



# **Police Reform and Reinvention Collaborative Plan**

**Village of Larchmont**

**New York**

**March 2021**

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## Introduction

Executive Order 203, issued by Governor Cuomo, required each local government in the State to adopt a policing reform plan by April 1, 2021 and to consult with community stakeholders to develop its plan, which should include a review of existing police force deployments, strategies, policies, procedures and practices and make recommendations for modifications which would address the particular needs of the community and promote community engagement to foster trust, fairness, and legitimacy.

In response to EO 203, the Village of Larchmont Board passed a resolution to create an Ad Hoc Police Reform and Reinvention Collaborative. The Collaborative was composed of the Mayor, Village residents, representatives of the Larchmont Board of Trustees and Larchmont Police Department (“LPD”), and other governmental and community representatives as needed for supplementary input.

In crafting its recommendations, the Collaborative took the approach that every community must envision for itself the appropriate role of the police. The policies that have been developed must allow the police to do their jobs to protect the public, but at the same time need to meet with our local community’s acceptance. “Collaborative” has been the key word of this process.

As part of this process, the Collaborative engaged in the following:

- Reviewed the needs of the community served by its police department, and evaluated the LPD’s current policies and practices;
- Involved the community in the discussion;
- Developed policy recommendations resulting from this review;
- Offered a plan for public comment.

### **Collaborative Members**

The Village of Larchmont advertised its intention to create the Collaborative and requested those community members interested in serving to submit letters of intent and CVs. Five of the community members who applied to participate were selected based on the breadth of their professional and personal experience and variety of viewpoints. Various other stakeholders were also invited to participate, including representatives from the Mamaroneck School District, local houses of worship, the Village’s business district, and the LPD. In addition, the Village requested the participation of its labor attorney.

The Collaborative was made of up of the following members:

<u>NAME</u>	<u>COMMUNITY ROLE</u>	<u>SUB-COMMITTEE</u>
Lorraine Walsh	Mayor, Village of Larchmont	
Sarah Bauer	Trustee, Village of Larchmont	
Justin Datino	Administrator, Village of Larchmont	
John Poleway	Police Chief, Village of Larchmont	Police Training
Tony Rigano	Police Captain, Village of Larchmont	Police Training
Juan Sanchez	Police Lieutenant, Village of Larchmont	Police Training
Kenneth Olsen	Police Lieutenant, Village of Larchmont	Police Training
Vince Toomey and Jasmine Brown	Labor Attorneys, Village of Larchmont	Transparency
Rina Beder	President, Mamaroneck School District Board of Education	Community Policing
Tiffany Smith	Chatsworth Avenue School PTA	Community Policing
Rabbi Jeffrey Sirkman	Larchmont Temple	
Rev. Lisa Mason	St. John's Episcopal Church	Community Policing
Gina Scutelnicu	Resident Member	Data and Transparency
Michael Schidlow	Resident Member	Policies and Procedures
Leonard Verastro	Resident Member	Transparency
Schuyler Dubitsky	Resident Member	Community Policing
Paul Mahoney	Larchmont Chamber of Commerce Member	

### **Collaborative Process**

The Village of Larchmont's Ad Hoc Police Reform and Reinvention Collaborative reviewed information regarding the operations, policies, procedures, and

practices of the LPD, including, but not limited to, hiring policies and procedures, crime statistics, incident data, and budget information. Collaborative members were provided with electronic versions of the Governor's EO203, the NYS Police Reform and Reinvention Collaborative Resource Guide and the NYS Accreditation Standards and Manual. Chief Poleway provided the Collaborative with a baseline of information about LPD by offering responses to the questions found in Part 1 of the NYS Resource Guide (see Appendix).

As a first step in engaging the community, the Collaborative created a survey which was open for community feedback from January 6, 2021 to February 10, 2021. The Survey was circulated through the Village website, Village email, social media, and various community organizations. The Collaborative received 161 responses to the survey, which helped assist it in identifying areas for change (see Appendix). The survey included questions relating to the types and quality of interactions with the LPD, transparency into LPD activities, and community visibility and community perceptions of the LPD.

The Collaborative held group meetings on December 9, 2020, December 22, 2020, January 13, 2021, January 27, 2021, February 10, 2021 and February 24, 2021. Due to the pandemic, all meetings were held via zoom and were noticed in the Village calendar with information about how to observe the zoom.

During the meeting on December 9, 2020, the Collaborative identified a variety of areas of interest with respect to the LPD. This list was developed by the Collaborative based on the topics identified in EO203, review of the materials available to the Collaborative, and the personal experiences of the members.

Each Collaborative member selected at least one area of interest that they would like to focus on and was assigned to a committee in order to engage in a more in-depth review of the areas identified. The committees created were:

- Community Policing
- Transparency
- Data
- Police Training
- Policies and Procedures

Each committee met independently of the Collaborative. The committees reviewed the issues, documents and information associated with their area of interest and liaised with the LPD as necessary. In developing their recommendations, each committee identified the status quo with respect to the activities of the LPD and crafted recommendations for change in the form of both short-term goals (goals that would take less than one year to implement) and long-term goals (goals that would take longer than one year to implement).

During the course of the Collaborative meetings, each committee had the opportunity to update the other members on the status of their review and bring additional issues and questions to the larger group. The committees each developed a section of this Plan corresponding to their area of interest and presented their drafts to the Collaborative for review and discussion. The Collaborative Recommendations presented in the following section are the result of that work.

In order to ensure that the Collaborative process was transparent, the Village created a website page to keep community members informed of its progress: <https://villageoflarchmont.org/police-reform-and-reinvention-collaborative/>

Finally, the Collaborative submitted a draft of this Plan to the public through the Village website, email and social media, and a public meeting was held on March 15, 2021 to receive community feedback on the Plan.

The Village would also like to note, that as part of this review process throughout New York State, the Village strongly urges New York State and Westchester County to consider the way it employs civil service lists with respect to potential candidates for employment to give municipalities more choices and flexibility when hiring.

## **Collaborative Recommendations**

### **A. COMMUNITY POLICING**

Community policing is a philosophy to promote organizational strategies supporting the systematic use of partnerships, resources, and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.

– adapted from Community Policing Defined

As stated in the NYS Guide.... “[C]ommunity engagement emphasizes working with residents ...to identify problems and collaborate on implementing solutions that produce meaningful results”. As applied to our community, “meaningful results” include building trusting relationships, educating youth on the role of police officers as “helpers”, and seeing officers as an integral part of daily community life. We believe that this guiding principle applies across all age groups, socio-economic status, language and racial identities.

The Committee first sought to understand the LPD’s historical level of community engagement and past initiatives. One factor to consider while reviewing prior initiatives and recommendations is that there have been a number of retirements of officers well known in the community and engaged in daily community life, most especially at Chatsworth Elementary School, the one public school in the Village. Accordingly, there is a need to increase the community’s familiarity with more recent hires.

## **Recommendations**

### Short Term Goals:

- Prioritize the goal of community engagement when making staffing allocations, including need for bilingual officers to serve residents with limited English proficiency.
- Conduct informal needs assessment with Larchmont Chamber of Commerce, schools, houses of worship to review and assess community engagement initiatives on a regular basis (every two years) to determine if initiatives meet community needs.
- Review statistics on frequency of response to calls involving mental health issues, including addiction. Better understand current mental health training of LPD, assess if training meets current community needs and if there is not adequate training, allocate resources to address gaps in training. Include identification of available local resources and mental health agencies for referrals.
- Identify community liaison within the LPD to better know at risk populations (including any homeless populations), elderly residents who may need additional assistance, and coordinate with local houses of worship if outreach is needed and appropriate (i.e., food, clothing).
- Create and email to the community a regularly updated police blotter including information such as crime reports, police response and safety and security tips.

- Collaborate with Larchmont Chamber of Commerce and individual business owners to increase visibility and open opportunities for collaboration on community outreach.
- Restore pre-COVID activities which would also include police presence in the elementary schools. Mystery reader, gym teacher for the day, pizza day celebrity, bingo caller at family fun night.
- Have a social media presence to introduce Larchmonters to those who protect our community.

#### Long Term Goals:

- Partner with high school and local youth groups to create initiatives such as Police Explorers. Explore opportunities for internships for high school students. MHS has a large intern program in spring for seniors.
- Make sure to involve the LPD in community events such as the Tour-de-Larchmont and the Larchmont run, additional interactive events with local businesses and police.
- Begin outreach to youth at younger ages and include safety awareness (i.e., bike rodeo, helmet checks and pedestrian safety), including possible expansion of safety town type initiatives (for younger children learning to ride bikes, street directional signs, crosswalks, location of “helpers” in community).

#### Budgetary Impact and/or Other Potential Sources of Funding:

Identify availability of local or national grants to fund increased mental health training and outreach to vulnerable populations. If any of the goals listed in this document require additional staffing, this should be explored with municipal leaders.

## **B. TRANSPARENCY**

The goal of the Larchmont Police Reform and Reinvention Collaborative Transparency Committee is to foster public confidence and bolster accountability in the LPD. The committee seeks to accomplish this goal by making pertinent information about the LPD easily accessible to the public via the Village and LPD websites.

Prior to the establishment of the Larchmont Police Reform and Reinvention Collaborative, there was very little statistical and policy information available on the Village or LPD websites. Currently the LPD’s website includes a message from the Police Chief, the LPD’s mission statement, an outline of the LPD’s



structure and units, a description of services the LPD provides, contact information, LPD history, photos, and an “In Memoriam” section.

The LPD website also includes a “Police Blotter,” which includes a brief synopsis of some of the incidents that occurred during the period covered by the blotter. The blotter also organizes all incidents that the LPD responds to into categories (e.g., Burglar Alarms, Motor Vehicle Accidents, Aided Cases, and Other Calls for Service) and lists the number of incidents that occurred for each category. Although the LPD tries to keep the blotter current, it is not updated on a regular basis.

Currently, the LPD’s Civilian Complaint Form is not available on the LPD website. To submit a complaint, a civilian must visit LPD headquarters and request a complaint form from the desk officer. The form warns that (1) the complainant may be required to personally confront the offending officer during a hearing; (2) the form can be used as evidence in a libel complaint against the complainant by the offending officer; and (3) false statements made within the form are punishable by Class ‘A’ misdemeanor.

### **Recommendations:**

#### Short Term Goals:

- The Committee recommends that the LPD publicly display a summary of its current accreditation status, a synopsis of the LPD’s annual budget, and a copy of the Police Chief’s Annual Report on the LPD website. This information is currently available on the Village website, on the Police Reform & Reinvention Collaborative page, but the Committee suggests making it permanently available to the public.
- The Committee recommends that the LPD maintains an updated and more detailed police blotter on the LPD website. This task should be assigned to a particular member of the LPD to be completed on a biweekly basis. The Committee recommends that the Police Blotter website page also include statistical data detailing the number of monthly incidents involving police. This will allow constituents to observe trends and have a better understanding of the types of incidents that take place in their community.
- The Committee recommends that the LPD displays a detailed description of its hiring process on the LPD website. This should include a description of (1) the application process, (2) how candidates are screened, and (3) any limitations placed on the hiring process by Civil Service laws and/or rules.

- The Committee recommends that the LPD revise its Civilian Complaint Form and make it accessible to the public via the LPD website. Specifically, the Committee recommends that the LPD remove any language from the form that may be interpreted as discouraging against complaints. The Committee submitted a revised form to the Chief of Police for consideration and the Chief of Police has indicated his support for changes in the form (see Appendix).

#### Long Term Goals:

- The Committee also recommends that the LPD make certain sections of the Larchmont Police Department Manual available to the public via the LPD website. This will require a Lieutenant, at the Chief's direction, to review the manual and redact any information that would interfere with law enforcement investigations, reveal confidential criminal investigative techniques or procedures, or endanger safety.
- The Committee recommends that the Village update its website to include a section devoted to Freedom of Information Law (FOIL) requests. Many municipalities allow members of the public to electronically file FOIL requests via their websites. This portion of the website should include a description of the procedure the Village will follow when responding to such requests.
- The Committee recommends that candidates for employment be required to make a full disclosure of all social media accounts to the Westchester County District Attorney's office with additional screening conducted by the LPD.

Budgetary Impact and/or Other Potential Sources of Funding: To be determined.

### **C. TRAINING**

The Committee was tasked with surveying similar Police Departments and comparing the training received by LPD Officers compared to the other departments. The Committee was also tasked with surveying members of the LPD and learning which additional training they were interested in. Finally, the Committee was tasked with identifying trainings that would be beneficial in the police reform process.

The surveys of both other similar sized departments in the Sound Shore area were conducted. All the departments had similar amounts of instructors. All of the departments had similar amounts of basic police training; RADAR/LIDAR, NARCAN, Datamaster Operator, Active Shooter and Firearms. Additionally, all of

the departments had some members trained in advanced courses such as Youth Officer, School Resource Officer and as various types of instructors. Some of the departments had members that had attended training for topics such as Crisis Intervention Training, Mental Health First Aid, ARIDE, Rescue Task Force and Threat Assessment. Members of the LPD had requested training in RADAR/LIDAR, Youth Officer and School Resource Officer.

**Recommendations:**

Short Term Goals: Over the next six to twelve months the LPD would like to have members that are certified as trainers attend train the trainer courses for Disabilities Awareness, Integrating Communications Assessment and Tactics (De-escalation methods), Procedural Justice and Implicit Bias. These trainers would then train members of the department in these courses.

Long Term Goals: Accreditation of the Larchmont Police Department. On training there is a requirement that each member receive at least 40 hours of training per year. Some of this training could be achieved through a company named Lexipol. Lexipol, as part of an overall accreditation management system, will create short training sessions for the members of the LPD and then test them on what was learned which would count towards the training requirement.

Budgetary Impact and/or Other Potential Sources of Funding: Funding for training is contained within the LPD budget yearly. Lexipol would be a Capital Project and a yearly service contract. The cost would be \$17,000.00 initially and \$10,000.00 yearly beginning in year two.

