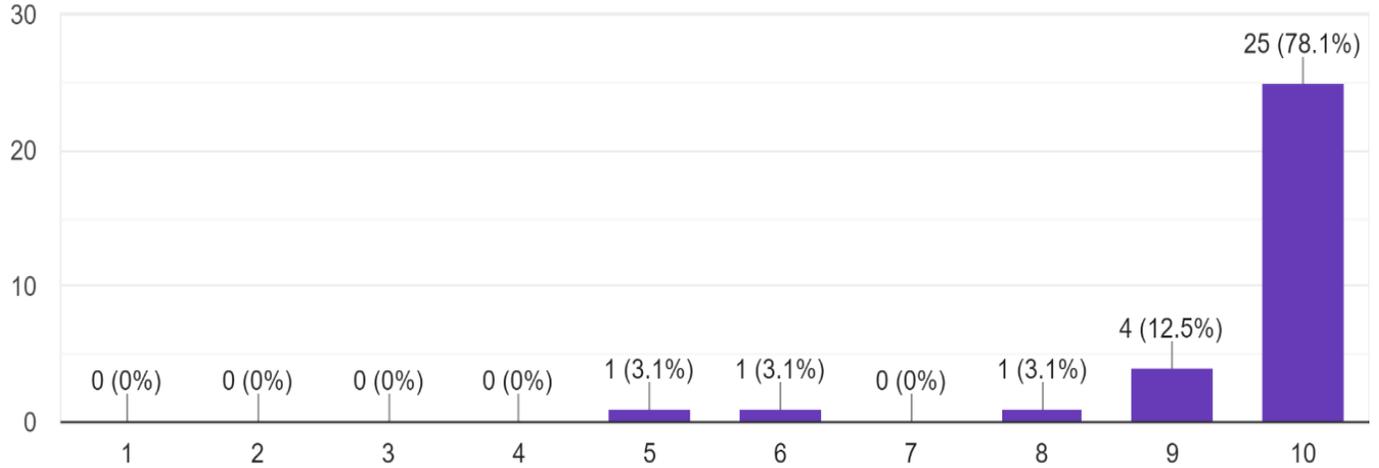
VHM	1	7	1013	1021
FAR	5	50	921	976
CTO	2	10	799	811
LAK		14	693	707
DEP	2	23	468	493
KEN		4	206	210
BRN		3	205	208
BLA		4	180	184
ANG		6	159	165
VOP		5	142	147
SLO		2	108	110
MARILLA		8	87	95
WMV	1	2	88	91
TPB			6	6

## Deputy Survey Results

## DEPUTY SURVEY RESULTS

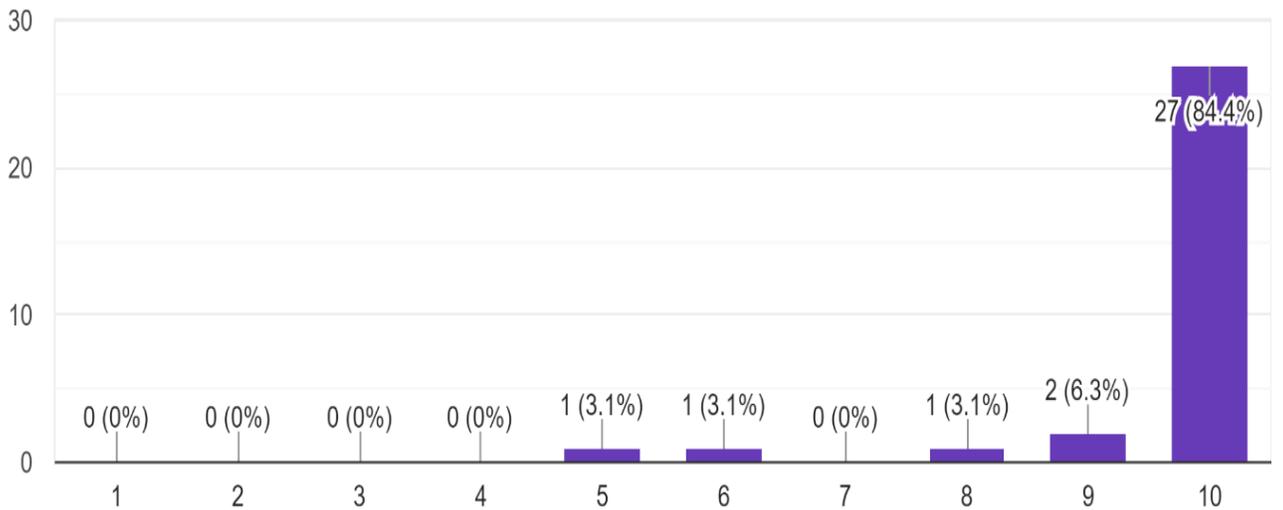
How important is it to treat citizens with dignity & respect for achieving policing objectives?

32 responses



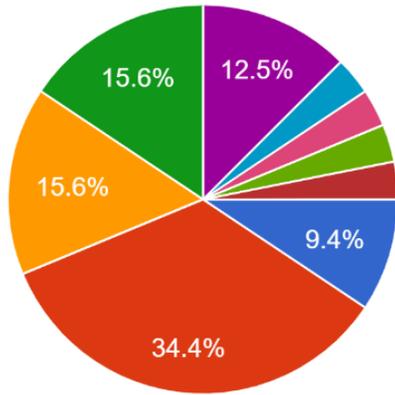
How important is it to listen to individuals during law enforcement interactions?

32 responses



It would be helpful to have mental health counselors available on many calls for service.

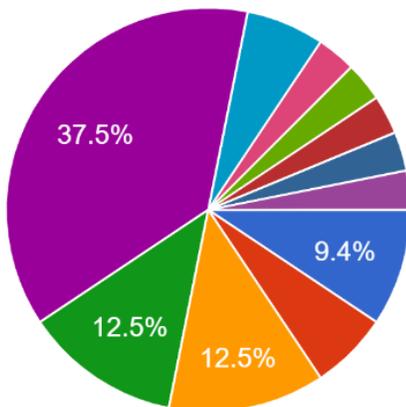
32 responses



- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree
- Not "many" calls but all mental health related calls.
- Crisis services are already an availabl...
- Not many calls but mental health relat...
- If they worked solo. If it rises to a polic...

I would support dispatching mental health counselors to many calls rather than police officers.

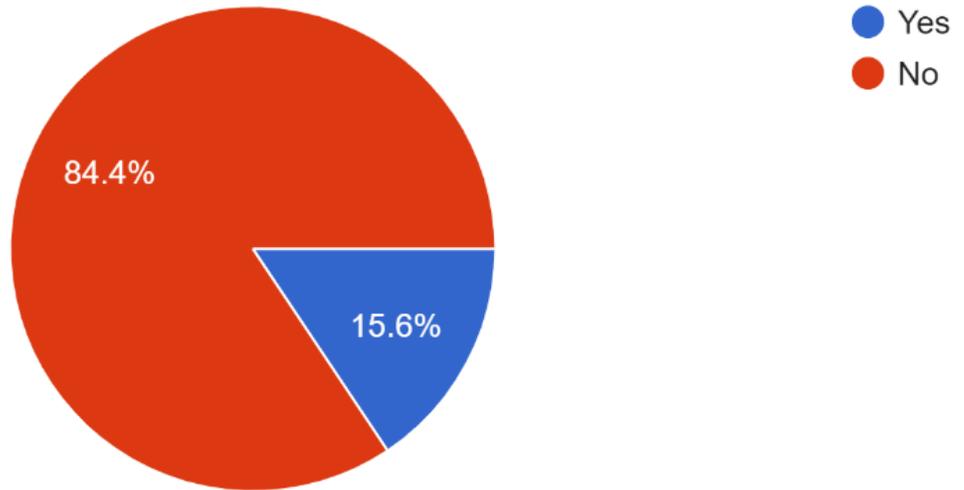
32 responses



- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree
- Some calls, yes. But the majority of ou...
- I agree with this statement however I...
- Nonviolent calls however you never kn...

