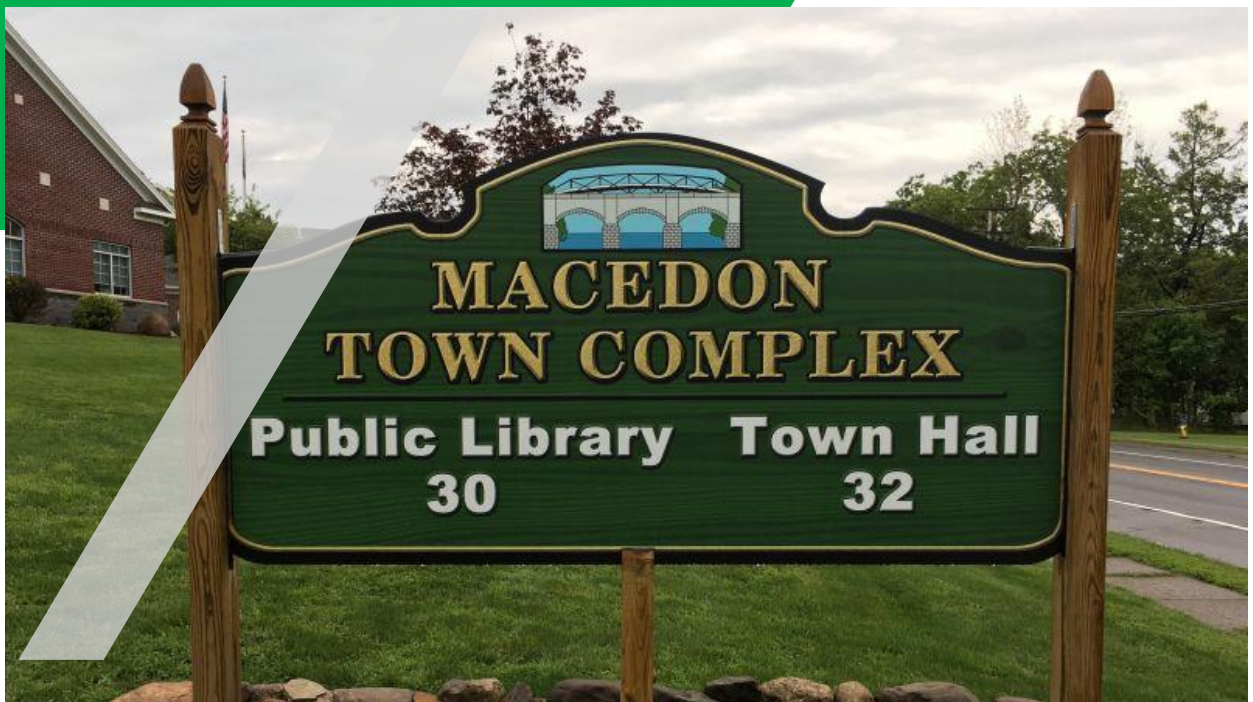


Town of Macedon Police Department

Reform & Reinvention Final Plan
Adopted March 11, 2021

Final Plan



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Chief of Police- John Colella



Macedon Police Department
Serving the Community

Macedon Police Reform & Reinvention Draft Plan

This document is in response to Governor Cuomo's Executive Order No. 203 regarding the New York State Police Reform and Reinvention Collaborative.

The plan has been developed under guidance from the New York State Police Reform and Reinvention Collaborative – Resources & Guide for Public Officials and Citizens- August, 2020 publication

NEW YORK STATE
POLICE REFORM
AND REINVENTION
COLLABORATIVE

Macedon Police Department NYS Police Reform & Reinvention Collaborative

The Macedon Police Department has embraced the principles of the Six Pillars of Community Policing developed by President Obama's 2014 Task Force on Community Policing. Chief Colella was invited to the White House and attended training when the concept was introduced to Law Enforcement agencies across the country. The Six Pillars are:

Pillar One: Building Trust and Legitimacy

Pillar Two: Policy and Oversight

Pillar Three: Technology & Social Media

Pillar Four: Community Policing & Crime Reduction

Pillar Five: Training & Education

Pillar Six: Officer Wellness & Safety

Text in red denotes suggestions that were/will be implemented as a result of feedback from the electronic survey and both listening sessions.

Text in blue denotes suggestions that were/will be implement as a result of feedback from the Public Hearing on February 11, 2021.

Pillar One: Building Trust and Legitimacy

Decades of research and practice support the premise that people are more likely to obey the law when they believe those who are enforcing it have authority that is perceived as legitimate by those subject to the authority. The public confers legitimacy only on those whom they believe are acting in procedurally just ways. In addition, law enforcement cannot build community trust if it is seen as an occupying force coming in from outside to impose control on the community.