**Training Summary:**

Training attended 2019-2020	Number of officers attending
Traffic Stops	3
FBI LEEDA ( FBI Supervisor Leadership Course)	1
School Resource Officer	1
AALERT Instructor (Active Shooter)	1
AALERT Active Shooter Training	17
Instructor Development School	4
Con Edison Utility Safety "Stop the Bleed" - Bleeding Control Basic Course	3
Crime Prevention/ Community Policing	1
Governors Traffic Safety Conference and Training	1
WESTCOP Sexual Assault Response Team Open House Training	1

Trauma-Aware Survivor Interviewing Course	1
Police Patrol Bicycle Course	1
Fraudulent Document Course	2
Field Information Officer Training	2
NYS Youth Officer Training	1
Westchester County Taxi and Limousine Commission Training	4
Strategies for Law Enforcement Leaders	1
Oleoresin capsicum (Pepper Spray) Instructor	1
Sexual Assault Training	1
Field Training Officer Course	2
Defensive Tactics refresher	13
Real Time Crime Training	1
FBI Crime Scene Investigations	1
Public Information Officer	2
Firearms, conducted twice per year	20
Sexual Harassment Training	22
Workplace Bullying and Violence Prevention training	22
Hazard Communication – The New GHS Standards	22
Blood Borne Pathogens for Law Enforcement	22
Toxicology Training	22
TASER Recert/Initial	12

<b>Instructor Type (LPD officers trained as instructors)</b>	<b>Number of Instructors</b>
General Topics	13
Instructor Evaluator	1
Firearms	3
TASER	1
Oleoresin Capsicum	1
Defensive Tactics	1
NARCAN (Naloxone which blocks or reverses the effects of opioid medication)	1

<b>Other Certifications</b>	<b>Members Certified</b>
Bicycle Officer	5
Field Training Officer	8
Datamaster DMT operators (Breath Alcohol)	9
Youth Officer	4
School Resource Officer	4
Hostage Negotiation	1

<b>Training that Other Departments in the Sound Shore area have that LPD does not</b>
ARIDE (Advanced Roadside Impaired Roadside Enforcement)
Mental Health First Aid
Crisis Intervention
Rescue Task Force (an emerging standard of operations in response to high-threat mass casualty incidents that incorporates Police Department, Fire Departments and EMS responding to a mass casualty incident)
Tourniquet Instructor
Bean Bag Deployment

<b>Training That the LPD anticipates attending or would like to participate in over the next 6-12 months</b>
Disabilities Awareness Train the Trainer
Communications Assessment and Tactics (De-escalation methods) Train the Trainer
Procedural Justice Train the Trainer
Implicit Bias Train the Trainer
Mental Health First Aid
Crisis Intervention
Rescue Task Force
** Based on availability of the courses**

## D. DATA

This Committee was charged with creating an inventory of existing data and evaluating what additional data would be necessary to aid in the assessment of LPD operations and to provide increased transparency. To accomplish this, the Committee identified and requested five (5) years' worth of data.

An inventory of the existing data was created based on the annual financial reports submitted by the Village Police Chief. The Committee also formulated recommendations about the types of information the Village still needs to gather. The Committee needs to further engage with the LPD to better understand current practices in data collection to vet the recommendations.

### **Inventory:**<sup>1</sup>

LPD Activity:

Information available includes the Type of Offense, and Incident Reports (which include limited information on gender, ethnicity, and race).

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<sup>1</sup> It is anticipated that details on the existing data will be added in the final version of the Plan.

**Police Personnel:**

Information is available regarding position, years of service, gender, ethnicity, race and age for each member of the LPD.

**LPD Budget:**

The LPD budget details are included within the Village budget. The Village budget for the past four (4) years can be found on the Village’s website:

<https://villageoflarchmont.org/office-of-the-treasurer/>

**Community Involvement:** The Village conducted a Community Survey to assess the Village residents’ and business’ perceptions about LPD activity and performance in January 2021-February 2021 (See Appendix).

**Needed Data:**

Number of incidents/emergencies by month, ideally broken down by offense/intervention category	Location of incidents/emergencies broken down by month and offense category	Number of officers responding to incidents and emergencies	Response time and duration of incident/emergencies	Outcomes	Civil Complaints (Number & Review)
There is data on this, reported on a yearly basis for the past 5 years	Location is missing	Number of officers/incident and overall	Missing	Performance indicators need to be linked to goals	Missing
These numbers can be retrieved from the Police Chief's reports					

Suggested offense/intervention categories include: Crime Prevention; Crime Repressions; Offender Apprehension; Property Recovery; Non-Criminal Enforcements; and Social Services.

The Committee also requests comparable data from other Westchester villages/towns with similar demographics.

**Recommendations:**

**Short Term Goals:**

- Compile all existing data in one report.
- Conduct an assessment of the LPD activity for the past 5 years to understand the priorities of the Village in terms of policing needs.
- Review budget data to understand revenue and expenditure trends in the LPD budget and compare these trends with performance outcomes to ensure resources are used where needed.

- Compare resident and business community needs with the actual LPD activity to ensure community voice is part of the discussion.

#### Long Term Goals:

- LPD should collect and post data and maintain statistics that include age, race and gender, and use of force.
- The Village should work through the Westchester Municipal Manager's Association to facilitate data sharing about key indicators among comparable municipalities in Westchester and engage in a discussion about data that can be shared by municipalities in Westchester County.
- Ensure a data management system that allows for easy extraction of aggregate data.
- Generate informative summary info-graphics that communicate key measures about the LPD performance to the community.
- LPD should collaborate with other municipalities in Westchester to share performance data (e.g. response time and effort) in an effort to get a peer assessment. Such a data sharing effort could be spearheaded and potentially funded by Westchester County.
- Conduct annual surveys to keep the community engaged.

Budgetary Impact and/or Other Potential Sources of Funding: Westchester County could provide resources on a more regional scale where appropriate, especially in the areas that fall under their direct coordination. Funds may be needed to support a data repository – which could potentially be funded through the re-allocation of existing funds in the LPD budget.

## **E. POLICIES AND PROCEDURES**

The LPD Operations Manual (the “manual”) is both comprehensive, and drafted and maintained with a bona fide interest in ensuring appropriate coverage of the Department's expectations. There are provisions which address operational, tactical (inasmuch as can or should be publicly disclosed) and conduct-related considerations. As demonstrated in the responses provided by the LPD, the manual's subsections are updated on a periodic basis and, where sections are not updated or as needed, interim orders may be issued by the Department to supplement the manual's provisions. The manual's review is broken down by both subjective and objective considerations, to address concerns unique to the LPD manual and, more broadly, to any procedural governance considerations.

## **Recommendations:**

### Short Term Goals:

- Consider sourcing an independent reviewer to assess the “Key Provisions” of the manual for alignment to contemporary events and considerations;
- Consider sourcing or internally leading training on the “Key Provisions” of the manual, in particular, those with a nexus to the events that gave rise to the Collaborative.

### Long Term Goals:

- Consider creating a dedicated governance structure for the manual that includes segmentation, refresh, and correlation to public input and training;
- Source an end-to-end, independent review of the manual to ensure that any areas in need of enhancement are addressed;
- Add a dedicated whistleblower provision that notes the LPD’s protections against retaliatory conduct.

## **Objective Considerations:**

### **I. Volume**

The Department’s unquestionable dedication to organizing the manual into its current format may also present questions about the utility of the manual. As explained by the LPD, new employees are asked to review the manual with a supervising officer as part of their onboarding and new sections are disseminated to staff during roll call.

Its sheer volume makes navigation a challenge, thus bringing into question its use as a reference on a day-to-day basis. The manual is meant to provide guidelines across a number of applied areas of policing, however, absent knowledge of the relevant sections and their contents, its use in a “quick reference” capacity becomes limited. There is not an expectation from the Committee, stakeholders, or likely even the LPD itself that the manual does serve as both a foundational as well as day-to-day operational guide. As a result, officers may rely on a recollection of the manual’s provisions, their interpretation of the same, or practices reinforced by their peer-level colleagues, instead of adhering more to the conditions of the policy.

## **Recommendations:**



There is no intention for the manual to be reduced in its content. All the opposite, the depth of coverage is necessary to ensure that conduct, operations, and other dimensions of policing are covered. As a consideration, it might be beneficial to break down the manual into categorical subsections, such as general, tactical, and conduct-related, with the expectation that the latter two categories serve as more routine or circumstance-driven guidelines, while the general expectations such as hiring and attendance practices are kept as reference sections. The intention would be framed around the criticality and/or need of the policy section, as something that is either introductory, can be revisited, or needs to be utilized more frequently.

## **II. Governance, Review, Update, Publication, and Training**

As noted, the manual is comprehensive and exhaustive. There are sections of the manual which were last updated over 18 years prior to the current review, and other sections which were updated as recently as several months ago. It would not make sense for all sections of the manual to be updated on an arbitrary, time-bound basis (e.g., review all sections every 18 months). While there are sections of the manual which likely would not change materially after a review, it would be worth contrasting the review period of the LPD manual's older sections (i.e., aged more than three years as a starting point) against other comparable police departments to ensure that LPD's manual is not an outlier in terms of its provisions' ages. At the conclusion of this review period, it would be further beneficial to create and enact a separate policy around the governance and oversight of the manual itself, including more contemporaneous reviews as described below.

The events that gave rise to the need for the Collaborative include gross deviation from policing standards, such as the fatal use of choke holds, as well as actual and ostensible misuse of force, deadly or otherwise. In other areas of practice, these events would trigger a review of relevant policies/procedures to ensure that (1) there are no ambiguities in terms of the expectations of tactical and conduct-related behavior; and (2) potential consequences for such deviations are clear, concise, and documented. While the LPD does issue interim orders or comparable guidance, notwithstanding a lack of time or resources, relevant sections of the LPD manual should be reviewed and updated as necessary. In particular, where a provision of the manual is directly related to a contemporary event, that section of the manual should be prioritized for review. It would be further beneficial to mandate that where such updates are made, they are both published (where possible) to encourage transparency between the department and the Village, but also incorporated

into training. Without those provisions (e.g., use of force, choke hold, bias/prejudice, etc.) being updated timely, it could be perceived as a lack of appreciation for the seriousness of the misconduct, and further erode the public's confidence in law enforcement.

### **Recommendations:**

As noted in the response to the Committee's inquiries regarding the review and update process for the manual, there is no cohesive process for updating the manual. Updates are made either periodically or in response to changes in legislation and the entirety of the manual has not been reviewed, let alone by an independent body.

#### **- Independent Review**

At present, the manual is updated internally by the LPD, and changes are vetted against available databases of police policy. The policy, as a whole, has not been independently reviewed by an independent body, comprised of stakeholders in the LPD's success. Independent, in this context, means a group comprised of well-qualified individuals with no determinable connection to the LPD or conflicts of interest that might give rise to the appearance of undue influence in their decision making. This would include family or close associates of LPD officers or staff, as well as any member of a law enforcement agency. The intention is that the LPD does not police its own policy. This independent review is perhaps most critical to the success of the LPD, in that it would allow for both the update of the manual, as well as provide transparency and reassurance that the manual is reviewed by those affected by its provisions, not just those who enact its provisions.

There is no evidence to suggest that the manual is, in its current form, not fit for purpose. However, an independent review would serve to identify any potential gaps and allow for a process to remediate those gaps in a way that provides both access and transparency. The independent review would be optimal if it 1) correlated gaps in the manual to incidents related to the same area (e.g., misconduct/deviation from the manual); 2) confirmed the correlation between gaps in the manual to compensating training and/or interim orders; and 3) confirmed that incidents of perceived or actual misconduct related to the manual were dealt with in line with the provisions of the manual.

The LPD has indicated that it has sought to become an accredited police agency that must conform to standards established by New York State. The Department has indicated that staffing and budgetary considerations have prevented this goal from becoming a reality. Pursuit of accreditation status offers many benefits and may be a viable alternative to an independent review of policies. This is particularly true since State accreditation requires periodic reaccreditation and an update of policies.

While staffing and funding issues may present challenges, the benefits of becoming an accredited agency, which include the possibility of reduced insurance rates, may prove cost effective. It is our understanding that the State accreditation program is largely paid for by New York State although it will likely impact on staffing within the Department as internal resources will be necessary to draft policy changes and work with the State Accreditors.

#### **- Governance**

It is the recommendation of the Committee that a separate governance policy be drafted and ratified by the LPD which mandates a reasonable time-bound basis for reviewing and updating the manual, as well as a mandatory review of the manual in response to local, regional, national, or other notable events with a nexus to the manual's provisions. It is further recommended that this new policy incorporate some manner of independent (meaning non-member, affiliate, family, or close associate of a law enforcement agency) review for the manual on a reasonable time-bound basis. This process could, as reasonably as possible, request and input feedback from residents and visitors to the Village, as a means to ensure that decisions about updates to the manual are 1) not made unilaterally, 2) encourage further engagement from the public, and 3) create an opportunity not only for the public to feel recognized but for the LPD to be able to transparently explain the rationale for the language of those updates (i.e., operational considerations the public may not be aware of).

#### **- Training**

In addition, where those relevant sections of the manual are updated, it would be beneficial to not only have assurances in place that they are read and understood (i.e., an attestation), but also compensating training on the "what" and "why" of those updates. For example, despite the section on choke holds being updated in 2020, there was not a documented, formal training on what those updates mean and the department's expectations for the same. This is

particularly important for provisions that deal with civil rights, not just in terms of the legal framework, but also to explain a progressive, rights-driven approach to police operations. The Committee notes the absence of civil rights-related training from the list provided by the LPD, with training erring heavily on tactical and operational training instead. While the circumstances of the past year, budget, and resources no doubt play a factor in this process, the area of civil rights, and in particular, how conscious/unconscious biases may factor into individual and/or systemic infringement of Village citizens and visitors' rights, should be a thematic priority for both training and the manual.

#### **- Consequence Management**

Lastly, it is the recommendation of the Committee that additions are made to portions of the manual that deal in any way with race, bias, use of force, and specific civil rights-related conditions, including explicitly-stated consequences for those provisions' violation. This category of provision ties back to the letter and spirit of the Collaborative and it would provide a degree of enhanced accountability to include the potential disciplinary responses, perhaps tabled/matrixed by levels of egregiousness, in those sections (see "Key Sections"). There is no publicly-available data to indicate that any officers of the LPD have been accused of or have violated such provisions, but further transparency in regards to reviews related to those provisions would serve to build and/or maintain public trust.

### **III. Key Sections**

Moving to the more subjective observations, there are several provisions of the manual which should be given priority over others. As noted, these sections deal with either use of force, civil rights of the Village/visitors, de-escalation and mental health, or expectations of the officers.

At the regional and national level, there have been innumerable allegations of misconduct by law enforcement agencies in the past decade, many of which gave rise to the need for the Collaborative. These incidents erode trust in law enforcement, create the appearance that law enforcement agencies are exempt from consequences, and serve to exacerbate a sense of divisiveness between law enforcement and private citizens.

The incorporation of any form of bias into policing is not acceptable, and the Village/its visitors need to feel as if complaints will be heard and adjudicated

appropriately. One does not need to imagine a scenario where an officer of the law utilizes what is perceived as a racist gesture or symbol, those media events are unfortunately prevalent. Equally as common are incidents where such perceived misconduct is reviewed unilaterally under the veil of law enforcement's own internal review, with little to no opportunity for those impacted by the misconduct to be heard.

Law enforcement officers hold the unique distinction of their work allowing for the deprivation of freedom as well as the use of force. There is no question as to whether or not the LPD holds this responsibility as sacrosanct, demonstrated in particular by its robust engagement through the Collaborative's review. Further, there is no evidence of perceived or actual bias demonstrated by the LPD.

However, the unfortunate reality is that other departments of lesser integrity may have issues where such an incident of biased policing is reported and that incident is not properly documented or actioned, the reprimand selected is not sufficiently vetted, or an intervening group advocates for a reduction in consequences. These types of misconduct can become not only cyclical, but systemic, resulting in more senior officers coaching junior officers on how to police with bias without being held accountable. As a result, the underlying circumstances that gave rise to the need for the Collaborative at the national level persist and worsen.