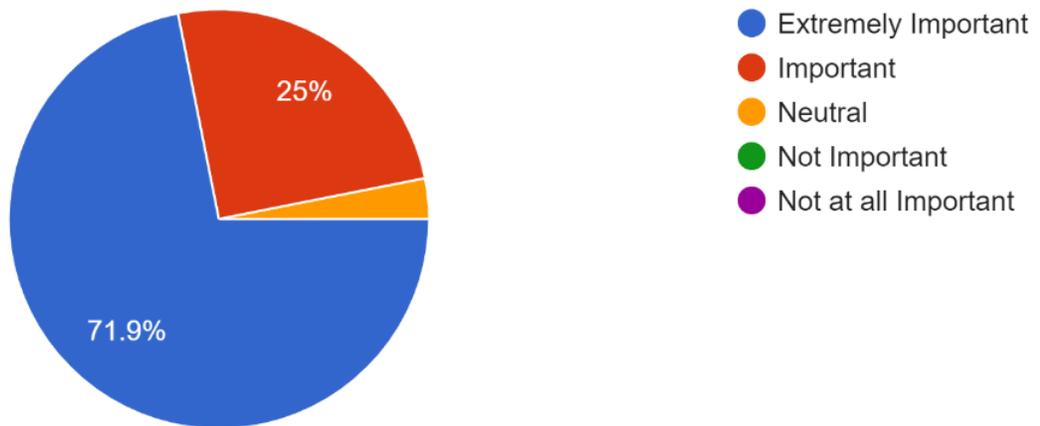
Have you ever been assigned to work in a school?

32 responses



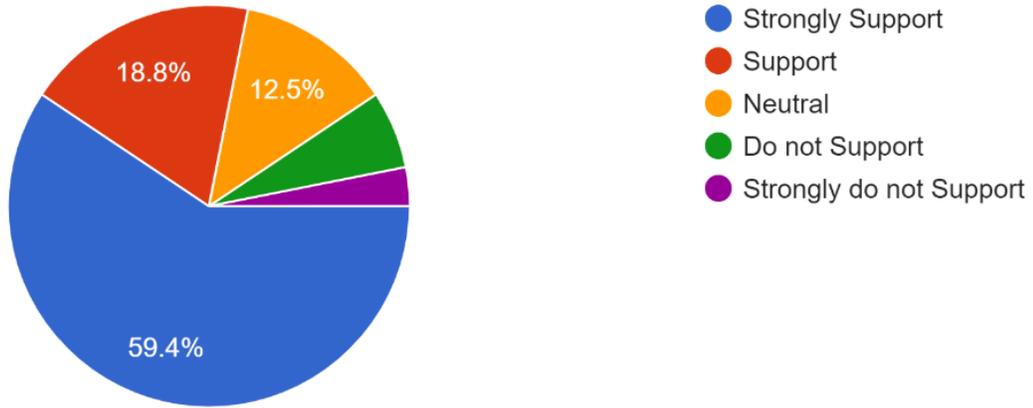
How important do you believe it is for officers to have an important presence in schools?

32 responses



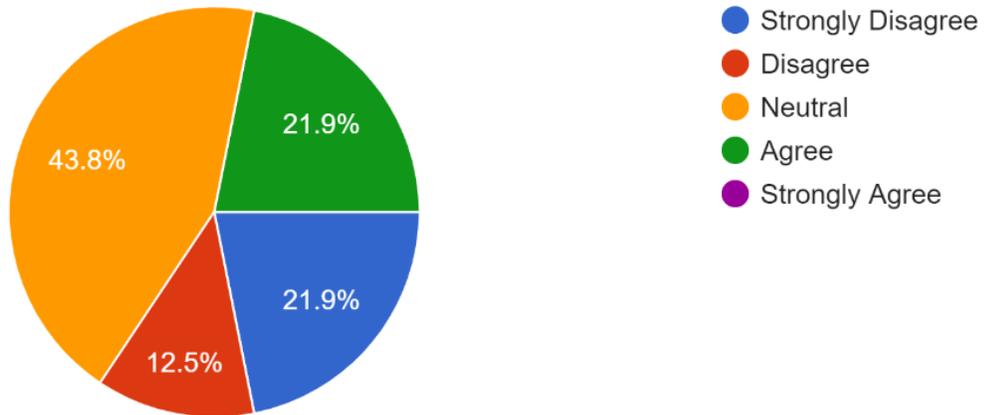
Do you support the use of military equipment and other tactics such as using water cannons, rubber pellets, acoustic weapons for crowd control purposes?

32 responses



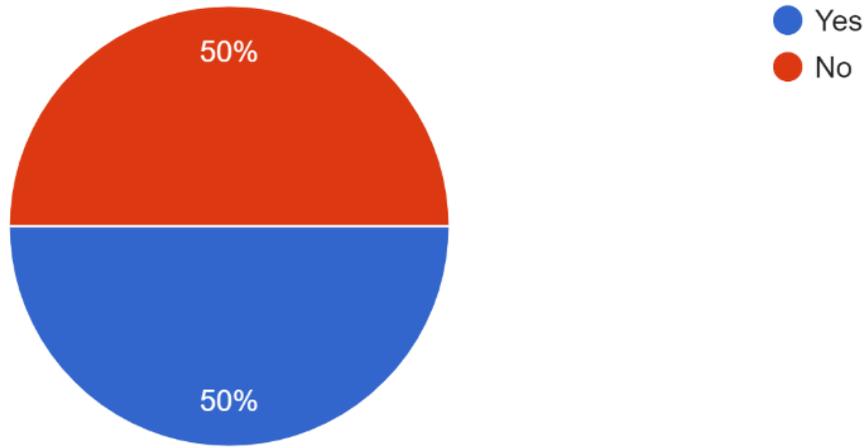
Completing community policing activities will significantly improve my personal evaluation.

32 responses



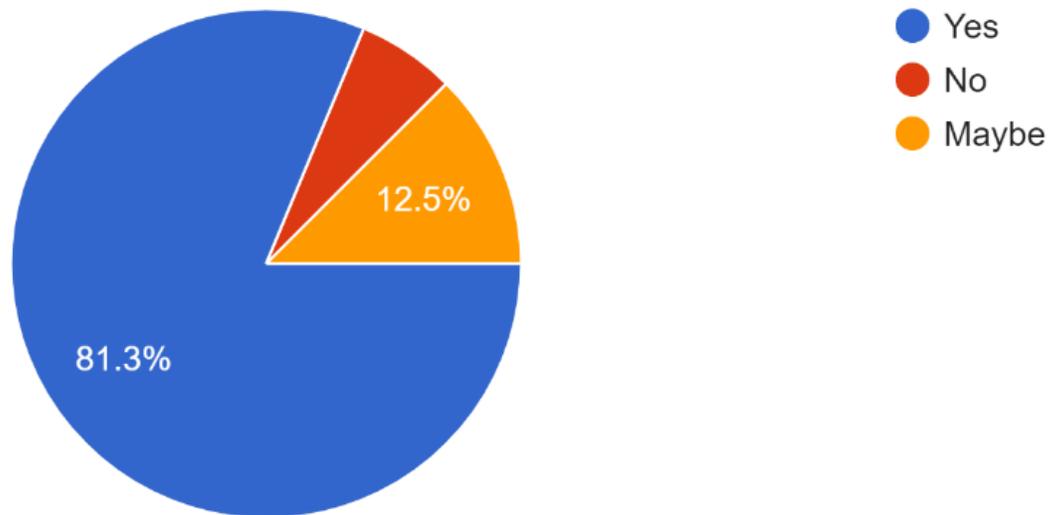
Have you been involved in an internal investigation, either as a subject or witness?

32 responses



Do you feel comfortable reporting misconduct?

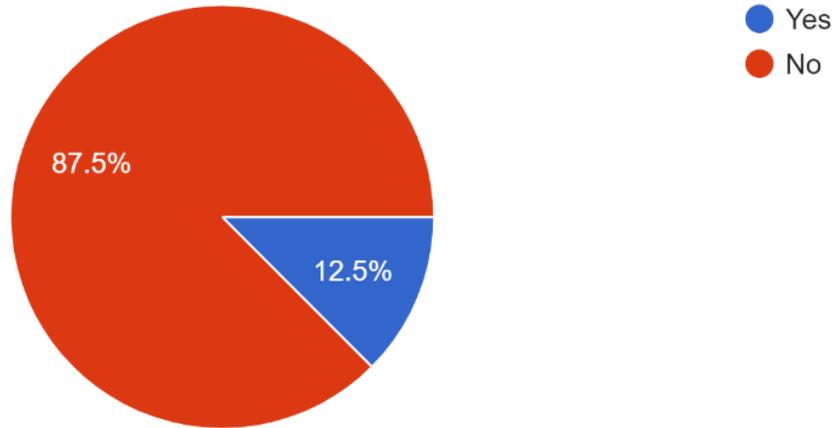
32 responses



# APP-140

Do you feel there would be retribution for reporting the misconduct of another Officer?

32 responses



Standardize Performance Appraisal  
Guideline for Patrol Services

APP-142



STANDARDIZED  
PERFORMANCE APPRAISAL  
SYSTEM

PATROL SERVICES

ERIE COUNTY  
SHERIFF'S DEPARTMENT

## APP-143

### Standardized Evaluation Guidelines

The subsequent "1" (one), "4" (four) and "7" (seven) scale value descriptive definitions are required to be used when evaluating and rating the specific behavior in each of the performance categories. It is only through the diligent use of these guidelines that program standardization and rating consistency is attained.