What have we accomplished?

The Macedon Police Department, through policy and training, is developing a culture of "Guardian" versus "Warrior" policing to build trust and legitimacy. We have created a culture of transparency and accountability in all ranks of the police department.

One-third of our Road Patrol is female. While we recognize the benefits of a diverse staff, we are subject to Civil Service Law as it relates to the testing and hiring process which sometimes limits the availability and diversity of candidates.

Additionally, we have proactively promoted public trust by initiating positive non-enforcement activities to engage our community by being involved in school and community activities as well as events like Macedon Recreation Department's Public Safety Day, National Night Out, Shop-with-a-Cop, and attending school functions like athletic games and graduation ceremonies.

We have worked with Wayne County 911 to determine an appropriate "answer code" for calls for service resulting in "transport to a mental health facility." This will allow us to better track calls for service, regardless of the type of call, that end up in a transport to a mental health facility (not all transports to mental health facilities begin as a "psych" call, sometimes they can be a "check the welfare" or domestic related call for service.)

What will we do?

We will continue to build upon the "Guardian" culture of policing. We will remain transparent and accountable. We will continue our community outreach and community service activities (discussed in greater detail under Pillar Four).

We will continue to review call for service data related to mental health related calls. We will then utilize the data to determine best practices involving the Office of Mental Health and other service providers.

Personnel will be trained in Procedural Justice and its methodology of treating the public in all encounters fairly, providing them with voice during the interaction, and ensuring the process is transparent and impartial, thus demonstrating a level of respect. These methods will be reinforced through regular and consistent training as well as continued inclusion in the culture of Law Enforcement at the Macedon Police Department. (Also Pillar 5)

Personnel will receive training in "Implicit Bias" and learn methods to overcome any bias they may have to ensure they are making the correct decisions and taking appropriate action. These methods will be reinforced through regular and consistent training as well as continued inclusion in the culture of Law Enforcement at the Macedon Police Department. Included in the training will be continued and ongoing studies addressing systemic racial bias or racial justice in policing. (Also Pillar 5)

Personnel will receive training in De-escalation techniques and methods. It is imperative these techniques and methods are reviewed with regular and consistent training. (Also Pillar 5)

Policy will dictate mandatory follow up and communication with victims, complainants, and witnesses of crimes. Additionally, those who have filed a personnel complaint will receive the outcome of the complaint and subsequent internal investigation.

We will implement an annual survey to the community to receive feedback from the community focused on the betterment of the police department and the community. This will be implemented in August each year near the National Night Out event. (Also Pillar 3)

We will post all General Orders to the police department website. (Also Pillar 3)

Pillar Two: Policy and Oversight

Pillar two emphasizes that if police are to carry out their responsibilities according to established policies, those policies must reflect community values.

What have we accomplished?

The Macedon Police Department is actively working toward achieving Accreditation through the New York State Department of Criminal Justice Services. Accreditation acknowledges the implementation of policies that are conceptually sound and operationally effective. The cornerstone of the Accreditation Program lies in established standards that contain a clear statement of professional requirements. Agencies participating in the program conduct a thorough analysis of their organization to determine how existing operations can be adapted to meet established standards. When an agency adopts policies and procedures that meet the standards, a team of independent professionals conduct an on-site assessment to verify that all applicable standards have been successfully implemented. This process culminates with a decision by the NYS Law Enforcement Accreditation Council that the agency is worthy of accreditation.

Since 2019, the Macedon Police Department has rewritten nearly all its General Orders to comply with Accreditation standards. The General Orders include comprehensive Use of Force policies, extensive background checks to include a psychiatric evaluation for new hires, and collaborative investigations with other agencies investigating an officer involved shooting.

While our former Use of Force policy met the Accreditation standard, we recently reviewed it and made some alterations to specifically meet the recommendations of the 8 Can't Wait organization. This organization recommends the following standards be included in an agency's Use of Force policy:

- Ban Chokeholds & strangleholds
- Require De-escalation
- Require warning before shooting
- Requires exhaustion of all alternatives before shooting
- Duty to intervene
- Ban shooting at moving vehicles
- Require a Use of Force continuum
- Require comprehensive reporting

The General Order related to the execution of “No knock” search warrants has been updated to require approval of the Chief of Police prior to the warrant being presented to a Judge.

With the assistance of the Wayne County Public Defender, we have implemented a “No-Knock Assessment Matrix” when determining the necessity of “No knock” search warrants. The General Order has been updated to require the use of the matrix.

What will we do?

We will continue to rewrite the remaining General Orders and continue to work toward New York State Accreditation. We understand Law Enforcement is always evolving. As such, we will continue to review our General Orders to ensure they are compliant with federal, state, and community standards.