### **Recommendations:**

What follows are some of the Key Sections, which most closely address some of the underlying concerns of the Collaborative:

- **103-01** - General Regs, provision 66 – last updated 2003. Read both jointly and severally, particular attention should be given to 103-01 provision 66 as well as 120-08. These are areas where personnel's conduct might be observed by outside stakeholders. In specific, provision 66 deals with the expression of prejudice, which correlates to section 103-11 referencing bias-based policing. This provision calls for the escalation at the Lieutenant level of any accusation of bias-based policing, followed by the documentation of such a complaint and disciplinary provisions, as well as annual reviews of the same. This section should absolutely be reviewed to ensure that it is either contemporary to or exceeds the standards of peer departments, and that it does not leave any ambiguity in terms of the process that is followed. For example, the language notes that discipline will be administered any

time evidence of bias-related misconduct is “discovered”, which gives rise to a circumstance where such evidence is omitted, destroyed, or otherwise not included in an internal affairs investigation. The independent review should look for ways to expand the language noting the heavy significance placed on the need for accurate and transparent collection of such evidence. Similarly, this section should be incorporated into more frequent training and ongoing communication in order to demonstrate the department’s lack of tolerance for bias-related misconduct.

- **Sections 103-03 through 103-05** – these sections deal with the use of force, and in particular, the use of force with tactical implements such as pepper spray and batons. Further consideration could be given to those sections to ensure that, while they remain tactically useful, they also incorporate misuse of force/inappropriate use of these implements noted in recent incidents. Particular attention should be given to the section on choke holds. While this language was recently updated, to a layperson observer, there is an apparent contradiction of terms within that same provision. The section notes that chokeholds shall never be used, and then adds a broad catch-all that such holds can in fact be used if the officer or another person is “in imminent danger of death or serious physical injury and all other measures to reasonably repel the attack have been exhausted.” While this language may be on par with other comparable law enforcement agencies, it also allows for a significant, judgment-based gap that is at the heart of the need for the Collaborative. Depending on the deference given to an officer’s discretion, the current state of the language allows for a potentially broad range of misconduct, up through, and including the use of such a tactic under the guise of the threat of such harm. While there is no question that law enforcement officers do in fact face significant risk, at the same time there have been innumerable media events where deadly force was utilized under the premise of there being a threat of death or bodily injury to the officer, where laypersons’ observations of the conditions might disagree. As a result, the use of such a threat to justify such tactics tends to lose the element of public trust in law enforcement. As noted, there are no noted uses or misuses of a choke hold or other tactics by the LDP, however, these sections should not be viewed in terms of what has not happened as much as they should be reviewed through the lens of other departments of lesser integrity.
- **Section 105-03** – this section is also among those that is both aged, as well as pertinent to the scope of the Collaborative’s genesis. There have

been tremendous developments in the understanding of mental health and emotional disturbances, contrasted only by the number of incidents where persons of diminished capacity, cognitive impairment, persons managing mental health issues, and a host of other issues have been mistreated, including the unnecessary deadly use of force. As a result, this section should be reviewed with the most tactically sound, but conscientious approach to such issues. While, as with other sections of the manual, the LPD manual's provisions may be sufficient, given the weight of such considerations, the LPD should seek to exceed mere sufficiency.

- **Section 113-21** – the section on Stop and Frisk Procedures was last updated in May 2013. Stop and Frisk has received a lot of attention in the past, in regards to misconduct involving individual or systemic biases in these processes. While there are no observed instances of such misconduct, this section bears further review.

Lastly, in terms of recommendations, it would be worth reviewing comparable department's manuals and/or policies to determine whether there should be a whistleblower policy for both citizens and LPD members to report potential misconduct. While anti-retaliation provisions exist within the manual, they are not aligned specifically to a broader policy affirmatively calling for such reporting while simultaneously noting the department's stance on retaliatory conduct.

## Conclusion

It is the intent of the Village to review and explore the implementation of each of the goals outlined in this plan and work to develop a strategy for such implementation going forward. The Village Board will task the Village Administrator to advise the Village Board on the feasibility of the goals identified and provide a plan and budget for the implementation of each. The Village Board will also consider if a Village Committee should be created to assist in the review and implementation of all or some of the goals identified above.

## Appendix

1. Copy of Governor Cuomo's Executive Order 203
2. Questionnaire Completed by Village of Larchmont Police Chief John Poleway
3. Community Survey Results
4. Updated Civilian Complaint Form



No. 203

EXECUTIVE ORDER

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

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

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

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

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

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

**WHEREAS**, these deaths in New York State include those of Anthony Baez, Amadou Diallo, Ousmane Zango, Sean Bell, Ramarley Graham, Patrick Dorismond, Akai Gurley, and Eric Garner, amongst others, and, in other states, include Oscar Grant,

Trayvon Martin, Michael Brown, Tamir Rice, Laquan McDonald, Walter Scott, Freddie Gray, Philando Castile, Antwon Rose Jr., Ahmaud Arbery, Breonna Taylor, and George Floyd, amongst others,

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

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

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

**WHEREAS**, black lives matter; and

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

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

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

**NOW, THEREFORE**, I, Andrew M. Cuomo, Governor of the State of New York, by virtue of the authority vested in me by the Constitution and the Laws of the State of

New York, in particular Article IV, section one, I do hereby order and direct as follows:

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

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

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

The political subdivision, in coordination with its police agency, must consult with stakeholders, including but not limited to membership and leadership of the local police force; members of the community, with emphasis in areas with high numbers of police and community interactions; interested non-profit and faith-based community groups; the local office of the district attorney; the local public defender; and local elected

officials, and create a plan to adopt and implement the recommendations resulting from its review and consultation, including any modifications, modernizations, and innovations to its policing deployments, strategies, policies, procedures, and practices, tailored to the specific needs of the community and general promotion of improved police agency and community relationships based on trust, fairness, accountability, and transparency, and which seek to reduce any racial disparities in policing.

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

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

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

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

G I V E N under my hand and the Privy Seal of the State in the City of Albany this twelfth day of June in the year two thousand twenty.

BY THE GOVERNOR

Secretary to the Governor

Chief Poleway's responses to the questions found in Part 1 of the NYS Police Reform and Reinvention Collaborative Resource Guide.

**I. What Functions Should the Police Perform?**

*How should the police and the community engage with one another?*

**1. Determining the Role of the Police:**

*a. What role do the police currently play in your community?*

The Village of Larchmont Police Department is a professionally staffed law enforcement department dedicated to providing optimal services for all village residents and those who visit or do business within our environs. Through comprehensive, preventative measures, the department is continually vigilant in its efforts to maintain a lawful and peaceful atmosphere, thereby helping to facilitate a high quality of life for all residents.

*b. Should you deploy social service personnel instead of, or in addition to, police officers in some situations?*

i. Calls for service involving those in mental health crisis always include the possibility of unknown dangers to the public and responding officers. The addition of trained social service personnel would always be considered beneficial and a welcomed addition to responding police personnel. However, as response times are critical and no such program currently exists in the County, this would require the addition of full time social service personnel to the Larchmont Police Department. The frequency with which the Larchmont Police Department is called to deal with mental health issues is relatively low and does not support additional personnel. Perhaps a better idea is the creation of social service response teams to operate throughout Westchester County and aid smaller departments that may be unable to staff full time social service personnel. Increased mental health training would aid officers in more effectively and safely handling mental health calls.

*c. Can your community reduce violence more effectively by redeploying resources from policing to other programs?*

i. Violent crime statistics remain low throughout the village. (Site crime rate for past 2 or 3 years)

*d. What function should 911 call centers play in your community?*

- i. 911 calls are answered by Larchmont Police Department personnel and as calls for service or emergency calls are received, first responder and emergency resources are dispatched.

***e. Should law enforcement have a presence in schools?***

- i. The Larchmont Police Department currently has 2 certified School Resource Officers (Detective Pompilio and Officer Lent) who are specially trained to work in an academic environment. Training includes counseling, handling special needs students, violence in the school, creating drug free schools and crisis management.
- ii. The Larchmont Police Department currently has 4 officers certified as Juvenile Officers. These Juvenile Officers are specially trained in laws and procedures of juvenile custody, laws relating to juveniles and applicable case law, juvenile diversion programs, investigative techniques, interview and interrogation techniques, interviewing the child victim/witness, child abuse investigations, substance abuse, missing persons overview, signs of suicide and current trends in juvenile crime.

**2. Staffing, Budgeting, and Equipping Your Police Department**

***f. What are the staffing needs of the police department the community wants?***

- i. The Larchmont Police Department is currently comprised of 25 sworn members. The structure of the Department is comprised of 1 Chief of Police, 1 Captain, 2 Lieutenants, 2 Detectives, 5 Patrol Sergeants and 14 Police Officers. Officers staff 2 twelve hour tours of duty every day and the Detective Division handles criminal investigations.

***g. Should components of the police department be civilianized?***

- i. Dispatch of emergency services could potentially be considered but 5711Q dictates that a police officer must be present in addition to a civilian employee.

***h. How should the police engage in crowd control? Should the police be “demilitarized”?***

- i. The Larchmont Police Department supports the ability of citizens to exercise their First Amendment rights of Freedom of Speech and Freedom to Assemble. The Department has reaffirmed that support in the past year by safely protecting numerous rallies and protests within and outside of the Village. The Department has always made an effort to contact organizers to stress the importance of peaceful assembly and aid in any way to ensure their rights are protected.

In the event of a disorderly group Officers are trained in crowd and disorder control in Recruit Training (Police Academy).

## **II. Employing Smart and Effective Policing Standards and Strategies**

### **1. Procedural Justice and Community Policing:**

#### ***a. Specific policing strategies that have raised concerns among the public***

##### **i. “Broken Windows” and “Stop and Frisk”**

1. The Larchmont Police Department utilizes a “Stop, Question and Frisk” policy that is also known as a *Common Right of Inquiry*. We also utilize “Broken Windows” policing theory to address minor infractions that may address bigger issues related to crime.

##### **ii. Discriminatory or Bias-Based Stops, Searches and Arrests**

1. Discriminatory or Bias-Based Stops, Searches and Arrests are prohibited by Departmental policy.

##### **iii. Chokeholds and Other restrictions on Breathing**

1. The use of Chokeholds or any type of hold or technique that obstructs the breathing or blood circulation to a person is prohibited by Department Regulations and New York State law. Officers are not permitted to use any such holds or techniques in which they have not been trained.

**iv. Use of Force for Punitive or Retaliatory Reasons**

1. Use of Force is only permitted when, in performance of their duty, officers must effect the lawful arrest of a person resisting or attempting to escape from custody, in self-defense or in the defense of another person or to prevent a person from injuring themselves. Once compliance is achieved, the escalation of use of force ceases. Use of force is not permitted for punitive or retaliatory reasons.

**v. Pretextual Stops**

1. Pretextual Stops are prohibited.

**vi. Informal Quotas for Summonses, Tickets or Arrests**

1. There are no formal or informal quotas for summonses, tickets, or arrests.

**vii. Shooting at Moving Vehicles and High Speed Pursuits**

1. Officers are prohibited from discharging a firearm from or at a moving vehicle unless the occupants of the vehicle are using deadly physical force against the officer or a third party or are using the vehicle as a means of deadly physical force.
2. Officers may engage in vehicle pursuits in certain circumstances, according to Departmental policy.

**viii. Use of SWAT Teams and No-Knock Warrants**

1. SWAT Teams: outline criteria for use \*\* The Larchmont Police Department does not have a SWAT team but we can avail ourselves of use of one through a county-wide Mutual Aid Agreement in circumstances where normal police procedures and resources would not be adequate to resolve the situation.
2. No-Knock Warrants: outline criteria for use \*\* The Larchmont Police Department utilizes No-Knock Warrants and are applied



for pursuant to Criminal Procedure Law procedures at the discretion of the Detective Lieutenant.

**ix. Less-Than-Lethal Weaponry such as Tasers and Pepper Spray**

1. Less Lethal technology and tools provide officers with a use of force option that decreases the possibility of injury to suspect and officer. The Larchmont Police Department trains its officers in the use of several Less Lethal tools. One such option is the Taser brand X26P Conducted Electrical Weapon. The X26P CEW produces an electrical charge that can momentarily incapacitate a subject. Officers are also equipped with pepper spray.

**x. Facial Recognition Technology**

1. May be used during the course of an investigation by a request through the Real Time Crime center or the Westchester Intelligence Center.

**2. Law Enforcement Strategies to Reduce Racial Disparities and Build Trust:**

*a. Using Summonses Rather than Warrantless Arrests for Specified Offenses*

*b. Diversion Programs – Court or probation.*

*c. Restorative Justice Programs – A function of the court.*

*d. Community-Based Outreach and Violence Interruption Programs*

*e. Hot-Spot Policing and Focused Deterrence – If we had gang or similar types of issues.*

***f. De-Escalation Strategies***

i. All Larchmont Police personnel are trained in de-escalation techniques to reduce the intensity of an encounter with a suspect and equip officers with options for gaining voluntary compliance or mitigate the need to use a higher level of force while still maintaining control of the situation. Officers are trained in de-escalation strategies during recruit training (Police Academy).

***g. Can Your Community Effectively Identify, Investigate and Prosecute Hate Crimes***

i. The Larchmont Police Department is required to submit Hate Crime incident report forms to the Department of Criminal Justice Services.

**3. Community Engagement:**

- a. **Community outreach plans** – Coffee With a Cop, car seat installations, SRO's, Bike Patrol, Park & Walks
- b. **Citizen advisory boards and committees**
- c. **Partnership with community organizations and faith communities** – Active with all faith based communities
- d. **Partnering with students and schools** – School Resource Officers
- e. **Police-community reconciliation** – N/A
- f. **Attention to Marginalized Communities** – Minimal Impact
- g. **Involving youth in discussions on the role of law enforcement agencies** – Youth Police Academy

**III. Fostering Community-Oriented Leadership, Culture and Accountability**

**1. Leadership and Culture:**

- a. *Is your leadership selection process designed to produce the police-community relationship you want?* Yes – the hiring and promotional process assists in identifying leadership traits in prospective candidates. All supervisors are required to attend additional leadership training.
- b. *Does your officer evaluation structure help advance your policing goals?* Yes – by addressing strengths and deficiencies, officers are able to adjust their actions with department expectations. Officers also receive input on proper corrective actions to address any concerns.

- c. *What incentives does your department offer officer to advance policing goals?* Department recognition awards.
- d. *Does your hiring and promotion process help build an effective and diverse leadership team?* We have a robust and stringent process that helps identify educated and capable candidates.
- e. *What is your strategy to ensure that your department's cultural-norms and informal processes reflect your formal rules and policies?*

## **2. Tracking and Reviewing Use of Force and Identifying Misconduct:**

- a. *When should officers be required to report use of force to their supervisor?*
  - i. All Larchmont Police personnel are required to notify their supervisor immediately following any use of force incident. Any use of force by a member of the Department must then promptly document the use of force in an appropriate report.
- b. *What internal review is required after a use of force?* Supervisory Review.
- c. *Does your department review officers' use of force and/or misconduct during performance reviews?* Yes – we do evaluate misconduct during performance reviews.
- d. *Does your department use external, independent reviewers to examine uses of force or misconduct?* No
- e. *Does your department leverage Early Intervention Systems (EIS) to prevent problematic behavior?* No
- f. *Does your department review "sentinel" or "near-miss" events? Does the department respond to questionable uses of force with non-punitive measures designed to improve officer performance?* There are very few instances of questionable use of force as we endeavor to keep the officers well trained.

## **3. Internal Accountability for Misconduct:**

- a. *What does your department expect of officers who know of misconduct by another officer?* They are required to report any observed misconduct to their immediate supervisor.
- b. *Does your department have a clear and transparent process for investigating reports of misconduct?* Yes – civilian complaints and internal investigations.
- c. *Does your department respond to officer misconduct with appropriate disciplinary measures?* Yes
- d. *What procedures are in place to ensure that substantiated complaints of misconduct or complaints? When appropriate, are cases referred to either the District Attorney or another prosecutor?* We have an effective internal affairs process. If appropriate, certain misconduct allegations could be referred to the District Attorney's office.
- e. *Does your department expect leaders and officers to uphold the department's values and culture when off-duty?* Yes – it is specified in our Operations Manual.