#### I. Knowledge

##### (1) Knowledge of Department Policies and Procedures:

Evaluates member's knowledge of departmental procedures and ability to apply this knowledge under working conditions of his/her current assignment.

##### Scoring

1. Fails to display knowledge of department policies/regulations and/or violates same. Is unaware of behavior that constitutes a violation of such policies. Is unable to locate specific orders, rules and regulations when necessary.
4. Has a satisfactory understanding of the policies and procedures and a good working knowledge of same. Is sufficiently familiar with criteria constituting a violation of such policies. When not sure of the specific details of an order/rule, he/she is able to locate same for clarification.
7. Has a superior knowledge of rules, regulations, policies and procedures. He/she has same committed to memory and never needs to refer to same for clarification.

##### (2) Knowledge of Major Issues:

Evaluates the member's knowledge of the Criminal Procedure Law, Penal Law and Vehicle and Traffic Law while in field situations.

##### Scoring

1. Does not know the elements of basic sections of law and/or relies on others to provide assistance. Is unable to use the law books and locate the appropriate sections.
4. Has a satisfactory knowledge of the elements of commonly encountered offenses and the related sections of laws. If unaware of the elements or specific section, is able to use law book as a reference guide and locate same.

## APP-144

7. Has a superior knowledge of such statutes. Knows the elements and sections of law without using the law books as reference guide. Has same committed to memory.

### (3) Application of Issues

Evaluates member's recognition of offenses and ability to apply that knowledge to field situations.

#### Scoring

1. Does not recognize obvious violations of law when encountered or makes mistakes relative to the application of appropriate sections of law. Employs no discretion in such application. Applies strictly to the "letter of the law" and often needs assistance in applying law.
4. Recognizes commonly encountered violations of law and applies appropriate sections. Uses proper police discretion in application of laws to tailor the appropriate sections to the circumstances.
7. Recognizes all violations of law including seldom encountered statutes (Agriculture and Marketing, A.B.C., Business, Tax Laws, etc.) Uses superior police discretion in application of laws. Never makes mistakes in selecting sections or applying same.

### (4) Knowledge of Assigned Area:

Evaluates member's knowledge of his/her assigned patrol district and functioning therein.

#### Scoring

1. Is not familiar with general areas of business, industry and amusement contained within the patrol district. Is not aware of areas of congestion, hazards and dangerous conditions. Often requires assistance in responding to calls for service (Ex. asks for directions/locations, etc.) Unaware of "trouble spots" in the district.
4. Has a satisfactory knowledge of general areas of business, industry, amusement and services provided by the towns (clerk, courts, highway, etc.) within the patrol district. Is aware of areas of congestion, hazards and dangerous conditions. Is aware of common "trouble spots" in the district. Has a satisfactory knowledge and understanding of the specific needs and expected response by residents/merchants in the area.

7. Has a superior knowledge of the patrol district including: business, industry, amusement areas, specific areas of congestion, hazard, dangerous conditions. Is aware of every area requiring special attention. Knows all of the specific services available in the area (towing, highway, water, utility, etc.). Understands the needs and expectations of the residents/merchants and always addresses same properly. Anticipates all "trouble spots" in the area. Is used as a reference source by others regarding the district.

II. Productivity

(5) Problem Solving:

Evaluates the member's performance in terms of ability to perceive problems, form valid conclusions, arrive at sound judgements and make proper decisions.

Scoring

1. Acts without thought or good reason. Is indecisive, naive, and/or unable to reason through a problem and arrive at a logical conclusion. Does not recall previous solution and apply same in similar situation. Fixates on one course of action and overlooks options.
4. Able to reason through a problem and arrive at an acceptable conclusion in most situations without requiring assistance from others. Makes reasonable decisions based upon information available. Perceives situations as they actually are. Is open-minded and objective. Relates past solutions to present situations.
7. Able to reason through every encountered situation and is able to arrive at appropriate conclusions. Never requires assistance in making proper decisions. Possesses superior perceptive capabilities, anticipates every problem and prepares resolutions well in advance.

(6) Self-Initiated Activity:

Evaluates the member's interest and ability to initiate police related activity. To view same and to act on even low priority situations.

## APP-146

### Scoring

1. Does not see or avoids activity. Does not follow-up on situations. Rationalizes circumstances in an effort to avoid action. Does not have a broad orientation to the job and related responsibilities. (Examples: maintains minimal contact with residents and merchants, does not view public relations as a part of the job, etc.) Poor arrest record, both criminal and traffic.
4. Recognizes and identifies police related activity. Has a broad orientation to the job, including low priority activity. (Examples: special attentions, house checks, citizen contacts, victim/witness assistance, neighborhood watch, public service programs, etc.) Develops case/information from observed activity. Displays inquisitiveness and documents suspicious activity (F.I.F.'s). Maintains an active arrest record (both criminally and traffic).
7. Never misses observable activity. Develops information from briefings and prior contacts with individuals. Is a leader of the department in arrests for both criminal and traffic offenses. Recognizes and develops information and documents all suspicious circumstances. Volunteers for work/assignments, both pleasant and distasteful. Uses off-duty time for work and to practice procedures.

### (7) Investigative Skills:

Evaluates the member's ability to conduct a proper investigation with an emphasis on investigatory procedures.

### Scoring

1. Does not conduct a basic investigation or conducts investigations improperly. Unable to accurately diagnose factual data collected. Fails to discern readily available evidence. Frequently makes mistakes when identifying and collecting evidence or contaminates evidence. Does not readily identify and collate related information/evidence. Is easily misled during investigations.
4. Follows proper investigatory procedure in all cases. Is usually accurate in the diagnosis of factual data collected. Is able to discern readily available evidence. Is usually accurate when identifying, collecting and protecting evidence. Identifies and collects related information/evidence with minimal assistance.

## APP-147

7. Is always accurate in the diagnosis of factual data collected. Is able to rapidly and properly discern available evidence. Is always accurate when identifying, collecting and protecting evidence. Rapidly identifies and collates related information/evidence without any assistance. Investigations are always completed to a proper disposition.

### (8) Safety Procedures:

Evaluates the member's ability to perform police related tasks without injuring self or others or exposing self or others to unnecessary danger/risks.

#### Scoring

1. Fails to follow accepted safety procedures. Refuses or fails to assist other deputies when requested/necessary. Fails to maintain adequate physical condition. Does not anticipate potentially dangerous situations. Fails to use illumination when appropriate. Fails to utilize or maintain personal safety equipment. Is careless with weapons. Drives in violation of any traffic laws. Involved in avoidable motor vehicle accident(s). Is reckless in the performance of duties. Fails to search vehicle after transports. Fails to handcuff arrested persons behind their back and fails to search properly. Does not use seatbelt as directed.
4. Follows accepted safety procedures. Understands and applies same. Maintains control of the vehicle. Evaluates driving situations and drives defensively. Is not involved in any avoidable motor vehicle accidents. Assists other officers when capable of doing so.
7. Always works very safely. Foresees dangerous situations and prepares for same. Sets an example for others to follow as a superior defensive driver. Is alert to changing situations and prevents opportunities for danger from developing.

### III. Communication

#### (9) Oral Expression:

Evaluates member's ability to communicate with others in conversation - considering ability to gain and maintain verbal control of situations and evaluates the member's ability to articulate and be understood by others.

Scoring

1. Speaks too softly or timidly. Speaks too loudly. Confuses or angers listeners by what is said and/or how it is said. Speaks when inappropriate. Does not pre-plan what is to be said (example: radio transmissions). Speaks too quickly or slowly.
4. Speaks in a clear calm voice. Proper selection of words and knowledge of when and how to use them. Speaks when appropriate. Usually plans and prepares conversation prior to speaking. Speaks in clear, concise, brief statements (example: radio transmissions). Voice tone and inflection is usually proper to control situation/conversation. Is able to maintain a coherent train of thought.
7. Always speaks clearly, calmly, concisely, in even the most stressful situations. Anticipates and clarifies confusing information to prevent misunderstanding. Always employs the proper voice tone, word selection, inflection and bearing to accompany what is said. never speaks inappropriately.

(10) Written Expression:

Evaluates member's ability to express himself/herself in written communications using proper English, spelling, and penmanship. The preparation of reports relating to organization and detail and proper form selection.

Scoring

1. Unable to organize information and reduce it to writing. Leaves out pertinent information in reports. Reports are illegible and contain an excessive number of misspelled words. Sentence structure, grammar, word usage is improper or incomplete. Reports are often returned for clarification or to be rewritten.
4. Reports are legible. Sentence structure, grammar, word usage is proper and complete. Spelling is acceptable and errors are rare. Reports are completed in an organized and logical manner. Reports contain the required information and details. Errors, if present, are minor and easily corrected. Reports are rarely returned for clarification or to be rewritten.
7. Reports are always extremely neat and legible. Penmanship is impeccable. Contains no spelling or grammatical errors. Reports are always a complete and detailed accounting of events from beginning to end without exception. The message is always received as intended. Reports are never returned for clarification or to be rewritten.