As part of the New York State Reform & Reinvention Collaborative, we will seek community input and involvement related to Use of Force policies, training, implicit bias, and community-based outreach.

We will create an open dialogue with members of the community to determine what is important to them related to quality-of-life issues, enforcement of law, and procedure. This will also include an educational piece whether that is in a one-on-one or group format.

We will solicit feedback from all departmental members related to General Orders to ensure they are suitable for the community we serve. Front line personnel are often most connected to community members we serve; therefore, their feedback is paramount.

Pillar Three: Technology & Social Media

The use of technology can improve policing practices and build community trust and legitimacy, but its implementation must be built on a defined policy framework with its purposes and goals clearly delineated.

What have we accomplished?

The Macedon Police Department was the first agency in Wayne County to implement the use of Body Worn Cameras (BWC) in 2015. The General Order regarding the use of Body Worn Cameras requires regular review of BWC by supervisors to ensure officers are performing in accordance with policy and training.

We have expanded our use of social media to connect with our community by showcasing the work done by our staff as well as asking for help with investigations. We also utilized social media and our website to solicit important feedback from community members via the community survey.

We currently utilize less than lethal technology in the form of pepper spray and Tasers to afford officers additional options when encountering a Use of Force situation.

What will we do?

The Macedon Police Department will continue to utilize Body Worn Cameras.

We will continue to utilize social media to communicate with and educate our community and expand to other social media platforms. **We will ensure our posts are regular and consistent in nature to showcase our personnel and educate our community.** We will ensure communicating with the police department via social media platforms and the website is easy and efficient.

We will add monthly police reporting information to the website and social media platforms to include year-to-date numbers of calls for service and annual comparison numbers.

We will continue to research new technology and strive to find and train with less than lethal options.

Pillar Four: Community Policing & Crime Reduction

Community policing emphasizes working with neighborhood residents to coproduce public safety.

What have we accomplished?

As a small, rural police department, community policing is of utmost importance. Our police department has two School Liaison Officers assigned to building relationships with the students in the two school districts in our town. We often participate in community-based events, for example, Macedon Recreation's Public Safety Day, National Night Out, Boy Scout Tours, Shop with a Cop, and attending school functions like athletic games and graduation ceremonies.

On a regular basis we seek training opportunities from community-based organizations and victim's resource organizations like Victim Resource Center of the Finger Lakes and the Willow Center. Additionally, we partner with other Law Enforcement agencies to train our staff to better recognize and ultimately assist victims of crimes to include kidnapping and human trafficking (Homeland Security). We have also implemented training related to our response to our vulnerable populations and those with special needs (First Responder Disability Awareness Training).

The Macedon Police Department was one of six agencies in the country to receive a grant from the Nation Alliance for Drug Endangered Children. This grant will allow us to better recognize and assist children and families affected by drug use, addiction, and sale.

We have worked closely with the Monroe County Sheriff's Office to develop investigative techniques and services available to those affected by the opioid epidemic.

We have had conversations with families to discuss their concerns related to the treatment of minorities that have resulted the building of trust and communication.

What will we do?

We will work diligently to implement new community outreach programs. These programs include neighborhood watch and security camera enrollment program. Additionally, we have a plan outlined to work with all the businesses in the Town of Macedon to educate them on important safety tips and how to report a crime or incident of concern.

We are currently developing a resource list to provide to those being introduced to the criminal justice system in an effort to help them not only achieve a successful outcome with their current legal situation but also to assist them with accessing other resources that may assist them with other difficult situations they may be experiencing.

We will continue our work with other Law Enforcement agencies and service-related organizations to combat the opioid epidemic. We will partner with our school districts to implement educational programs to include a mock overdose presentation.

We will implement a “Handle with Care” program with our school districts to ensure our children have their needs met when they have experienced a traumatic event.

We will continue to build upon the resources that are available to our community and police department via other service organizations. These services include, but are not limited to, the Offices of Public and Mental Health and the Center for Dispute Settlement. Sometimes, while a criminal arrest may be a justifiable option, it may not necessarily be the most appropriate action to address underlying issues experienced by the offender. Being knowledgeable in the available resources and actually putting those resources to work can provide a much better outcome than introducing someone into the criminal justice system.

Personnel will receive training in procedures to refer offenders to Drug Court as opposed to Criminal Court when officers believe drugs may be the underlying cause of an offense.

Personnel will be trained in Restorative Justice and its methodology. We will continue to work with other service organizations to provide Restorative Justice services, like the Center for Dispute Settlement (CDS). CDS is trained in Restorative Justice procedures and can facilitate victim/offender mediation as well as community meetings between citizens and police personnel. Establishing and building upon relationships with other service organizations is a critical part of Restorative Justice and will be one of the primary objectives of the Macedon Police Department.