#### 4. Citizen Oversight and Other External Accountability:

- a. *Does or should your department have some form of civilian oversight over misconduct investigations or policy reform?*
- b. *Is there an easy, accessible and well-publicized process for members of the public to report complaints about police misconduct?* Yes – the public can file complaints with the first line supervisor. If it cannot be handled at that level, it would go to a lieutenant and then potentially an Internal Affairs investigation, if necessary.
- c. *Are investigation outcomes reported to the complainant? Are they reported to the public? Should the department or the citizen complain review entity, if any, accept anonymous complaints?* Yes – citizens are notified that appropriate action was taken if corrective action or discipline occurs as a result. (50A Considerations) Regarding anonymous complaints – yes / no.

- d. Does your local legislature engages in formal oversight of the police department? Should any changes be made in the legislature's oversight powers or responsibilities?*
- e. Is your police department accredited by any external entity? No*
- f. Does your police department do an annual community survey to track level of trust? No*

**5. Data, Technology and Transparency:**

- a. What police incident and complaint data should be collected? What data should be available to the public?*
- b. How should your law enforcement agency leverage data to drive policing strategies?*
- c. How can your police department demonstrate a commitment to transparency in its interactions with the public?*
- d. How can your police department make its policies and procedures more transparent? We have comprehensive policies and procedures in place – many are law enforcement sensitive though.*
- e. How can your police department ensure adequate transparency in its use of automated systems and “high-risk” technologies? N/A*
- f. Should your police department leverage video cameras to ensure law enforcement accountability and increase transparency?*
  - i. Beginning in 1999 the Larchmont Police Department installed approximately 21 cameras throughout the interior and exterior of Police Headquarters. The cameras record sensitive locations within the department and capture locations where there are interactions between officers and suspects who may be in custody.*
  - ii. Beginning in 2003 the Larchmont Police Department installed approximately 7 cameras at the main commuter parking lots within the Village of Larchmont. Cameras are positioned to capture entrance/exit points of the lots, the general area around the lots, and facing buildings*

such as banks and businesses. The addition of the cameras has aided investigations and served a crime deterrence function.

- iii. The Larchmont Police Department does not use a Body Worn Camera program where all officers performing patrol functions are required to wear and use Body Worn Cameras.

#### **IV. Recruiting and Supporting Excellent Personnel**

##### **1. Recruiting a Diverse Workforce**

- a. *Does your agency reflect the diversity of the community it serves?* Yes – for a smaller agency, there is quite a bit of diversity.
- b. *What are ways in which your agency recruits diverse candidates that better represent the demographics of the communities you serve?* We choose the best and most qualified candidate regardless of race.
- c. *What are ways in which you can re-evaluate hiring practices and testing to remove barriers in hiring underrepresented communities?*
- d. *How can you encourage youth in your community to pursue careers in law enforcement?* We have participated in the Westchester County Youth Academy for several years.
- e. *What actions can your agency take to foster the continued development and retention of diverse officers?* Retention has been an ongoing issue for the Larchmont Police Department.

##### **2. Training and Continuing Education**

- a. **How can you develop officer training programs that reflect your community values and build trust between police officers and the communities they serve?**
- b. **What training policies can you adopt to ensure that police officers continuously receive high-quality, relevant in-service training sessions?**

- c. **How can leadership training improve community policing and strengthen relationships between your police department and members of the public?** All supervisors are required to attend leadership training sessions and the police academy's 'Course in Police Supervision'.
- d. **How can your police department use its training programs to avoid incidents involving unnecessary use of lethal or nonlethal force?**
- e. **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?**
- f. **How can your training program help officers effectively and safely respond to individuals experiencing mental health crises or struggling with substance abuse?** Training and equipping officers with overdose reversal drugs like Naloxone. We are also looking into the substance abuse program "Hugs not Hadcuffs".
- g. **What practices and procedures can you put in place to measure the quality and efficacy of your police department's training programs?**

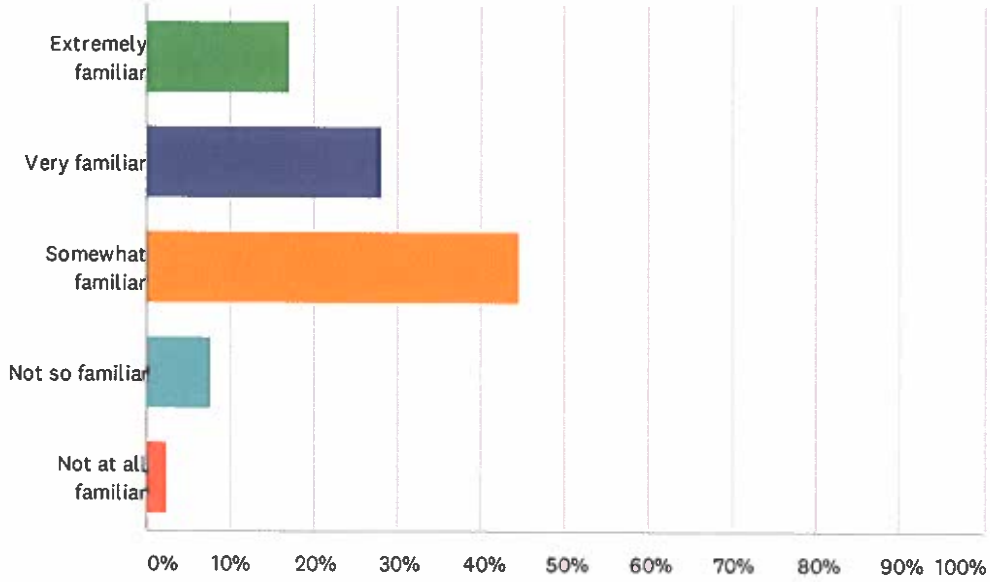
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### 3. Support Officer Wellness and Well-being

- a. *What steps can you take to promote wellness and well-being within your department?* Continue to foster solid employee / management relations.
- b. *Are there ways to address officer wellness and well-being through smarter scheduling?*
- c. *How can you effectively and proactively address the mental health challenges experiences by many police officers throughout their careers?* Westchester B.L.U.E. / Employee Assistance Program
- d. *How can you address the well-being of an officer after a traumatic event?* Provide confidential counseling services to all members of the service.

### Q1 Overall, how familiar are you with the role Larchmont PD currently plays in your community?

Answered: 157 Skipped: 4

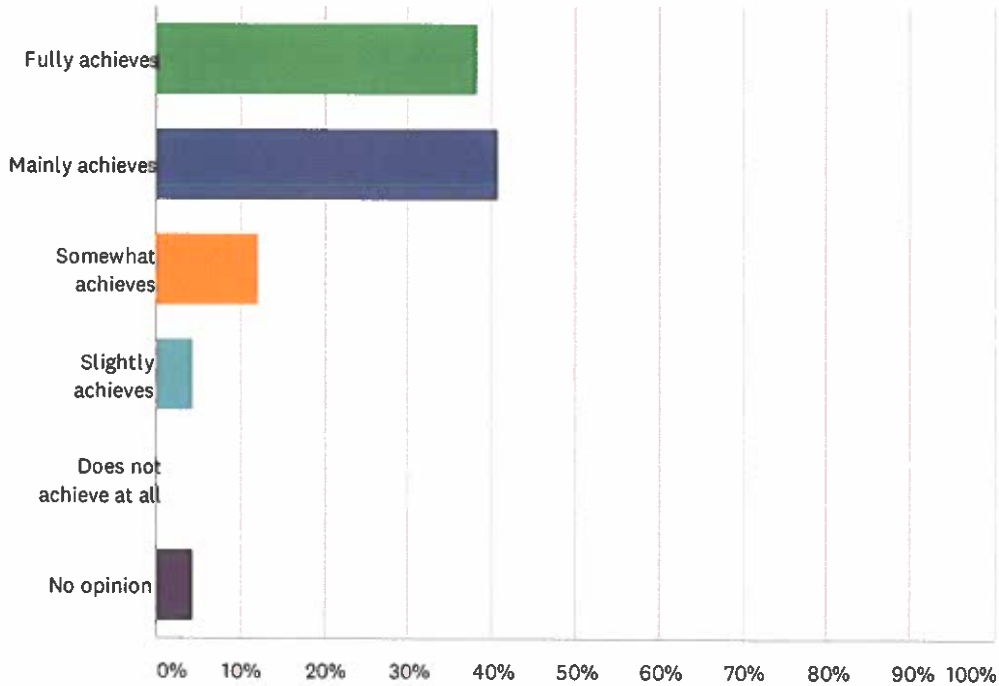


ANSWER CHOICES	RESPONSES	
Extremely familiar	17.20%	27
Very familiar	28.03%	44
Somewhat familiar	44.59%	70
Not so familiar	7.64%	12
Not at all familiar	2.55%	4
<b>TOTAL</b>		<b>157</b>



Q2 The mission of the Larchmont PD is “to be committed to being responsive to our community in the delivery of quality services, recognizing our responsibility to maintain order, while affording dignity and respect to every individual.” How well do you think the Larchmont PD achieves its mission?

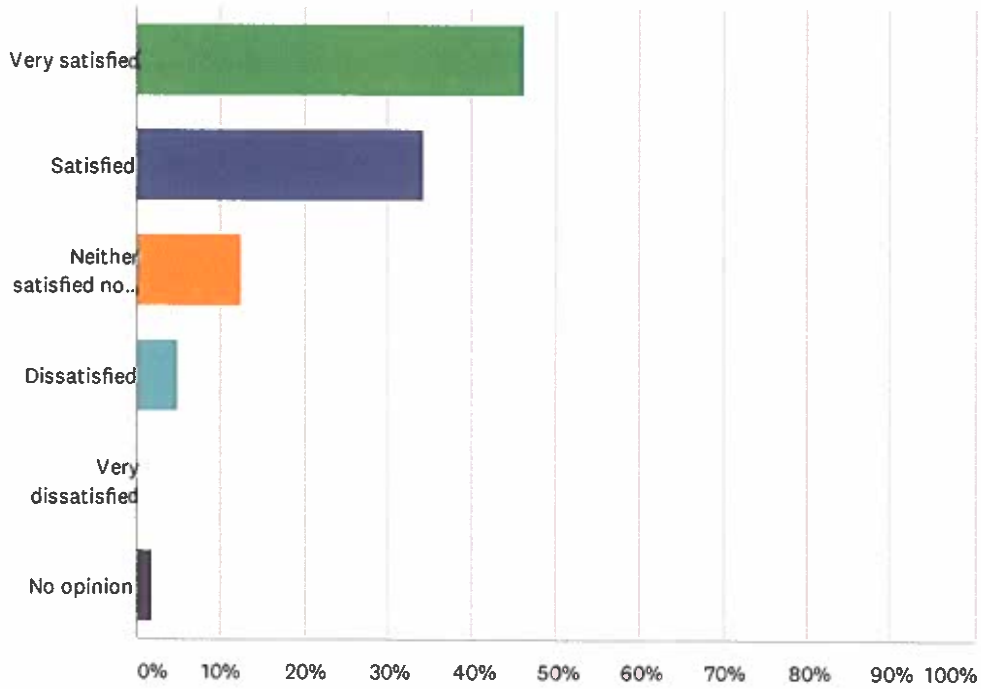
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ANSWER CHOICES	RESPONSES	
Fully achieves	38.22%	60
Mainly achieves	40.76%	64
Somewhat achieves	12.10%	19
Slightly achieves	4.46%	7
Does not achieve at all	0.00%	0
No opinion	4.46%	7
<b>TOTAL</b>		<b>157</b>

### Q3 In general, how satisfied are you with the police who serve your neighborhood?

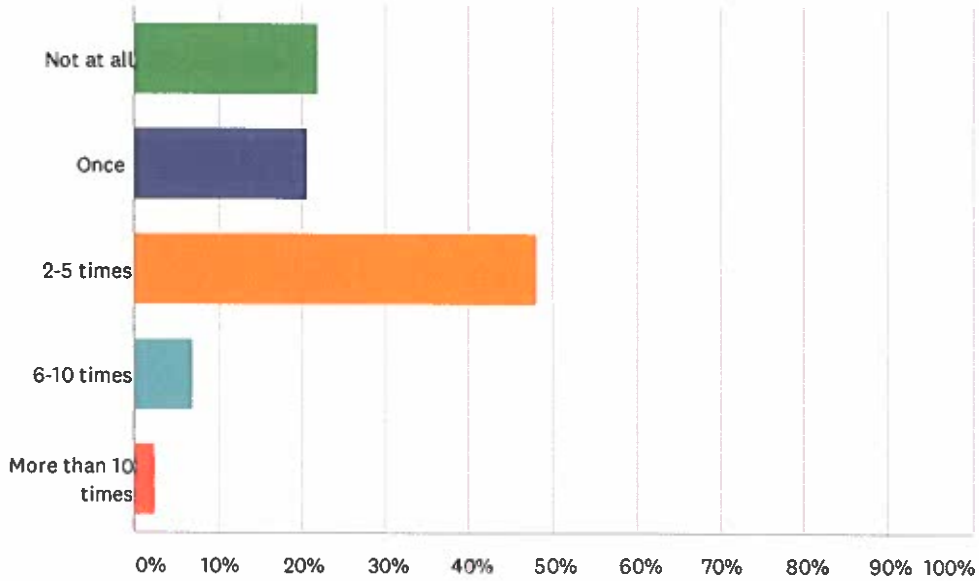
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ANSWER CHOICES	RESPONSES	
Very satisfied	46.25%	74
Satisfied	34.38%	55
Neither satisfied nor dissatisfied	12.50%	20
Dissatisfied	5.00%	8
Very dissatisfied	0.00%	0
No opinion	1.88%	3
<b>TOTAL</b>		<b>160</b>