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### (11) Timeliness:

Evaluates the member's ability to complete reports efficiently and submitting same when required in a timely fashion.

#### Scoring

1. Reports and other communications are often delayed in being submitte. Excessive time is expended in preparing same. Reports are rarely submitted on time. Fails to submit or is tardy in submitting follow-up reports.
4. Reports and other communications are completed within a reasonable amount of time. Reports are usually submitted promptly. Follow-up reports are usually submitted on time.
7. Reports and other communications are completed immediately when requested. Reports are anticipated and often ready prior to request. All reports are submitted promptly without exception.

### (12) Accurary/Completeness:

Evaluates the member's ability to properly utilize departmental forms and formats necessary to job accomplishment.

#### Scoring

1. Is unaware that a form must be completed and/or is unable to complete the proper form/format for a given situation. Forms are incomplete, inaccurate, or improperly used. (Example: blocks not filled in, narrative incomplete, etc.)
4. Has a sufficient knowledge of the commonly used forms/formats and understands the uses of same. Completes the forms with accuracy and thoroughness. Rarely has reports returned for completion or rewriting. (Example: blocks/narrative complete on all reports including: police reports, motor vehicle (MV 104-A), U.T.T.'s, parking, etc.)
7. Always makes the proper determinations as to the proper form/format selection and completes same without assistance. Never makes mistakes or omissions in completing forms. (Example: All forms are completed with perfection).

IV. Attitude

(13) View of Assignment:

Evaluates how the member views his assignment in terms of personal motivation, goals and acceptance of the responsibilities of the position.

Scoring

1. Views his/her assignment as merely a job and responds on a need basis. Refuses to assume responsibilities for actions taken. Demonstrates little dedication or loyalty to the department. Fails to become involved or suggest improvements in assigned area. Does as little as possible to show example to others or promote the department.
4. Usually has a positive attitude toward assignment. Demonstrates an active interest in his/her assignment. Assumes responsibility for actions. Demonstrates dedications and loyalty to the assignment and department. Suggests improvement to assigned areas. Takes an interest in the department/assignment and promotes same to other. Has a sufficient working knowledge of the requirements of said position.
7. Never becomes discouraged towards assignment and responsibilities of the assigned position. Actively investigates and solicits information from others to increase knowledge and improve skills to assist in performing the job functions. Is repeatedly suggesting methods of improving the assignment. Maintains a proactive approach to assignment. Knows all of the goals of said position and achieves same.

(14) Acceptance of Criticism:

Evaluates the way the member accepts criticism and how the feedback is used to further the learning process and improve performance.

Scoring

1. Denies that errors were made, rationalizes mistakes, is argumentative, refuses to or does not attempt to make corrections. Considers corrective criticism as a personal attack and/or complains to working associates regarding same.
4. Accepts criticism in a positive manner and applies same to improve performance and further the learning experience.

## APP-151

7. Actively solicits criticism/feedback in order to further learning and improve performance. Never argues or blames others for errors, mistakes, or omissions.

### (15) Citizen Contacts:

Evaluates the member's ability to interact with citizens in an appropriate and efficient manner.

#### Scoring

1. Abrupt, belligerent, overbearing, arrogant, uncommunicative. Overlooks or avoids the "service"/public relations aspect of the job. Introverted, insensitive and uncaring. Uneasy and nervous in dealing with people on a routine basis.
4. Courteous, friendly and empathetic. Communicates in a professional unbiased manner. Is service/public relations oriented. Is comfortable with routine citizen contacts. Promotes a professional image to the public.
7. Is always at ease with all citizen contacts including dignitaries. Quickly establishes a rapport with those contacted and leaves same with the feeling that the member is genuinely interested in them. Is always objective in contacts. Actively pursues public service duties in excess of general job responsibilities. (Example: daily meetings with citizens, groups, etc.).

### (16) Departmental Members:

Evaluates the member's ability to effectively interact with other department members of various ranks and in various capacities.

#### Scoring

1. Patronizes other members and/or superiors or is antagonistic toward same. Gossips. Is disrespectful, argumentative, sarcastic, or resists instructions.
4. Adheres to the Chain of Command and accepts his/her specific role in the organization. Maintains good relationships with peers and superiors and is accepted as a group member. Works well in a team atmosphere. Although not completely in agreement with an assignment or order, willingly accepts and follows same.
7. Is at ease in contacts with all department personnel.

## APP-152

Completely understands superiors' responsibilities. Respects and completely supports their position. Peer group leader. Actively assists others in performance of their jobs. Is always willing to assist and/or take on other's duties. Does not hesitate to seek assistance from the supervisor.

### V. General

#### (17) Appearance - Uniform/Clothing:

Evaluates member's uniform appearance and dress demeanor.

##### Scoring

1. Uniform/clothing constantly dirty, wrinkled, fits poorly or is improperly worn. Dirty shoes. Inadequately maintained leather gear. Gear is missing or improper.
4. Uniform/clothing is neat and clean - fits and is worn properly. Leather gear and issued accessories are clean and operative. Brass is polished. Shoes are shined.
7. Uniform/clothing always very neat, clean and tailored. Leather is always shined to a high gloss. Brass is highly polished. Shoes are spit shined. Displays a command bearing. Appearance sets a standard for others to strive to achieve.

#### (18) Appearance - Grooming:

Evaluates the member's personal hygiene and adherence to departmental standards for physical appearance.

##### Scoring

1. Hair is ungroomed and/or in violation of departmental regulations. Minimal attention to personal hygiene - offensive body odor and/or breath.
4. Hair groomed and meets the departmental standards. Standard attention given to personal hygiene. Present a neat and clean appearance.
7. Hair is always perfectly groomed and exceeds the departmental standards. Pays strict attention to personal hygiene. Sets the standard for a neat, clean and impeccable appearance for others to strive to achieve. (Example: Hair never out of place, etc.)

(19) Attendance - Tardiness:

Evaluates the member's punctuality, including preparation and readiness when responding for duty. Remarks should indicate dates and times of absence.

Scoring

1. Repeatedly responds late for duty. Responds for duty unprepared or unequipped.
4. Rarely, if ever, responds late for duty and only with an acceptable excuse or reason. Is well prepared, equipped and ready for service.
7. Never tardy. Responds to work early, allowing time to review appropriate materials (clip boards - bulletin boards - court notices - etc.) everyday. Is always alert, prepared, equipped for immediate service.

(20) Attendance - Authorized Sick Leave:

Evaluates the member's frequencies of absence from duty regarding authorized sick leave usage. Remarks should indicate dates and times of absence.

Scoring

1. Seven (7) or more frequencies/incidents of sick leave during the evaluation period.
4. Four (4) frequencies/incidents of sick leave during the evaluation period.
7. No incidents of sick leave during the evaluation period.

Note: Any incident(s) of unauthorized absence is unacceptable and will result in a scoring of one (1).

VI. Performance

(21) Non-Stress Conditions:

Evaluates the member's ability to perform routine, non-stress police related functions.

Scoring

1. When confronted with a routine task, becomes confused and disoriented. Unable to determine a proper course of action or takes inappropriate action.
4. Properly assesses routine situations, determines appropriate action and utilizes same on a regular basis. Thinks well "on his feet" and uses good

common sense.

7. Properly assesses situations including the most unusual or complex occurrences. Always determines appropriate course of action for every situation and utilizes same. Never misinterprets or makes mistakes regarding routine situations.

(22) Stress Conditions:

Evaluates the member's ability to perform in moderate to high stress situations.

Scoring

1. Becomes emotional, is panic stricken, unable to function, fails to respond, loses temper or displays cowardice, or overreacts.
4. Maintains calm and self-control. Determines proper course of action and utilizes same, without unwarranted hesitation. Does not allow the situation to further deteriorate. Follows commands as directed.
7. Maintains calm and self-control in even the most extreme situation. Always maintaining complete objectivity. Quickly restores control in all situations and takes complete command of the situation. Always determines the most appropriate course of action and utilizes same.

(23) Equipment - Knowledge/Use:

Evaluates member's performance regarding department issued and maintained equipment, including knowledge of application, proficiency and awareness of supply requirements and routine inspections.