Personnel will be trained in Problem Oriented Policing and learn the methods that are most effective to accomplish our goals. Diagnosing problems within the community involves talking to community members. We will continue to ask our residents about any crime and disorder problems they see as well as information they might have on perpetrators of prior crimes. We will continue to meet with businesses to provide them with safety tips and important information with reporting a crime. Additionally, we will solicit feedback from community members by way of electronic surveys to help identify specific crime problems. Once crime-generating problems have been determined, we will utilize nontraditional police practices and partner with other service organizations to assist with recreational opportunities, youth outreach and counseling, mental health support, housing for the homeless, charitable support, services specifically for those at high risk of being involved in violent crime, as either a perpetrator or a victim, or other services available.

There is not a common definition for Hot Spots Policing, it is generally thought of as “small places in which the occurrence of crime is so frequent that it is highly predictable, at least over a one year period.” While we do not necessarily experience long periods of crime frequency, we do, from time to time, experience pattern crimes. Pattern crimes are crimes that take place in a specific area, over a specific time, and/or involving the same person or group of people. Methods to address hot spots are directed patrol and heightened levels of traffic enforcement, application of technology (surveillance cameras), and/or problem-oriented policing. Studies show Problem Oriented Policing are more effective at reducing crime in hot spots than increasing traditional police strategies. These are strategies we would implement in the event we experience hot spots.

While Focused Deterrence is typically utilized in larger urban areas, we can use the same concept on a smaller scale at the Macedon Police Department. Typically, there are a great deal of resources required to attain a successful Focused Deterrence strategy. The concept involves Law Enforcement partnering with social service organizations to provide offenders with services related to housing, job training, parenting, high school diploma programs, drivers licensing, alcohol and drug abuse issues and more.

We will continue to engage in community outreach activities and research new trends in community-based policing.

We will host public events to solicit feedback from our community related to policy and activities of Law Enforcement.

We will train personnel in the meaning of crime prevention through environmental design and the concepts that make it successful. We will provide our residents and businesses with safety information related to CPTED with written materials as well as utilizing our social media platforms.

We will designate a public location in the police department parking lot that is under 24-hour video surveillance to serve as an online/social media sale/purchase exchange location. We will showcase this initiative utilizing our website and social media platforms.

Pillar Five: Training & Education

As our nation becomes more pluralistic and the scope of law enforcement's responsibilities expands, the need for expanded and more effective training has become critical. Today's line officers and leaders must be trained and capable to address a wide variety of challenges including international terrorism, evolving technologies, rising immigration, changing laws, new cultural mores, and a growing mental health crisis.

What have we accomplished?

The Macedon Police Department has developed a training program that exceeds New York State Accreditation standards to address the importance of physical fitness, tactics, mindset, emotional strength and clarity, decision making, team building, and overall health of officers.

Training also includes regular review of the Use of Force policy and De-escalation techniques.

Officers are encouraged to seek out training on their own time, whether it is researching current and new caselaw, defensive tactics, firearms, or topics important to them and their career.

Half of the Macedon Police Department Road Patrol has been trained in mental health crisis' and participates on the Crisis Intervention Team.

The Road Patrol received training from the Office of Mental Health to learn what services are available to community members and Law Enforcement Professionals responding to calls for service.

What will we do?

We will continue to research and develop new and pertinent training programs as the trends in Law Enforcement evolve.

We will provide leadership training to all officers regardless of rank or seniority.

We will select training surrounding implicit bias, procedural/reformative justice, problem-oriented policing, and related topics.

We will continue to train officers for participation on the Crisis Intervention Team.

We will continue to encourage officers to seek training and education on their own time as well as submitting requests for training through the police department.

Pillar Six: Officer Wellness & Safety

The wellness and safety of law enforcement officers is critical not only for the officers, their colleagues, and their agencies but also to public safety. Pillar six emphasizes the support and proper implementation of officer wellness and safety as a multi-partner effort.

What have we accomplished?

All officers are provided with regular training and materials related to their mental health.

The Macedon Police Department participates in a countywide Peer Support Program.

All officers have been provided with tactical first aid kits and training.

Ballistic vests have been issued to all officers.

Implementation of policy requiring the use of seatbelts and bulletproof vests.

The Town has, by contract, implemented a fitness incentive program for full-time personnel.

What will we do?

We will continue to provide training and materials related to mental health as well as continuing to participate in the Peer Support Program.

We will implement ongoing training provided by “Below 100” to address the use of seatbelts, bulletproof vests, and complacency.