### Q4 Over the past year, how many times have you interacted with the Larchmont PD?

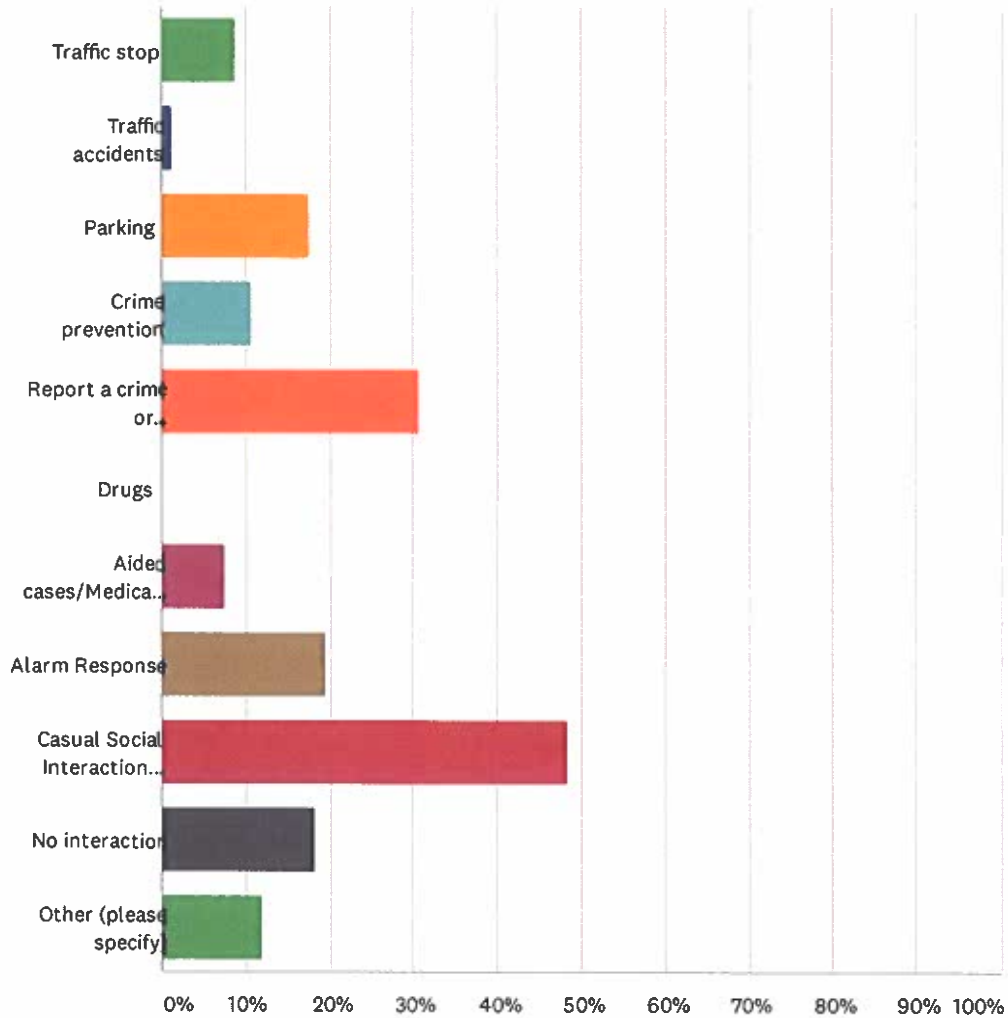
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ANSWER CHOICES	RESPONSES	
Not at all	21.88%	35
Once	20.63%	33
2-5 times	48.13%	77
6-10 times	6.88%	11
More than 10 times	2.50%	4
<b>TOTAL</b>		<b>160</b>

### Q5 Which type of citizen interaction did you have with Larchmont PD during the last year? Select all that apply.

Answered: 159 Skipped: 2

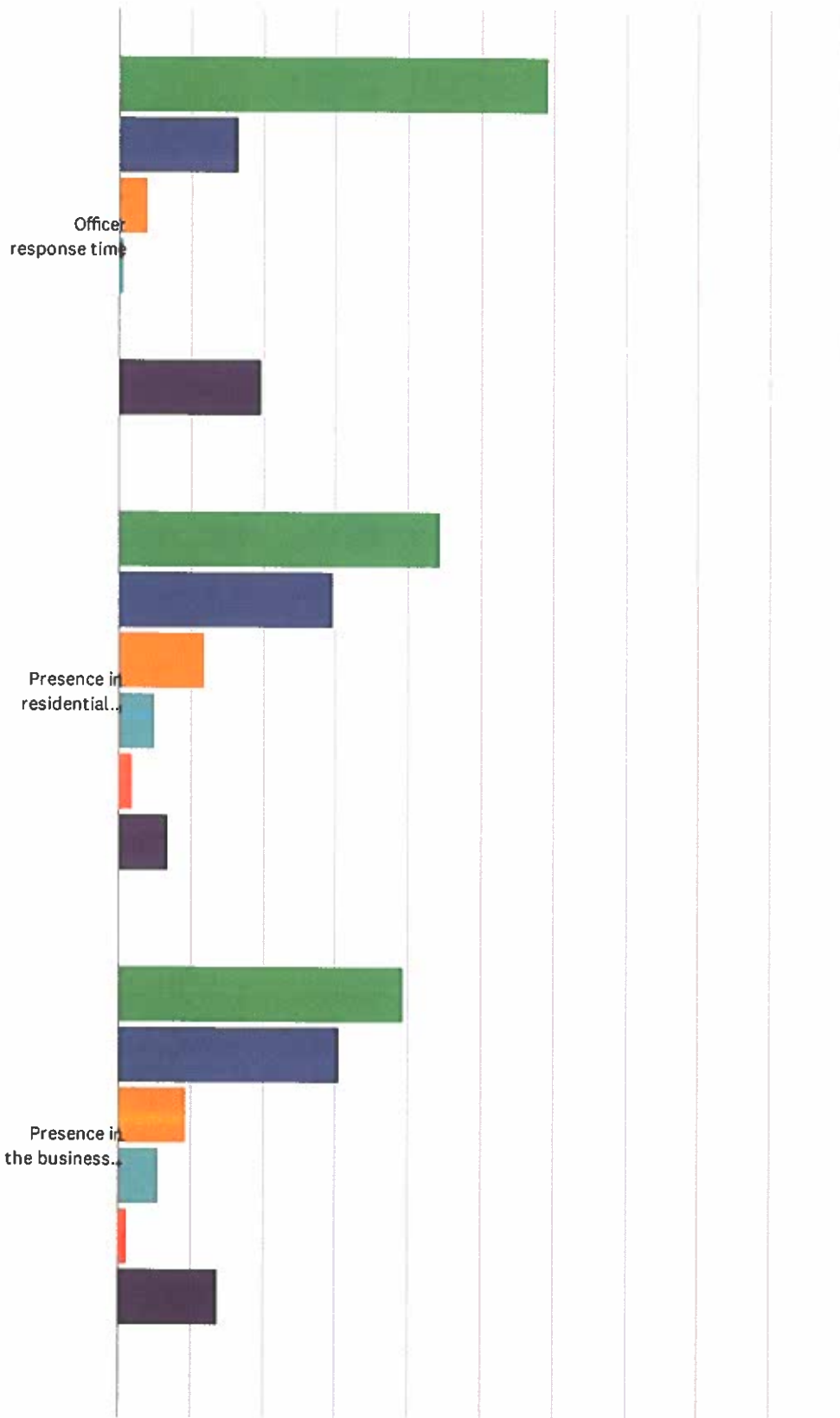


PRRC Community Survey

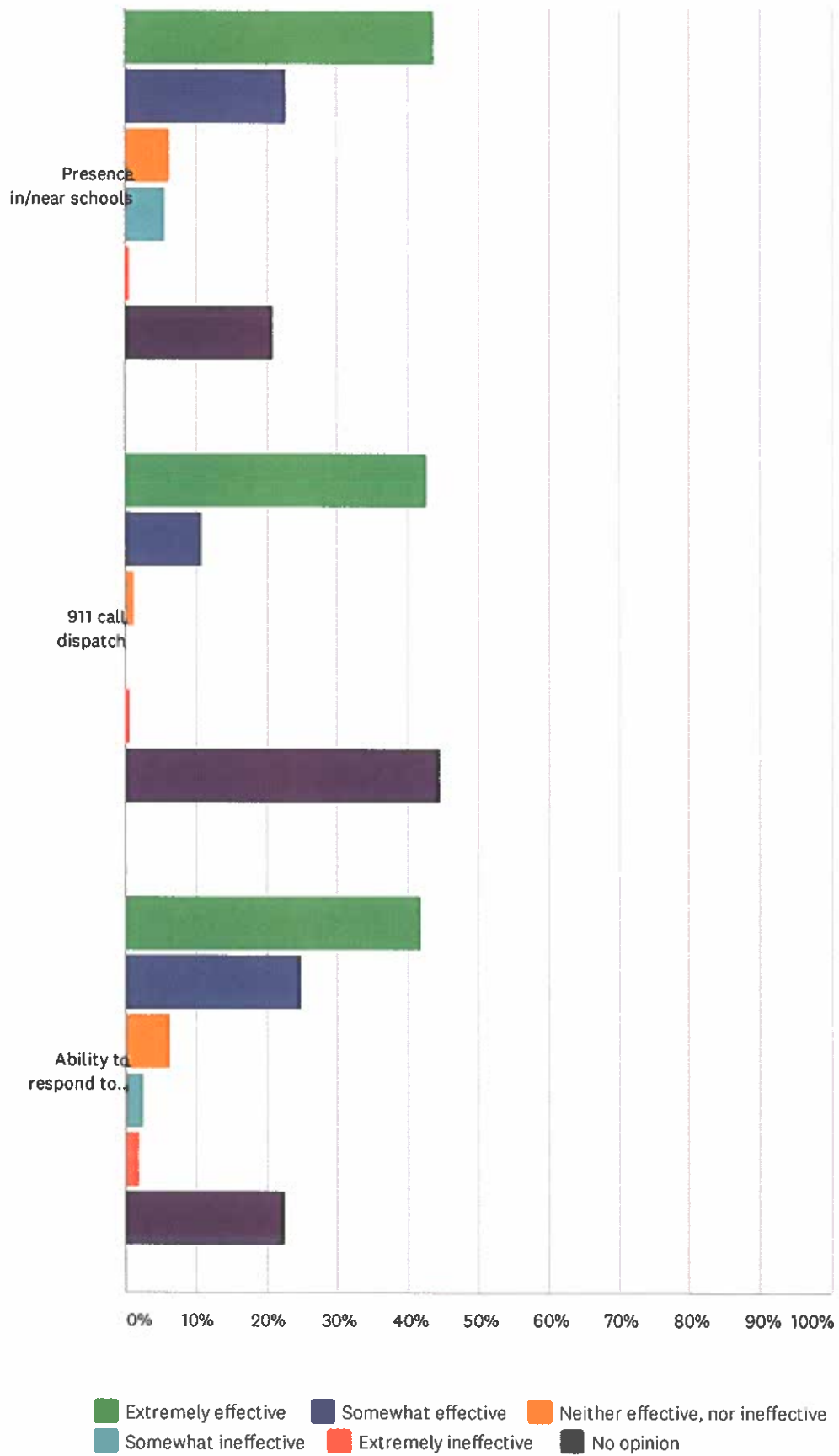
ANSWER CHOICES	RESPONSES	
Traffic stop	8.81%	14
Traffic accidents	1.26%	2
Parking	17.61%	28
Crime prevention	10.69%	17
Report a crime or quality-of-life incident	30.82%	49
Drugs	0.00%	0
Aided cases/Medical/Mental Health Call	7.55%	12
Alarm Response	19.50%	31
Casual Social Interaction with an Officer	48.43%	77
No interaction	18.24%	29
Other (please specify)	11.95%	19
<b>Total Respondents: 159</b>		

### Q6 How effective do you think the Larchmont PD is in the following?

Answered: 160 Skipped: 1



# PRRC Community Survey



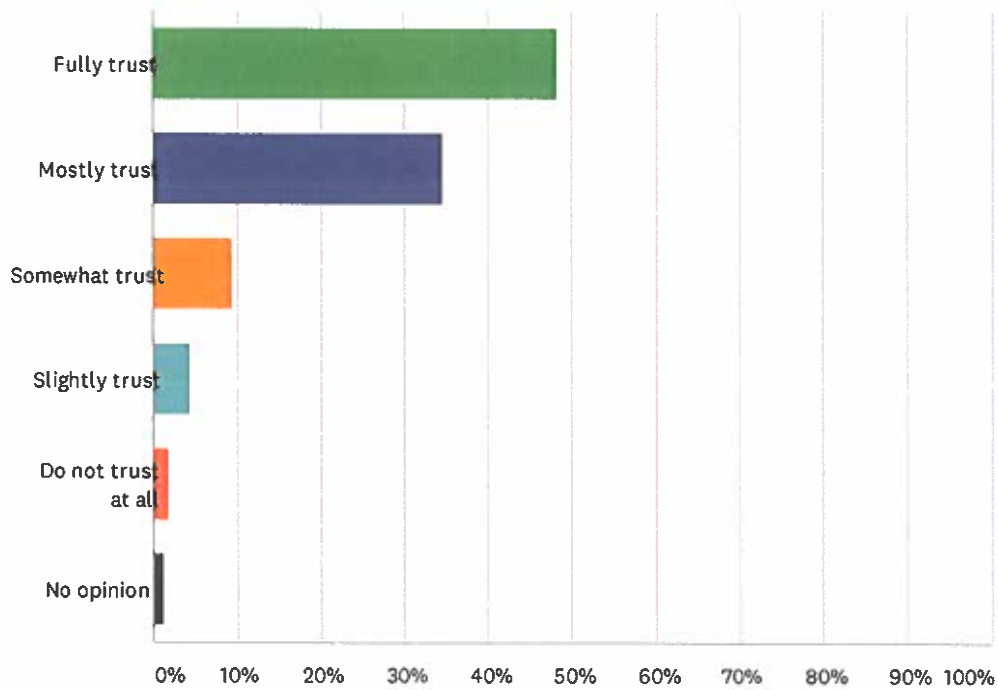
PRRC Community Survey

	<b>EXTREMELY EFFECTIVE</b>	<b>SOMEWHAT EFFECTIVE</b>	<b>NEITHER EFFECTIVE, NOR INEFFECTIVE</b>	<b>SOMEWHAT INEFFECTIVE</b>	<b>EXTREMELY INEFFECTIVE</b>	<b>NO OPINION</b>	<b>TOTAL</b>
Officer response time	59.21% 90	16.45% 25	3.95% 6	0.66% 1	0.00% 0	19.74% 30	152
Presence in residential neighborhoods	44.30% 70	29.75% 47	12.03% 19	5.06% 8	1.90% 3	6.96% 11	158
Presence in the business district	39.38% 63	30.63% 49	9.38% 15	5.63% 9	1.25% 2	13.75% 22	160
Presence in/near schools	43.67% 69	22.78% 36	6.33% 10	5.70% 9	0.63% 1	20.89% 33	158
911 call dispatch	42.68% 67	10.83% 17	1.27% 2	0.00% 0	0.64% 1	44.59% 70	157
Ability to respond to problems	41.88% 67	25.00% 40	6.25% 10	2.50% 4	1.88% 3	22.50% 36	160



### Q7 How much would you say you trust the Larchmont PD?

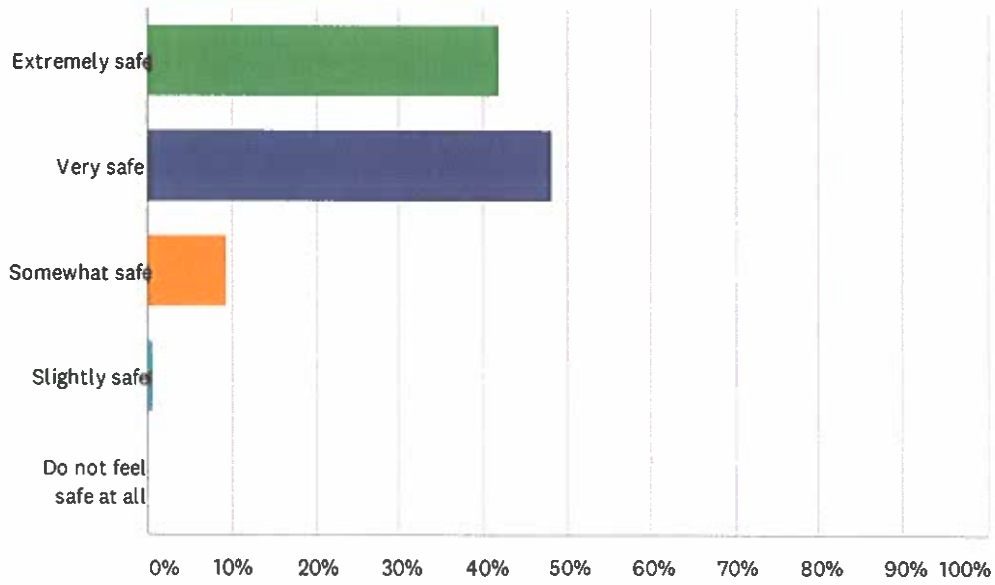
Answered: 159 Skipped: 2



ANSWER CHOICES	RESPONSES	
Fully trust	48.43%	77
Mostly trust	34.59%	55
Somewhat trust	9.43%	15
Slightly trust	4.40%	7
Do not trust at all	1.89%	3
No opinion	1.26%	2
<b>TOTAL</b>		<b>159</b>