Scoring

1. Is unaware of the operation of issued/assigned equipment (handcuffs, mace, revolver/shotgun, keys, radio, vehicle/equipment, etc.) Deficient in required knowledge of procedural applications and with such equipment. Fails to routinely inspect equipment and review policies and operational procedures regarding the use of same. Rarely inspects vehicle (interior, exterior, maintenance items, etc.) Did not qualify with issued equipment.
4. Has a satisfactory working knowledge of issued equipment (handcuffs, mace, revolver/shotgun, keys, radio, vehicle/equipment, etc.), policies, operational

procedures and standards of application with such equipment. Routinely inspects equipment for satisfactory functioning. Inspects vehicle (interior, exterior, equipment, maintenance items, etc.) daily. Satisfactorily qualifies with issued equipment.

7. Maintains a superior knowledge of issued equipment (handcuffs, mace, revolver/shotgun, keys, radio, vehicle/equipemtn, etc.). Is highly proficient in procedural application and technical aspect of such equipment. Conducts daily inspections and servicing of equipment to insure flawless operation. Scrupulously inspects vehicle and clean same (polish, vacuum, etc.). Qualifies with issued equipment in the upper percentile (90% or above).

(24) Interpersonal Transaction Skills:

Evaluates member's ability to use proper questioning techniques, to vary techniques to fit person(s) being interviewed/interrogated, to follow proper procedures.

Scoring

1. Fails to use proper questioning techniques. Does not elicit and/or record available information. Does not establish appropriate rapport with person(s) being interviewed/interrogated. Does not control the interrogation. Fails to follow established procedures.
4. Employs appropriate questioning techniques. Elicits most of the available information and records same. Established the proper rapport with most persons interviewed/interrogated. Usually controls the interrogation. Follows established procedural guidelines.
7. Always uses the proper questioning technique for investigations. Establishes a rapport with all persons interviewed/interrogated. Controls the interview/interrogation in even the most extremely difficult situations. Conducts successful interrogations. Has all procedural guidelines and techniques and uses them in achieving a successful outcome. (example: Miranda warnings employed most effectively/properly, etc.)

(25) Planning and Organization:

Evaluates member's ability to plan daily activities, needs and scheduled assignments and organize his/her schedule to accommodate same.

## APP-156

### Scoring

1. Forgets scheduled assignment. Often fails to complete assignments (deliveries, special attentions, etc.). Does not anticipate potential problems and time delays. Often fails to acquire necessary equipment (flares, reports, etc.) prior to commencing tour of duty. Follows a set daily routine of stops, breaks, lunch, etc.
  
4. Completes assigned activities (deliveries, special attentions, etc.) with rare exceptions. Usually anticipates problems and time delays. Usually acquires necessary equipment (flares, reports, etc.) prior to the commencement of duty. Plans patrol activities prior to duty and achieves same. Varies schedules of routine functions.
  
7. Always completes assigned activities without exception. Always properly anticipates problems and time delays and compensates for same. Never is deficient of necessary equipment (flares, reports, etc.). Plans activities prior to duty and achieves same. Always allots time for additional functions (enforcement, field interviews, public service, etc.) Varies schedule of routine functions.

# Standardize Performance Appraisal

OFFICE USE	
Raw Score	_____
Conversion Index	x .59
Final Score	_____

**(ADMINISTRATIVE)  
STANDARDIZED PERFORMANCE  
APPRAISAL SYSTEM**

Name: Rank: SSN#: Appt. Date:	Date:	_____	Division	_____
	Evaluation:	Annual _____ Semi _____	Assignment	_____

This standardized performance appraisal process has been developed and shall be instituted utilizing the following rating procedures:

- 1) To be completed for all sworn personnel by the immediate supervisor.
- 2) The supervisor will schedule an appointment with the individual to be rated prior to completing the evaluation form. Both Supervisor and subordinate will review and discuss the format and complete the evaluation process together. This allows both individuals to discuss the guidelines and affords the supervisor the opportunity to coach/counsel the individual.
- 3) The supervisor must view each category of evaluation separately and compare the performance of the individual to the standardized guidelines.
- 4) All rating shall be reviewed by the next two (2) levels above the rater (example: lieutenant and captain will review all evaluations of first line deputies under their commander). This review will be done prior to being signed by the individual.
- 5) Evaluations will be completed on an bi-annual basis and/or prior to promotion or transfer, if an evaluation has not been completed within ninety days of such assignment. An evaluation will be completed for any temporary and/or specialized assignment.
- 6) Evaluations of 1 or 7 require that justification section be completed explaining the rational for this rating.

**RATING SCALE SCORING**

Score	Explanation
1	— The performance of the individual achieves the performance statements denoted in category "1" of the rating scale.
2	— The performance of the individual exceeds all of the performance statements denoted in category "1" and meets less than 50% of the performance statements denoted in category "1" and meets less than 50% of the performance statements denoted in category #4 of the rating scale.
3	— The performance of the individual exceeds all of the performance statements denoted in category "1" and meets 50% or more of the performance statements denoted in category #4 of the rating scales.
4	— The performance of the individual achieves the performance statements denoted in category "4" of the rating scale.
5	— The performance of the individual exceeds the performance statements denoted in category "4" and meets less than 50% of the performance statements denoted in category "4" and meets 50% or more of the performance statements denoted in category "7" of the rating scale.
6	— The performance of the individual exceeds the performance statements denoted in category "4" and meets 50% or more of the performance statements denoted in category "7" of the rating scale.
7	— The performance of the individual achieves the performance statements denoted in category "7" of the rating scale.

**RATING SCALE**

Not Acceptable Performance		Acceptable Performance			Superior Performance	
1	2	3	4	5	6	7

**OFFICE USE**

**I. KNOWLEDGE**

1. Policies and Procedures	1	2	3	4	5	6	7
2. Major Issues	1	2	3	4	5	6	7
3. Application of Issues	1	2	3	4	5	6	7
4. Assigned Area	1	2	3	4	5	6	7

**Comment:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Average \_\_\_\_\_

**II. PRODUCTIVITY**

5. Problem Solving	1	2	3	4	5	6	7
6. Self-initiated Activity	1	2	3	4	5	6	7
7. Alertness	1	2	3	4	5	6	7
8. Safety Procedures	1	2	3	4	5	6	7

**Comment:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Average \_\_\_\_\_

**III. COMMUNICATION**

9. Oral Expression	1	2	3	4	5	6	7
10. Written Expression	1	2	3	4	5	6	7
11. Timeliness	1	2	3	4	5	6	7
12. Accuracy	1	2	3	4	5	6	7

**Comment:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Average \_\_\_\_\_

**IV. ATTITUDE**

13. View of Assignment	1	2	3	4	5	6	7
14. Acceptance of Criticism	1	2	3	4	5	6	7
15. Citizen Contacts	1	2	3	4	5	6	7
16. Departmental Members	1	2	3	4	5	6	7

**Comment:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Average \_\_\_\_\_

**V. GENERAL**

A. Appearance	1	2	3	4	5	6	7
17. Uniform/Clothing	1	2	3	4	5	6	7
18. Grooming	1	2	3	4	5	6	7

**B. Attendance**

19. Tardiness	1	2	3	4	5	6	7
20. Sick Leave	1	2	3	4	5	6	7

**Comment:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Average \_\_\_\_\_

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OFFICE USE

VI. PERFORMANCE

21. Non-Stress Conditions	1	2	3	4	5	6	7
22. Stress Conditions	1	2	3	4	5	6	7
23. Equipment Knowledge/Use	1	2	3	4	5	6	7
24. Inter-personal Transaction	1	2	3	4	5	6	7
25. Planning and Organization	1	2	3	4	5	6	7

Comment: \_\_\_\_\_

_____
_____
_____
_____
Average _____

Areas of most acceptable performance — specify: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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\_\_\_\_\_

\_\_\_\_\_

Areas where improvement in performance is necessary or possible (even if currently) — specify:

\_\_\_\_\_

\_\_\_\_\_

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Justifications: \_\_\_\_\_

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\_\_\_\_\_

Date: \_\_\_\_\_

\_\_\_\_\_  
Supervisor's Signature

\_\_\_\_\_  
Member's Signature

**APP-161**  
**PERFORMANCE EVALUATION**  
**COMMAND REVIEW**

Subject Area/Categories	1st Line Review			2nd Line Review		
	Agree	Disagree	Score	Agree	Disagree	Score
1) Policies and Procedures						
2) Major Issues						
3) Application of Issues						
4) Assigned Area						
5) Problem Solving						
6) Self-Initiated Activity						
7) Investigative Skills						
8) Safety Procedures						
9) Oral Expression						
10) Written Expression						
11) Timeliness						
12) Accuracy						
13) View of Assignment						
14) Acceptance of Criticism						
15) Citizen Contacts						
16) Departmental Members						
17) Uniform/Clothing						
18) Grooming						
19) Tardiness						
20) Sick Leave						
21) Non-Stress Conditions						
22) Stress Conditions						
23) Equipment Knowledge/Use						
24) Inter-personal Transactions						
25) Planning and Organization						

Instructions: Indicate any objections or disagreements in the scoring computed by the supervisor in the comment section below. Note the specific category number initially and then specify the issues and remarks substantiating the disagreement and scoring change indicated.

Comment (1st Line Review) \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Date \_\_\_\_\_ \_\_\_\_\_  
First Line Signature

Comment (2nd Line Review) \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Date \_\_\_\_\_ \_\_\_\_\_  
Second Line Signature

Standardize Performance Appraisal  
Guideline for Supervisory Command  
Assignment

APP-163



STANDARDIZED  
PERFORMANCE APPRAISAL  
SYSTEM

SUPERVISORY  
COMMAND  
ASSIGNMENT

ERIE COUNTY  
SHERIFF'S DEPARTMENT

# APP-164

## Standardized Evaluation

### Guidelines

The subsequent "1" (one), "4" (four) and "7" (seven) scale value descriptive definitions are required to be used when evaluating and rating the specific behavior in each of the performance categories. It is only through the diligent use of these guidelines that program standardization and rating consistency is attained.

#### I. General

##### (1) Appearance - Uniform/Clothing:

Evaluates the member's uniform appearance and dress demeanor.

##### Scoring

1. Uniform/clothing constantly dirty, wrinkled, fits poorly or is improperly worn. Dirty shoes, Inadequately maintained leather gear. Gear is missing or improper.
4. Uniform/clothing is neat and clean - fits and is worn properly. Leather gear and issued accessories are clean and operative. Brass is polished. Shoes are shined.
7. Uniform/clothing always very neat, clean and custom tailored. Leather is always shined to a high gloss. Brass is highly polished. Shoes are spit shined. Displays a command bearing. Appearance sets a standard for others to strive to achieve.

##### (2) Appearance - Grooming:

Evaluates the member's personal hygiene and adherence to departmental standards for physical appearance.

##### Scoring

1. Hair is ungroomed and/or in violation of departmental regulations. Minimal attention to personal hygiene - offensive body odor and/or breath.
4. Hair groomed and meets the departmental standards. Standard attention given to personal hygiene. Presents a neat and clean appearance.
7. Hair is always perfectly groomed and exceeds the departmental standards. Pays strict attention to personal hygiene. Sets the standard for a neat, clean and impeccable appearance for others to strive to achieve. (Example: Hair never out of place, etc.)

## APP-165

### (3) Attendance - Tardiness:

Evaluates the member's punctuality, including preparation readiness when responding for duty. Remarks should indicate dates and times of absence.

#### Scoring

1. Repeatedly responds late for duty. Responds for duty unprepared or unequipped.
4. Rarely, if ever, responds late for duty and only with an acceptable excuse or reason. Is well prepared, equipped and ready for service.
7. Never tardy. Responds to work early, allowing time to review appropriate materials (clip boards - bulletin boards - directives - etc.) everyday. Is always alert, prepared, equipped for immediate service.

### (4) Attendance - Authorized Sick Leave:

Evaluates the member's frequencies of absence from duty regarding authorized sick leave usage. Remarks should indicate dates and times of absence.

#### Scoring

1. Seven (7) or more frequencies/incidents of sick leave during the evaluation period.
4. Four (4) frequencies/incidents of sick leave during the evaluation period.
7. No incidents of sick leave during the evaluation period.

Note: Any incident(s) of unauthorized absence is unacceptable and will result in a scoring of one (1).

## II. Administration/Management

### (5) Planning and Organization:

Evaluates the member's ability to plan activities, determine needs assessment, schedule assignments and organize schedules to accommodate same.

#### Scoring

1. Forgets scheduled assignments. Often fails to complete assignments or fails to assign personnel to complete same. Routinely makes scheduling errors. Does not anticipate potential problems and time delays. Poor planning and organizational skills.

## APP-166

4. Completes assigned activities and details with only rare exception. Assigns personnel properly. Rarely makes scheduling errors. Usually anticipates problems and time delays. Plans activities prior to duty and achieves same. Has good planning and organizational skills.
7. Always completes assigned activities and details without exception. Assigns personnel properly without any mistakes. Always accurately anticipates problems and time delays and compensates for same. Always plans ahead and allots time for proactive activities. Never makes scheduling errors. Has a superior planning and organizational skills.

### (6) Problem Solving:

Evaluates the member's performance in terms of ability to perceive problems, form valid conclusions, arrive at sound judgements and make proper decisions based upon departmental rules, regulations, policies and procedures.

#### Scoring

1. Acts without thought or good reason. Is indecisive, naive, and/or unable to reason through a problem and arrive at a logical conclusion. Does not recall previous solution and apply same in similar situation. Fixates on one course of action and overlooks options. Decisions violate policies and procedures of the department.
4. Able to reason through a problem and arrive at an acceptable conclusion in most situations without requiring assistance from others. makes reasonable decisions based upon information available. Perceives situations as they actually are. Is open-minded and objective. Relates past solutions to present situations. Decisions reflect a good working knowledge of department policies and procedures.
7. Able to reason through every encountered situation and is able to arrive at appropriate conclusions. Never requires assistance in making proper decisions. Possesses superior perceptive capabilities, anticipates every problem and prepares resolutions well in advance. Decisions reflect a superior knowledge of rules, regulations, policies, procedures, as such were committed to memory.

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### (7) Written Expression:

Evaluates the member's ability to express himself/herself in written communications using proper English, spelling and penmanship. The preparation of reports relating to organization and detail and proper form selection.

#### Scoring

1. Unable to organize information and reduce it to writing. Leaves out pertinent information in reports. Reports are illegible and contains an excessive number of misspelled words. Sentence structure, grammar, word usage is improper or incomplete. Reports are often returned for clarification or to be rewritten. Reports are delayed - excessive time spent completing same.
4. Reports are legible. Sentence structure, grammar, word usage is proper and complete. Spelling is acceptable and errors are rare. Reports are completed in an organized and logical manner. Reports contain the required information and details. Errors, if present, are minor and easily corrected. Reports are rarely returned for clarification or to be rewritten. Reports usually are prompt - completed in a reasonable amount of time.
7. Reports are always extremely neat and legible. Penmanship is impeccable. Contains no spelling or grammatical errors. Reports are always a complete and detailed accounting of events from beginning to end without exception. The message is always received as intended. Reports are never returned for clarification or to be rewritten. Completed promptly without exception. Reports are anticipated and often ready prior to requests.

### III. Supervision

#### (8) Basic Supervisory Skills:

Evaluates the member's ability to accept and give constructive criticism and the ability to maintain a fair and objective approach when dealing with subordinates.

#### Scoring

1. Fails/refuses to address a situation when appropriate. Does not address inappropriate actions of a subordinate and/or addresses same at an inappropriate time. Denies that errors were made. Rationalizes mistakes. Considers corrective criticism as a personal attack. Displays prejudice to individual(s), is unfair regarding same. Does not use effective supervisory techniques.

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4. Addresses situations when appropriate. Handles incidents involving inappropriate actions of subordinates in a timely fashion. Accepts criticism in a positive manner and applies same to improve performance. Is fair and objective when dealing with individuals. Uses effective supervisory techniques.
7. Anticipates problem situations and always prevents same. Addresses incidents involving inappropriate actions of subordinates always with perfect timing to obtain maximum learning impact and to prevent further problems. Actively solicits criticism/feedback in order to improve performance. Never argues or blames others for errors or mistakes. Uses superior supervisory techniques.

### (9) Field Supervisory Skills:

Evaluates the member's ability to perform supervisory tasks in field situations and acting in stress conditions - to give appropriate directions and obtain maximum work from the work force.

#### Scoring

1. When confronted with a routine task, becomes confused, disoriented, and /or unable to determine a proper course of action or direction. When confronted by a high stress situation, becomes panic stricken, unable to function, loses temper, or overreacts. Speaks inappropriately (confusing, too loud, too soft, too fast, too slow, etc.)
4. Properly assesses routine situations, determines appropriate actions and utilizes same on a regular basis. Thinks well "on his feet" and uses good common sense. When confronted by high stress situations, maintains calm and self-control. Determines proper course of action and utilizes same without unwarranted hesitation. Does not allow the situation to further deteriorate. Gives commands appropriately. Speaks clearly and is able to control situations with voice and proper tone and inflection.
7. Properly assesses situations, including the most unusual and complex occurrences. Always determines the most appropriate course of action and utilizes same. Never misinterprets or makes mistakes regarding routine situations. When confronted by high stress situations, maintains complete calm and self-control. Always maintains complete objectivity. Restores control in all situations. takes complete command of

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the situation. Always employs the proper voice tone, bearing and inflection. Never speaks in appropriately.

### (10) Development of Subordinates:

Evaluates the member's ability to develop, encourage and motivate subordinates in the performance of their duties and to promote professionalism.