### Q8 How safe do you feel in your community?

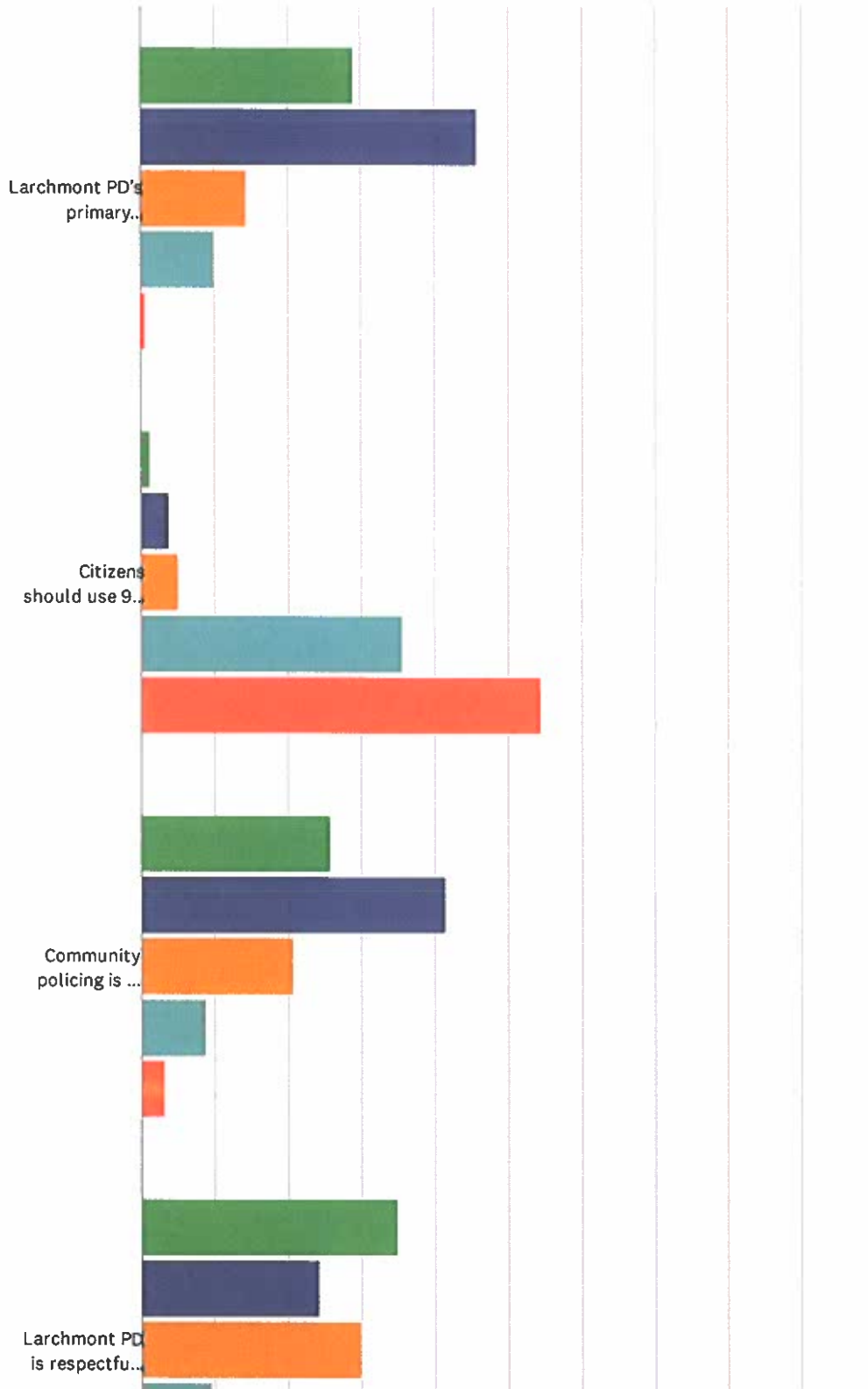
Answered: 160 Skipped: 1



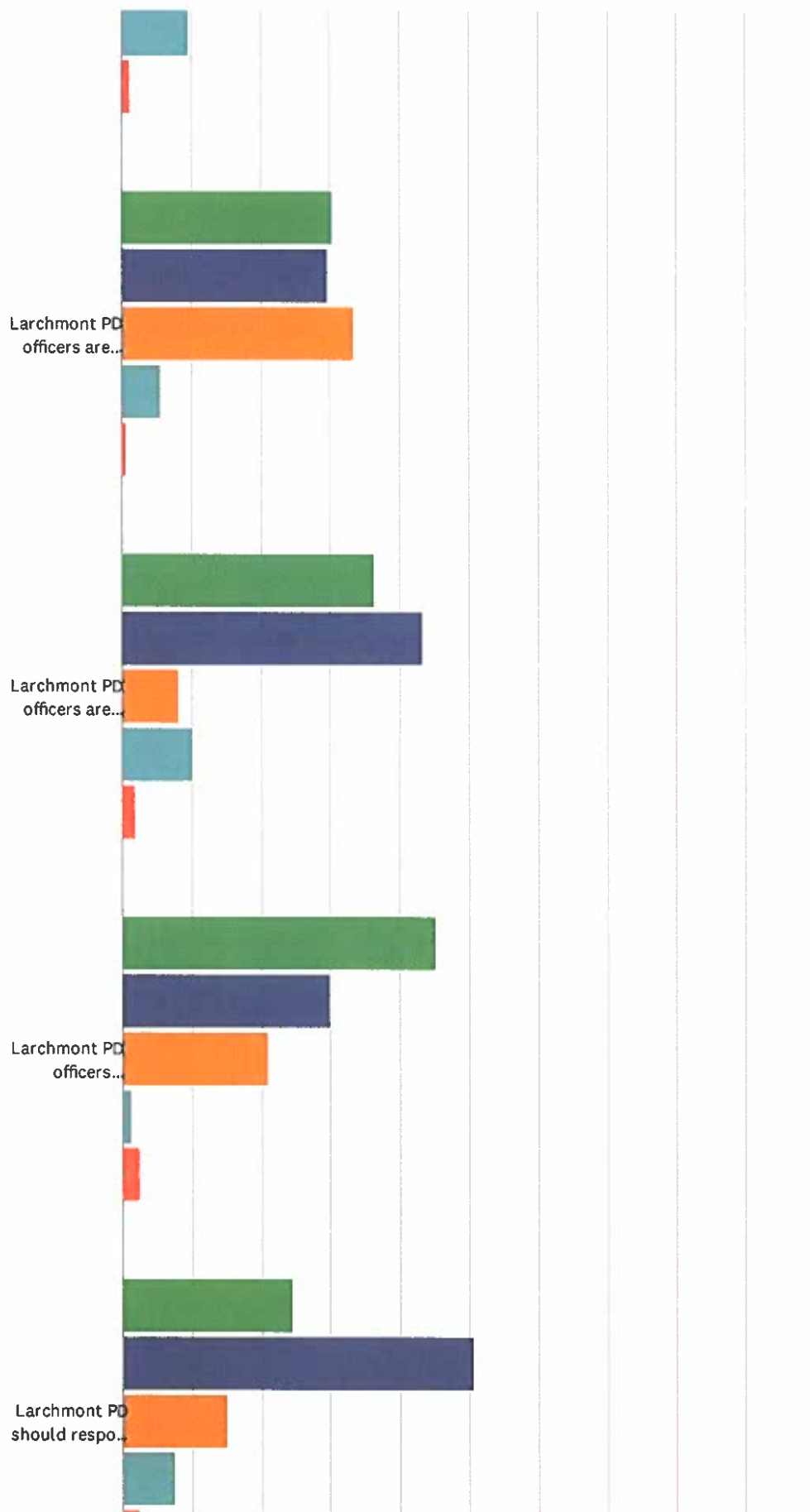
ANSWER CHOICES	RESPONSES	
Extremely safe	41.88%	67
Very safe	48.13%	77
Somewhat safe	9.38%	15
Slightly safe	0.63%	1
Do not feel safe at all	0.00%	0
<b>TOTAL</b>		<b>160</b>

### Q9 Indicate your level of agreement with the following statements about police work

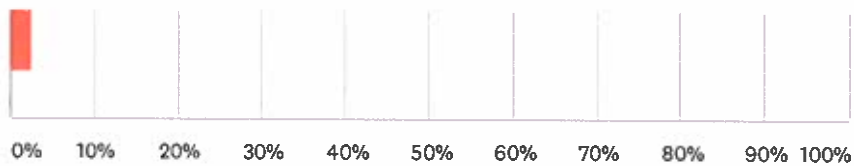
Answered: 160 Skipped: 1



# PRRC Community Survey



## PRRC Community Survey

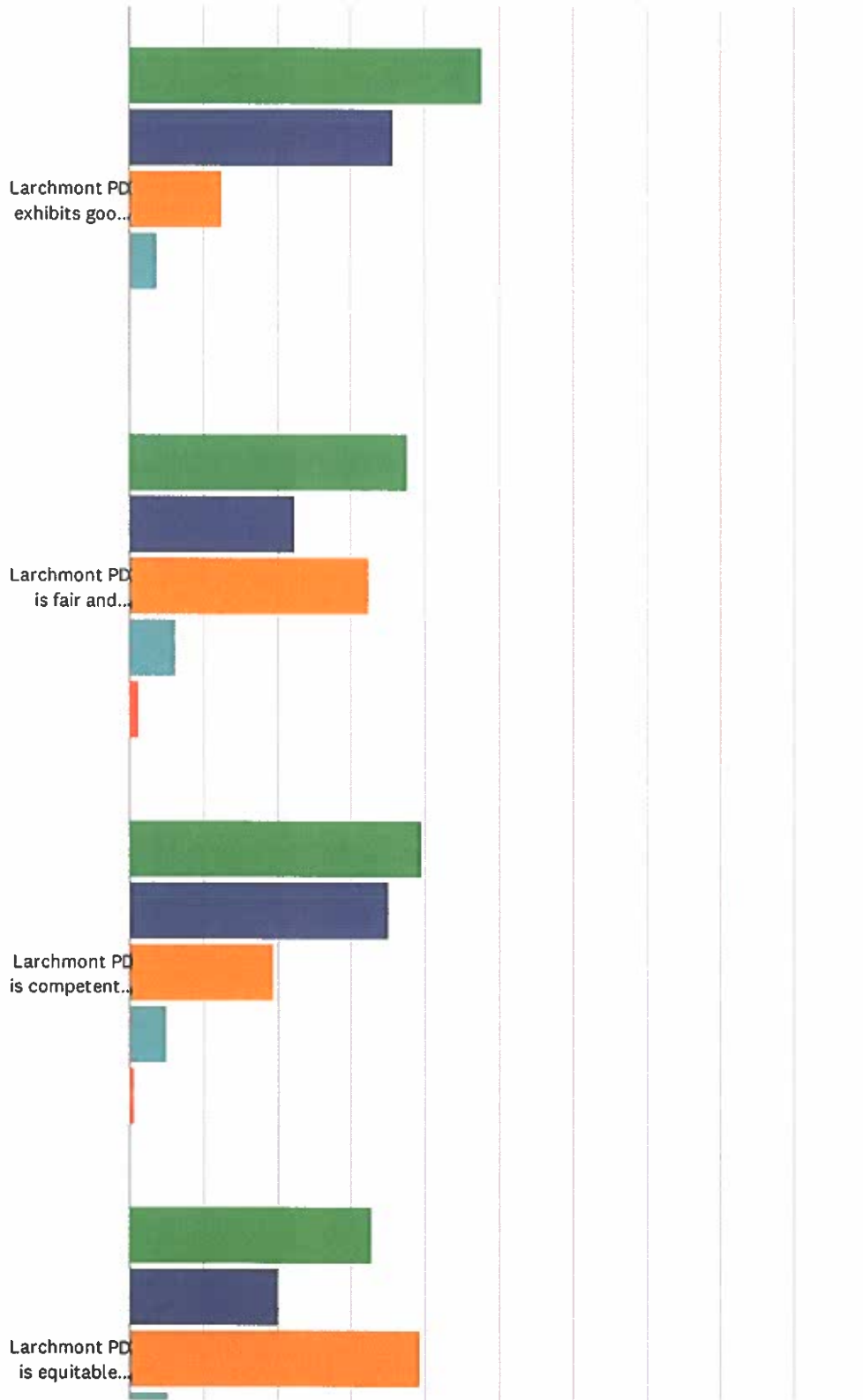


■ Strongly agree   
 ■ Agree   
 ■ Neither agree nor disagree   
 ■ Disagree  
■ Strongly disagree