#### Scoring

1. Views the assignment as merely a job and responds only on a need basis. Refuses to assume responsibility for actions or blames others. Demonstrates little dedication or loyalty to the department. Fails to become involved or suggest improvements. Stifles initiative in subordinates. Refuses to delegate authority to competent subordinates or inappropriately delegates authority. Is a poor example to others regarding job performance/professionalism. Does as little as possible to promote the department and/or motivate subordinates.
4. Usually has a positive attitude toward assignment. Demonstrates an active interest in same. Assumes responsibility for actions. Demonstrates dedication and loyalty to the assignment and department. Suggest improvements and encourages initiative in subordinates. Delegates authority to competent subordinates when appropriate. Is a good example to others regarding job performance/professionalism. Promotes the department and motivates subordinates.
7. Never becomes discouraged towards assignment and responsibilities of the assigned position. Actively solicits information from others to improve skills to assist in performing the job functions. Repeatedly suggests methods of improving the assignment. Maintains a proactive approach to assignment. Knows all of the goals of the position and achieves same. Always actively promotes the department. Maintains peak motivation in subordinates. (They will blindly follow/do anything for their supervisor). Always delegates the proper authority to subordinates without mistakes.

Standardize Performance Appraisal  
(Supervisory Command)

OFFICE USE	
Raw Score	_____
Conversion Index	_____ x 1.42
Final Score	_____

**(SUPERVISORY COMMAND)  
STANDARDIZED PERFORMANCE  
APPRAISAL SYSTEM**

This standardized performance appraisal process has been developed and shall be instituted utilizing the following rating procedures:

- 1) To be completed for all sworn personnel by the immediate supervisor.
- 2) The supervisor will schedule an appointment with the individual to be rated prior to completing the evaluation form. Both Supervisor and subordinate will review and discuss the format and complete the evaluation process together. This allows both individuals to discuss the guidelines and affords the supervisor the opportunity to coach/counsel the individual.
- 3) The supervisor must view each category of evaluation separately and compare the performance of the individual to the standardized guidelines.
- 4) All rating shall be reviewed by the next two (2) levels above the rater (example: lieutenant and captain will review all the evaluations of the first line deputies under their commander). This review will be done prior to being signed by the individual.
- 5) Evaluations will be completed on an bi-annual basis and/or prior to promotion or transfer, if an evaluation will be completed within ninety days of such assignment. An evaluation will be completed for any temporary and/or specialized assignment.
- 6) Evaluations of 1 or 7 require that justification section be completed explaining the rational for this rating.

Name: _____	Rank: _____	SSN# _____	Appt. Date: _____	Date: _____	Evaluation: _____	Division: _____
						Assignment _____
					Annual _____	
					Semi _____	

**RATING SCALE SCORING**

Score	Explanation
1	- The performance of the individual achieves the performance statements denoted in category "1" of the rating scale.
2	- The performance of the individual exceeds all of the performance statements denoted in category "1" and meets less than 50% or more of the performance statements denoted in category #4 of the rating scales.
3	- The performance of the individual exceeds all of the performance statements denoted in category "1" and meets 50% or more of the performance statements denoted in category #4 of the rating scales.
4	- The performance of the individual achieves the performance statements denoted in category "4" of the rating scales.
5	- The performance of the individual exceeds the performance statements denoted in category "4" and meets less than 50% of the performance statements denoted in category "7" of the rating scale.
6	- The performance of the individual exceeds the performance statements denoted in category "4" and meets 50% or more of the performance statements denoted in category "7" of the rating scale.
7	- The performance of the individual achieves the performance statements denoted in category "7" of the rating scale.

		RATING SCALE					APP-172	
Not Acceptable Performance		Acceptable Performance			Superior Performance			
1	2	3	4	5	6	7		

**OFFICE USE**

**I. GENERAL**

A. Appearance	1	2	3	4	5	6	7
1. Uniform/Clothing	1	2	3	4	5	6	7
2. Grooming	1	2	3	4	5	6	7
B. Attendance	1	2	3	4	5	6	7
3. Tardiness	1	2	3	4	5	6	7
4. Sick Leave	1	2	3	4	5	6	7

Comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**II. ADMINISTRATIVE MANAGEMENT**

5. Planning and Organization	1	2	3	4	5	6	7
6. Problem Solving	1	2	3	4	5	6	7
7. Written Expression	1	2	3	4	5	6	7

Comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**III. SUPERVISOR**

8. Basic Supervisory Skills	1	2	3	4	5	6	7
9. Field Supervisory Skills	1	2	3	4	5	6	7
10. Development of Subordinators	1	2	3	4	5	6	7

Comments: \_\_\_\_\_  
 \_\_\_\_\_  
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Average \_\_\_\_\_

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Average \_\_\_\_\_

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Average \_\_\_\_\_



**PERFORMANCE EVALUATION  
COMMAND REVIEW**

Subject Area/Categories	1st Line Review			2nd Line Review		
	Agree	Disagree	Score	Agree	Disagree	Score
1) Uniform/Clothing	_____	_____	_____	_____	_____	_____
2) Grooming	_____	_____	_____	_____	_____	_____
3) Tardiness	_____	_____	_____	_____	_____	_____
4) Sick Leave	_____	_____	_____	_____	_____	_____
5) Planning & Organization	_____	_____	_____	_____	_____	_____
6) Problem Solving	_____	_____	_____	_____	_____	_____
7) Written Expression	_____	_____	_____	_____	_____	_____
8) Basic Supervisory Skills	_____	_____	_____	_____	_____	_____
9) Field Supervisory Skills	_____	_____	_____	_____	_____	_____
10) Development of Subordinates	_____	_____	_____	_____	_____	_____

Instructions: Indicate any objections or disagreements in the scoring computed by the supervisor in the comment section below. Note the specific category number initially and then specify the issues and remarks substantiating the disagreement and scoring change indicated.

Comment (1st Line Review) \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Date \_\_\_\_\_ \_\_\_\_\_  
First Line Signature

Comment (2nd Line Review) \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
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 \_\_\_\_\_  
 \_\_\_\_\_

Date \_\_\_\_\_ \_\_\_\_\_  
Second Line Signature

Use of Force Form



Erie County, New York  
Police Reform Citizen Task Force



[Committee IV Report:](#)

Recruiting, Training, and Supporting an  
Effective & Diverse Workforce

**ERIE COUNTY POLICE REFORM CIVIL TASK FORCE SUBCOMMITTEE IV:  
RECRUITING AND SUPPORTING EXCELLENT PERSONNEL**

**1. Recruiting a Diverse Workforce**

ECSO Police Services - Full-Time Sworn Officers Race Demographics (2020)**								
	White Male	Black or African American Male	Seneca Male	Hispanic Male	White Female	Black or African American Female	Hispanic Female	TOTAL
Total #	132	1	1	0	12	0	0	146
Percentage	90.4	0.7	0.7	0	8.2	0	0	

Erie County - Percentage Race Demographics (2019)								
	White	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Hispanic or Latino	White alone, not Hispanic or Latino
Percentage	79.3	14	0.7	3.8	0	2.1	5.8	75

\*\* - Note – This is for the division of ECSO Police Services Division only, not the entire ECSO

- **Does your agency reflect the diversity of the community?**

No, however in some cases, specifically in the more rural parts of Erie County, Sheriffs may in fact reflect a more accurate representation of those communities. However, the overall distribution of race is grossly underrepresented.

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

According to Erie County Sheriff’s Office (ECSO), there is not a set effort to recruit a diverse workforce. However, they do advertise vacancies in minority community papers. This area of change is not something that we will be able to realize results over night. This seems to be a glaring issue in the department. Only .4% of the EC Sheriffs are minorities, compared to 21% of Erie County being minority. The gap between this is not acceptable. Furthermore 50% of the deputies that were surveyed believed that they in fact did represent the community served.

When surveyed, the ECSO deputies were asked about their knowledge of efforts to recruit minorities and none appeared aware of these efforts. Many expressed that race should not be considered and that it is important to hire the best qualified.

## Recommendations –

- A greater effort should be placed on recruitment of minorities to better represent the community (assuming that it does not in all parts of the community)
- Recruitment should begin in minority communities through community centers, faith-based centers, high schools and local community colleges.
- Use of social media and building a strategic campaign to target specific populations is highly recommended. Targeted populations examples should include African American, and other underrepresented minorities.
- Furthermore, a greater effort should be made to discuss the benefits of having a diverse police force that reflect its community.

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

Currently the ECSO use the civil service exam. When asked through the Deputy Survey, the majority of deputies answered that their knowledge of a position was either through another sheriff, friend, or they received a lateral transfer (recruitment effort to obtain officers from other departments).

## Recommendations –

- As stated in the resources book, ECSO should consider eliminating tests both physical and written that do not directly reflect the officers actual job duties. This process may otherwise deter certain populations, or limits efforts of recruitment. (pg. 87 NYS Police Reform and Reinvention Collaborative, Resources & Guide for Public Official and Citizens). The process seems to favor a “friends and family” or connection type process to recruit deputies. This practice will most likely limit an effort on recruiting minorities.

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

In the Deputy Survey, 69% of the deputies feel it is extremely important to be present in schools.

## Recommendations –

- ECSO should be involved in youth programs in community centers, specifically in underrepresented communities. Programs, activities and regular visits should become a part of the ECSO annual plans. Building trust from an early age is extremely important.
- Partnering with schools in particular communities is a good way to reach youth (i.e. UB Law school youth outreach program)
- Forming a youth cadet or reserve program is also highly encouraged

- **What actions can your agency take to foster the continued development and retention of diverse officers?**

## Recommendations –

- Circling back to the fact that the ECSO does not reflect that of the community served, it is imperative that the concentration of minority recruitment becomes a top priority. Then we would recommend efforts be explored on how the ECSO can better align trainings and wellness programs to maximize retention of a diverse department.

## 2. Training and Continuing Education

As a matter of policy, the ECSO requires all sworn members to maintain and adhere to a minimum set of standards which includes:

- a. Through knowledge of all applicable laws, statutes and ordinances
- b. Appointee must have successfully completed an appropriate law enforcement academy and a formal Field Training Officer Program (FTO) of no less than 200 hours related to their assigned duty.
- c. Deputy sheriff in the Police Service Division must successfully complete Division of Criminal Justice Services (DCJS) approved Basic Course for Police Officers and a minimum of eleven weeks (11) FTO Program.
- d. All are required to complete a minimum of 21 hours of in-service training annually in addition maintaining proficiency in the use of assigned weapons and related equipment.

Of the officers who responded to the survey, only roughly 34% indicated that they feel that they received enough additional yearly training, while at least a much higher percentage indicated receiving specialized training unique to their specific duties.

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

Plainly, the Erie County Sheriff's Office (ECSO) Police Service Division's demographics do not reflect the demographics of the community which it serves. Further apparent is its training appears to be based on basic requirements guided by state level organizations such as DCJS or departmental internal operation procedures guided toward proficiency in traditional policing functions, void of any specialized concern for the local populations being served. Training programs or policies do not seem to require training to deal with community issues beyond traditional policing. The deputy survey indicates that such topics as de-escalation training has either not been widely provided or lacks consistency since provided at the academy. Since over 45% of the survey responses indicates that having access to mental health counselors would be helpful on mental health related call and 16% are neutral on the subject, this training appears to be in the horizon, but is not yet provided.

Recommendations –

- Expanding upon community partnerships and stake holders. Ideally the use of people who have done this type of training before and can train the officers in de-escalation and cultural sensitivity because they have these experiences and have completed such training themselves (such trainers could be peace-keepers, community leaders, community stakeholders, etc.)

- Use of community qualified trainers/subject-matter experts to deliver or assist in the delivery of in-service training in the areas of de-escalation, mental health responses, cultural sensitivity, trauma informed care, immigrant and refugee issues, etc.

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

The Erie County Sheriff's Office has a specific Training Police and Procedure manual consisting of two training related general orders. These general orders are expansive and specific in the areas of Recruit training as well as time requirements of duty specific Field Officer Training Program. Although the requirements of these two primary training areas exceed DCJS requirements (stated on the order), in-service training is very general and non-specific with the exception of the minimum 21-hour requirement. Numerous topics for in-service training are provided, but some are duty specific which may consume a large amount of the allocated 21 hours, and others may be mandated by Erie County, such as sexual harassment in the workplace and others. This leaves very little time, if any, of the allotted 21 hours to conduct continuing that is community relevant on specific issues affecting the community at large, such as sex trafficking, the ever-changing refugee and migrant population issues among others.

Recommendations –

- Removal of the state and federal training of the 21-hour requirement and instead make the 21 hours solely focused on relevant police duties
- For ECSO to develop a training plan with an objective focused on specific subject areas that are prevalent in the community (i.e mental health, sex trafficking, de-escalation, cultural awareness, trauma informed care, racial disparity, etc.)
- That the state and EC legislature allocate sufficient funding as needed to have a well-trained sheriff's department that is current on issues affecting the community.
- Maximizing the use of community resources available from grassroots organization and local academia to assist with training and to ensure that training remains community relevant.

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

Recommendations –

- That the leadership of the ECSO develop a program in which community leaders and those leaders of the ECSO meet face to face on a regular basis to encourage meaningful dialog on issues affecting the community
- Providing community leaders the opportunity and/or mechanisms to provide the ECSO with community updates and areas of concern

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

After looking through the survey given to the police officers, it seems there is quite the consensus that there is not enough training to begin with, let alone on the topic of lethal vs. nonlethal force.

Recommendations –

- Frequent, relevant, *mandatory* training to officers on this topic
- There have been many places that use de-escalation training in the workforce, this same type of training could be applied in the police department. Focusing on de-escalating the situation will ultimately help in avoiding incidents involving unnecessary use of lethal and nonlethal force.

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

Comparing the demographics of the Sheriff's Office versus the County, it is clear the majority of those on the force are white males. This group would benefit from training on implicit bias and cultural differences, especially answering calls within communities where the people do not look, think or act like themselves. Cultural and ethnic differences can involve into inadvertent miscommunication. understanding that not all officers are not working in places that they do not interact with people who look like themselves; they should still receive this training

Recommendations –

- Frequent and mandatory training on the identification of different cultures and people within the communities being served, to better understand the experiences of people other than themselves
- All officers should receive the same aforementioned training, regardless of the populations or communities where they are located; just because an officer appears or has the same beliefs as the community being served doesn't negate the benefit of this racial and sensitivity training
- Commitment to enforcement of the idea of acceptance and understanding of cultural or racial differences

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

We cannot expect officers to adequately respond to someone who is having a mental health crisis if lacking proper training. Any random person on the street is not able to do so either. With that in mind, officers come into contact with these people more often than people on the street therefore have a greater need for efficacy. With the increase of mental health calls and substance abuse calls, more funding would be necessary to complete this goal of getting officers trained for these types of calls.

Recommendations –

- Although there are similar programs currently in place, they need to be expanded and utilized more often
  - Expand on the crisis services model, and ensure all officers are trained on this
  - Proper training from experienced health counselors/social workers would be very beneficial
  - Creation of a Crisis Intervention Team, in place to help the officers when responding to calls of these sort
  - Also having these mental health professionals do ride-alongs or be the only ones to respond to calls that are mental health related could significantly aid with the decrease of these incidents
  - Flagging of mental health emergency calls to automatically immediately trigger a crisis services professional instead of waiting for the police officer to request them to come
- **What practices and procedures can you put into place to measure the quality and efficacy of your police department's training programs?**

Recommendations –

- A periodic review of training programs is completely necessary. Times change and training programs should as well to incorporate anything that could be not covered as time goes on.
- Routinely survey officers to see if they feel they have enough training.
- Review of other county's programs to see if there can be overlap training.

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

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

Officer survey responses indicated a desire for more training and education in all aspects of law enforcement. There seemed to be a genuine willingness to better oneself. We recognize the value seemingly placed on a hotline that is currently available to officers.

Recommendations –

- Mandatory educational programs focused on mental illness and funding for the same
- Creation of internal support groups or the suggestion of external groups that may offer some benefit to officers
- Publication of statistics that would positively affect attitudes about mental illness and seeking treatment (i.e. chart of 1/5 officers have PTSD, etc.)
- Access to contact information of a mental health or crisis counselor, suicide prevention specialist, especially at night

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

Several survey responses seemed to dwell on the length of time on calls and the lack of additional assistance, however we acknowledge the core of these issues likely involve a lack of funding, and for implementation of any recommendations, this too would be necessary to address.

Recommendations –

- Reduce instances of overtime in single shifts
- Develop overlap between shifts for officers to devote time to wellness on the job (i.e. gym/yoga/mediation hour)

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

Officers indicated requests for better access to information and professionals in mental health crises.

Recommendations –

- Reducing stigmas associated with mental health counseling; efforts or campaigns undertaken to put aside stereotypes through educational programs.
- Avoid the implementation of a timeline on the process of counseling/grieving; more accommodations and encouragement of officers to take the necessary time off to address mental health situations
- Changing the system of PTO, and allowing use of mental health days (in place of personal/sick time).

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

Recommendations –

- Requirement of mental health screening before return of work after traumatizing or unusual incidences
- Routine staggered personal follow-up with officers involved in a traumatic event to ensure issues have not developed (i.e. 2 weeks post-incident, 1 month post-incident, 6 months post-incident, etc.)
- Implementation of officer peer program, whereby officers who have been through similar traumas or situation are available for consult.