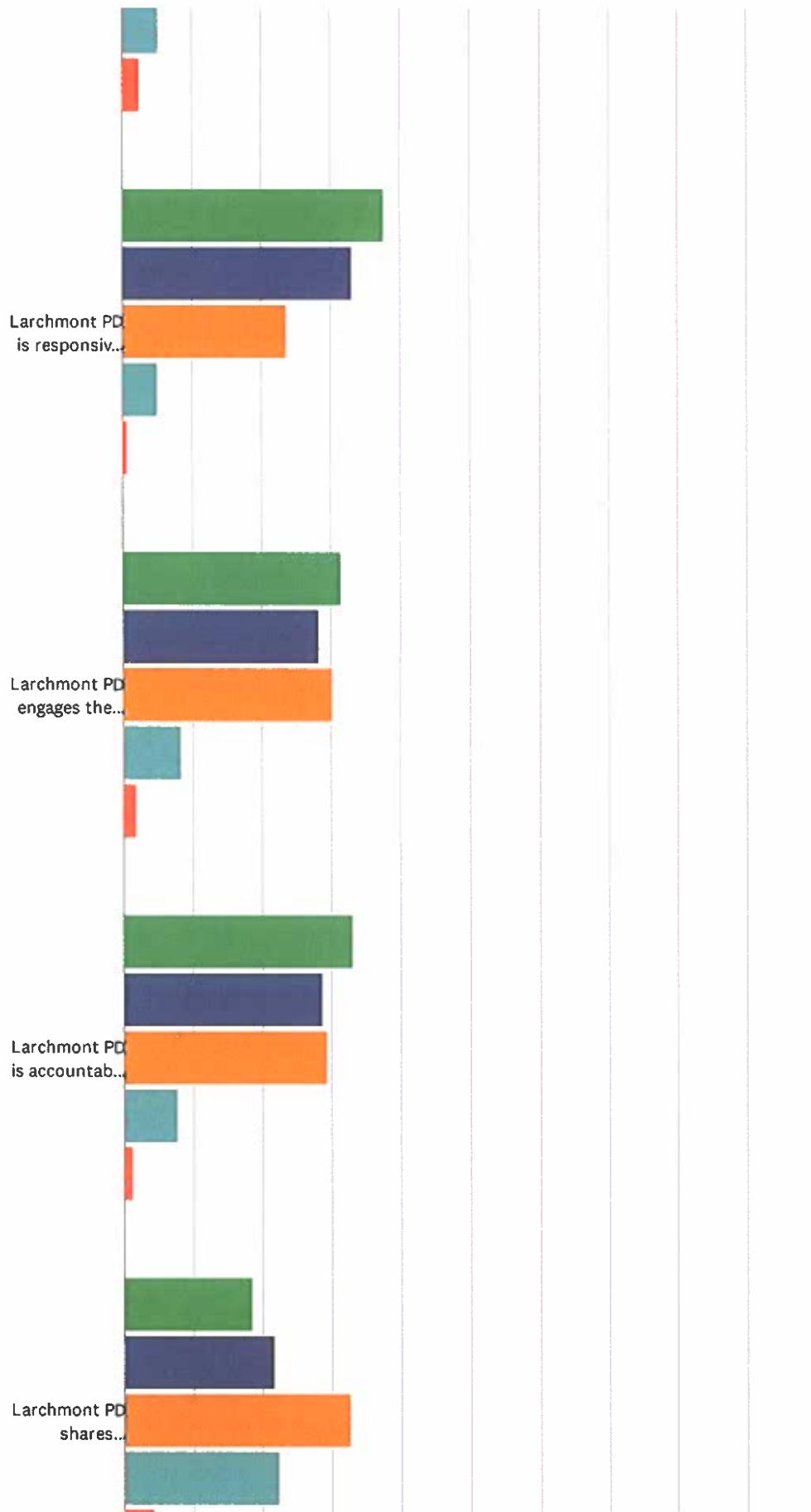
	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Larchmont PD's primary function is to fight crime	28.93% 46	45.91% 73	14.47% 23	10.06% 16	0.63% 1	159
Citizens should use 911 for non-emergencies	1.25% 2	3.75% 6	5.00% 8	35.63% 57	54.37% 87	160
Community policing is a priority in Larchmont	25.79% 41	41.51% 66	20.75% 33	8.81% 14	3.14% 5	159
Larchmont PD is respectful of community members, regardless of race, color, religion, disability, national origin, sexual orientation, military status, sex, age or marital status	35.03% 55	24.20% 38	29.94% 47	9.55% 15	1.27% 2	157
Larchmont PD officers are well trained	30.38% 48	29.75% 47	33.54% 53	5.70% 9	0.63% 1	158
Larchmont PD officers are visible on the streets	36.48% 58	43.40% 69	8.18% 13	10.06% 16	1.89% 3	159
Larchmont PD officers respond quickly to emergency calls	45.22% 71	29.94% 47	21.02% 33	1.27% 2	2.55% 4	157
Larchmont PD should respond to quality-of-life issues, such as noise and animals	24.38% 39	50.63% 81	15.00% 24	7.50% 12	2.50% 4	160

### Q10 Indicate your level of satisfaction with the following statements about police work

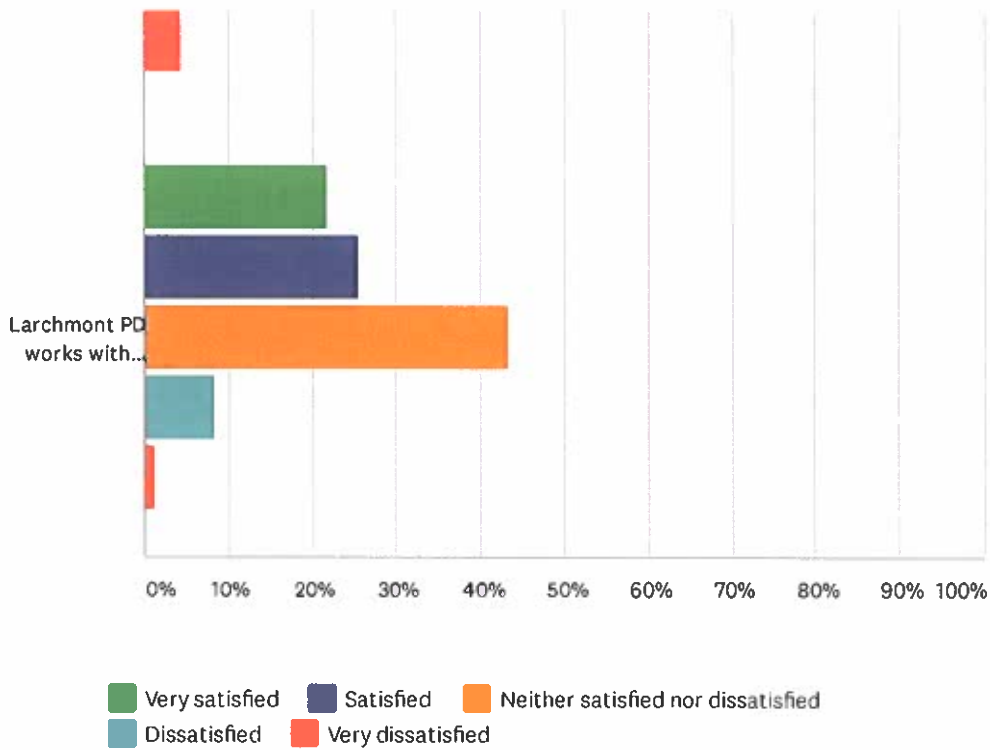
Answered: 159 Skipped: 2



# PRRC Community Survey



## PRRC Community Survey



	VERY SATISFIED	SATISFIED	NEITHER SATISFIED NOR DISSATISFIED	DISSATISFIED	VERY DISSATISFIED	TOTAL
Larchmont PD exhibits good manners during encounters with residents	47.80% 76	35.85% 57	12.58% 20	3.77% 6	0.00% 0	159
Larchmont PD is fair and impartial when enforcing the law	37.58% 59	22.29% 35	32.48% 51	6.37% 10	1.27% 2	157
Larchmont PD is competent in the exercise of their duties	39.62% 63	35.22% 56	19.50% 31	5.03% 8	0.63% 1	159
Larchmont PD is equitable in its service distribution	32.90% 51	20.00% 31	39.35% 61	5.16% 8	2.58% 4	155
Larchmont PD is responsive to its community's concerns	37.58% 59	33.12% 52	23.57% 37	5.10% 8	0.64% 1	157
Larchmont PD engages the community in crime control and prevention	31.41% 49	28.21% 44	30.13% 47	8.33% 13	1.92% 3	156
Larchmont PD is accountable to its community	33.12% 52	28.66% 45	29.30% 46	7.64% 12	1.27% 2	157
Larchmont PD shares information with its residents regarding police activity	18.59% 29	21.79% 34	32.69% 51	22.44% 35	4.49% 7	156
Larchmont PD works with residents to solve local problems	21.66% 34	25.48% 40	43.31% 68	8.28% 13	1.27% 2	157

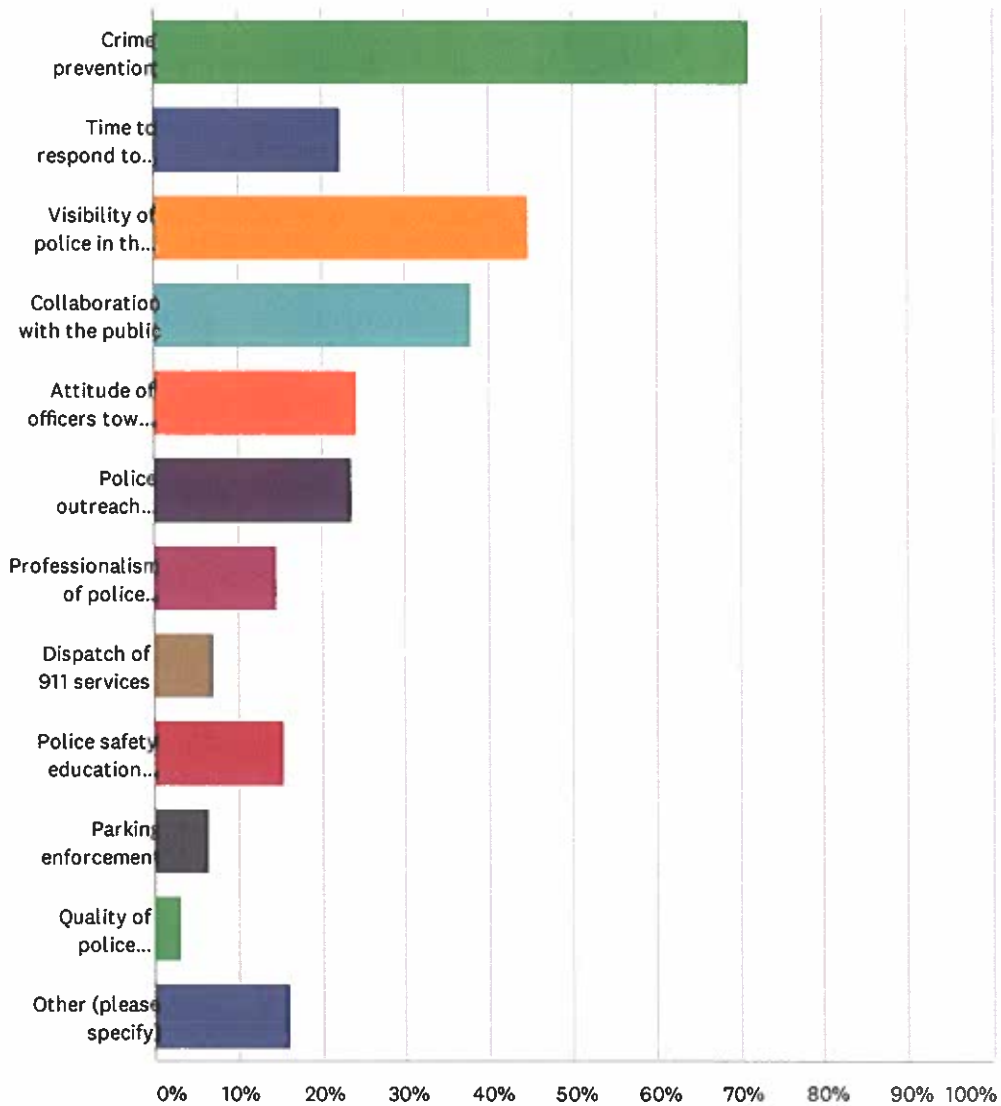


**Q11 What is the most important issue or need facing the Larchmont PD presently?**

Answered: 124 Skipped: 37

### Q12 In your opinion, where would you like Larchmont PD to concentrate effort in the next two-three years? Select the top 3 choices.

Answered: 156 Skipped: 5

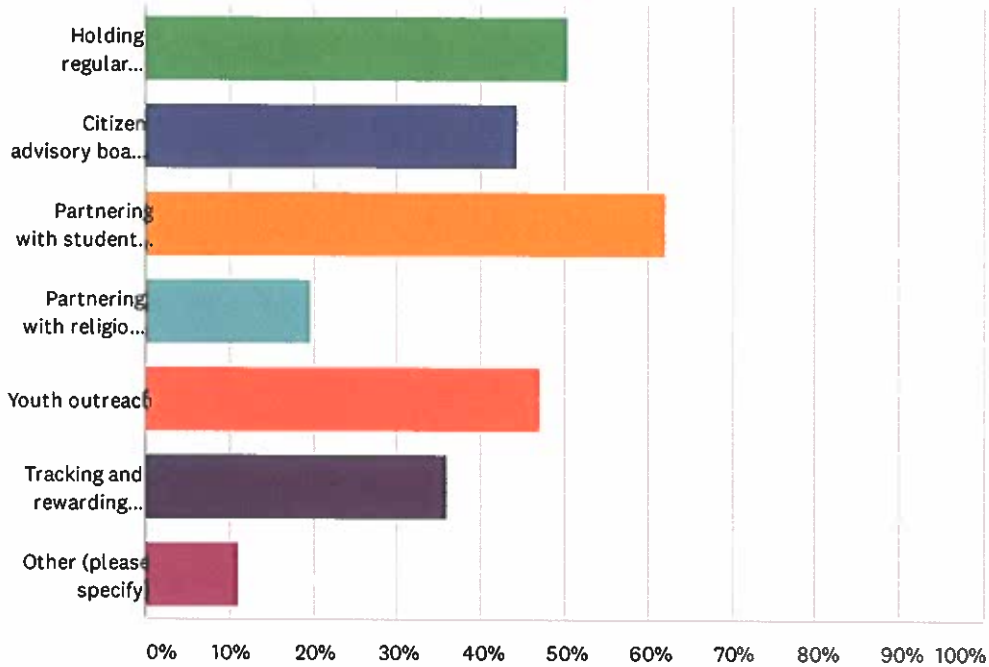


PRRC Community Survey

ANSWER CHOICES	RESPONSES	
Crime prevention	71.15%	111
Time to respond to emergencies	22.44%	35
Visibility of police in the community	44.87%	70
Collaboration with the public	37.82%	59
Attitude of officers toward the public	24.36%	38
Police outreach programs	23.72%	37
Professionalism of police officers	14.74%	23
Dispatch of 911 services	7.05%	11
Police safety education programs	15.38%	24
Parking enforcement	6.41%	10
Quality of police equipment	3.21%	5
Other (please specify)	16.03%	25
<b>Total Respondents: 156</b>		

**Q13 Community engagement emphasizes working with residents to promote public safety. Which of the following program(s) would you consider useful for your community safety? Select all that apply.**

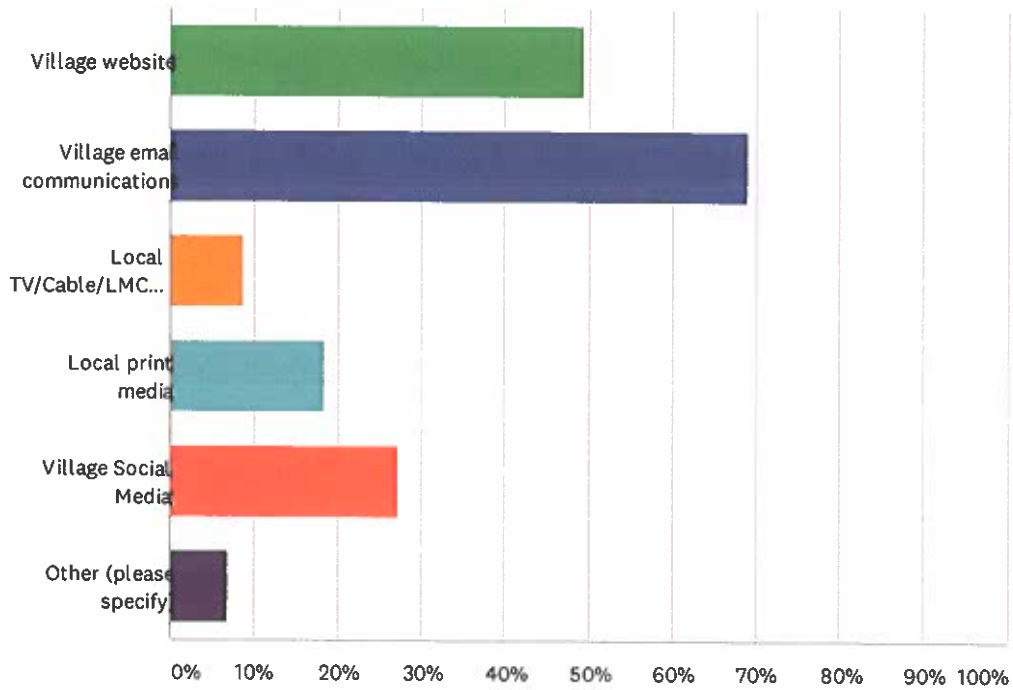
Answered: 153 Skipped: 8



ANSWER CHOICES	RESPONSES	
Holding regular community meetings	50.33%	77
Citizen advisory boards and/or committees	44.44%	68
Partnering with students and schools	62.09%	95
Partnering with religious institutions	19.61%	30
Youth outreach	47.06%	72
Tracking and rewarding positive interactions between officers and community groups	35.95%	55
Other (please specify)	11.11%	17
<b>Total Respondents: 153</b>		

### Q14 Where do you prefer to get your news regarding Larchmont PD?

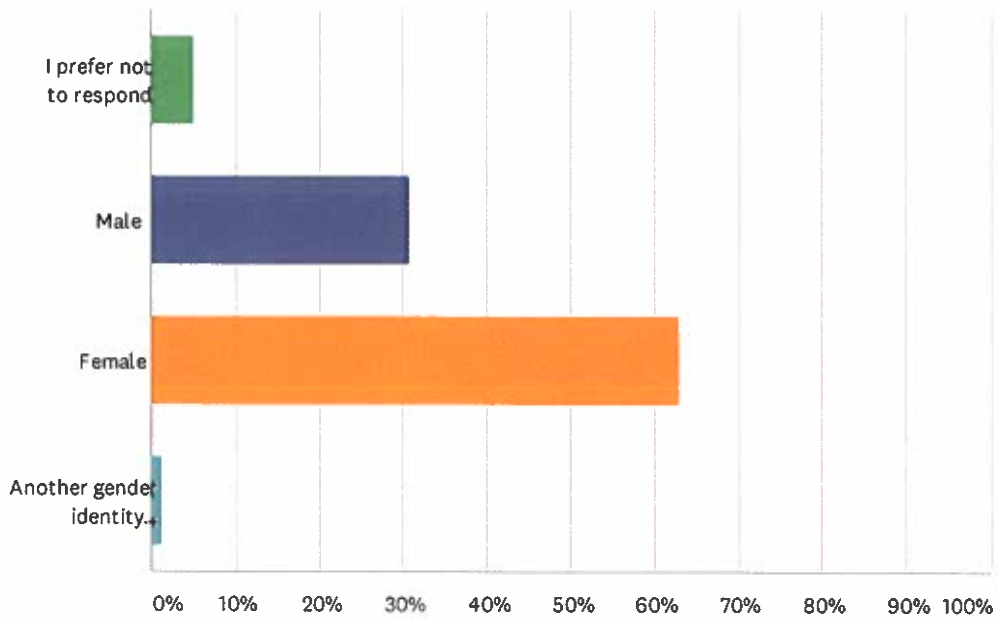
Answered: 158 Skipped: 3



ANSWER CHOICES	RESPONSES	
Village website	49.37%	78
Village email communications	68.99%	109
Local TV/Cable/LMC Media	8.86%	14
Local print media	18.35%	29
Village Social Media	27.22%	43
Other (please specify)	6.96%	11
<b>Total Respondents: 158</b>		

### Q15 A few questions about yourself. What is your gender?

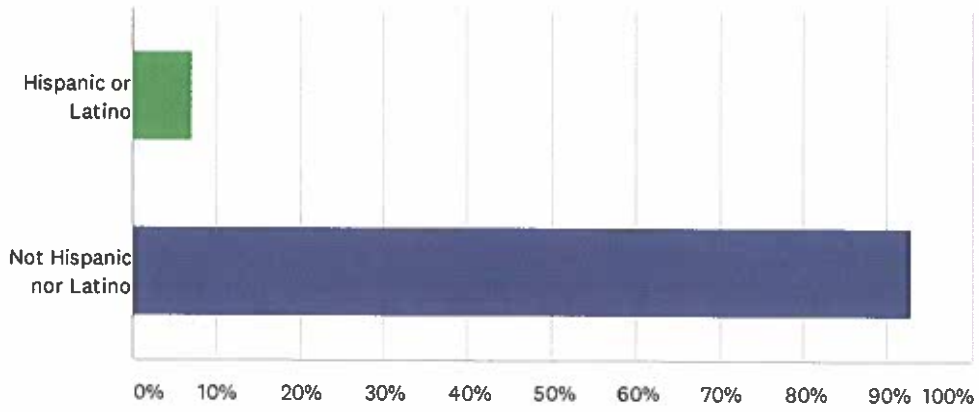
Answered: 159 Skipped: 2



ANSWER CHOICES	RESPONSES	
I prefer not to respond	5.03%	8
Male	30.82%	49
Female	62.89%	100
Another gender identity (please specify)	1.26%	2
<b>TOTAL</b>		<b>159</b>

### Q16 Are you:

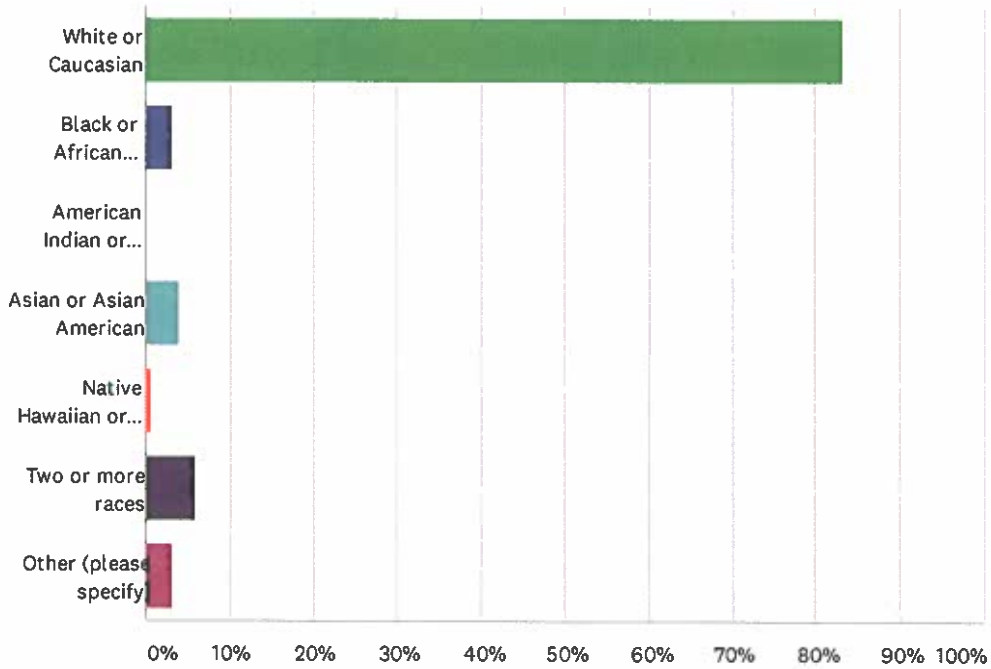
Answered: 154 Skipped: 7



ANSWER CHOICES	RESPONSES	
Hispanic or Latino	7.14%	11
Not Hispanic nor Latino	92.86%	143
<b>TOTAL</b>		<b>154</b>

### Q17 What is your race?

Answered: 155 Skipped: 6

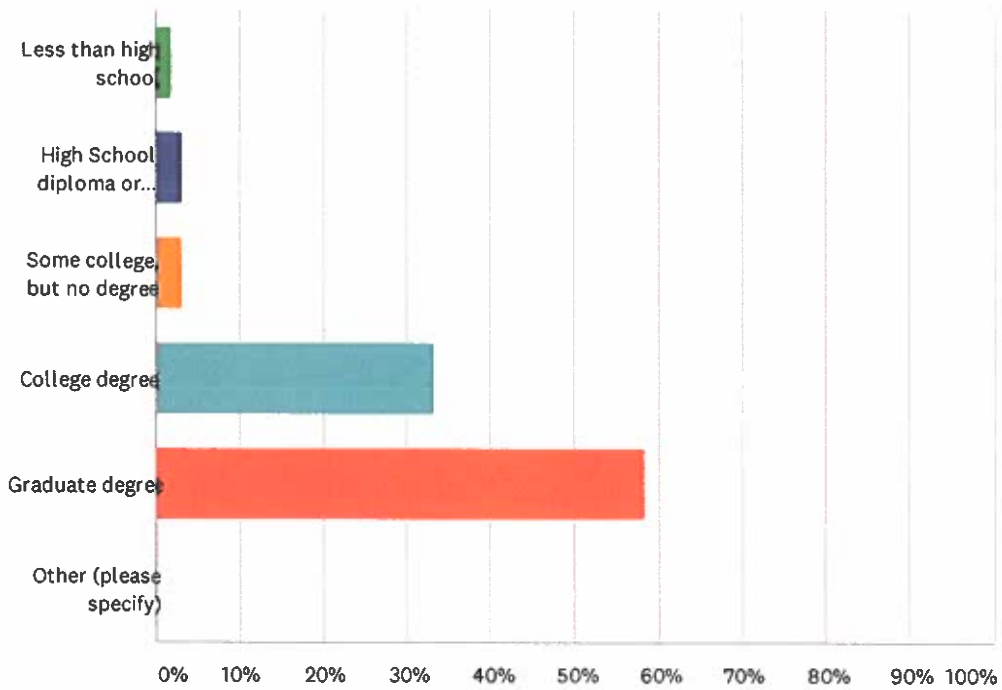


ANSWER CHOICES	RESPONSES	
White or Caucasian	83.23%	129
Black or African American	3.23%	5
American Indian or Alaska Native	0.00%	0
Asian or Asian American	3.87%	6
Native Hawaiian or other Pacific Islander	0.65%	1
Two or more races	5.81%	9
Other (please specify)	3.23%	5
<b>TOTAL</b>		<b>155</b>



### Q18 Which is your highest level of education?

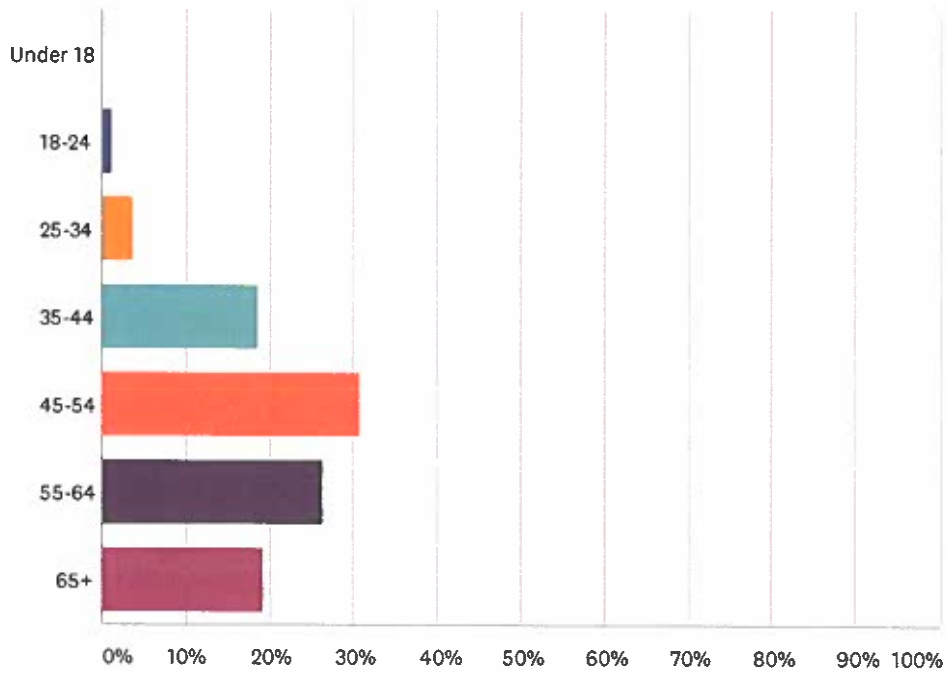
Answered: 156 Skipped: 5



ANSWER CHOICES	RESPONSES	
Less than high school	1.92%	3
High School diploma or equivalent (GED)	3.21%	5
Some college, but no degree	3.21%	5
College degree	33.33%	52
Graduate degree	58.33%	91
Other (please specify)	0.00%	0
<b>TOTAL</b>		<b>156</b>

### Q19 What is your age?

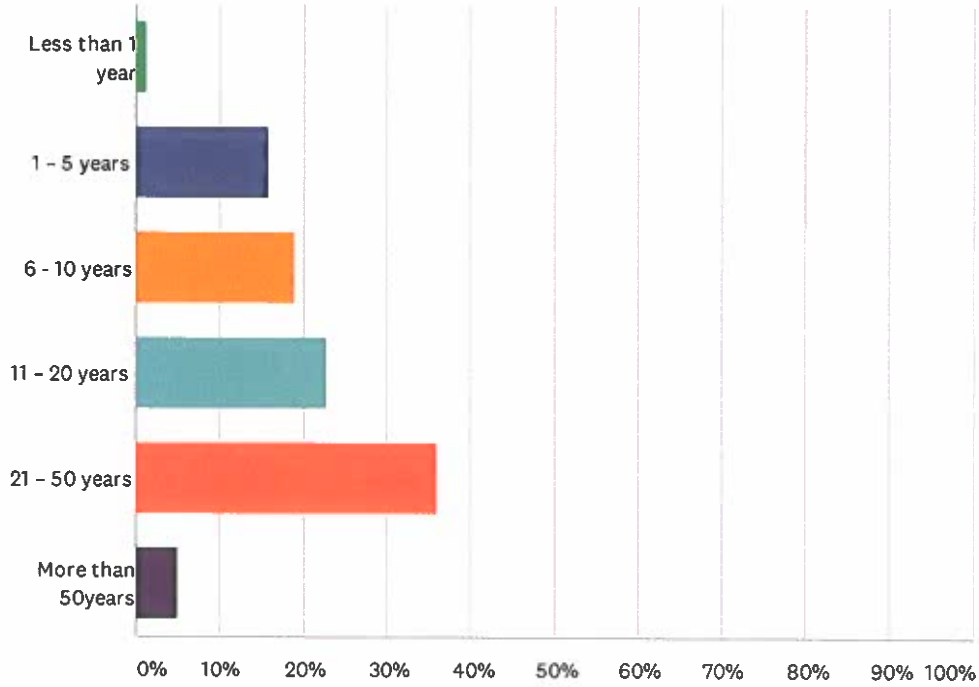
Answered: 156 Skipped: 5



ANSWER CHOICES	RESPONSES	
Under 18	0.00%	0
18-24	1.28%	2
25-34	3.85%	6
35-44	18.59%	29
45-54	30.77%	48
55-64	26.28%	41
65+	19.23%	30
<b>TOTAL</b>		<b>156</b>

## Q20 What is the total number of years you've lived/conducted business in Larchmont?

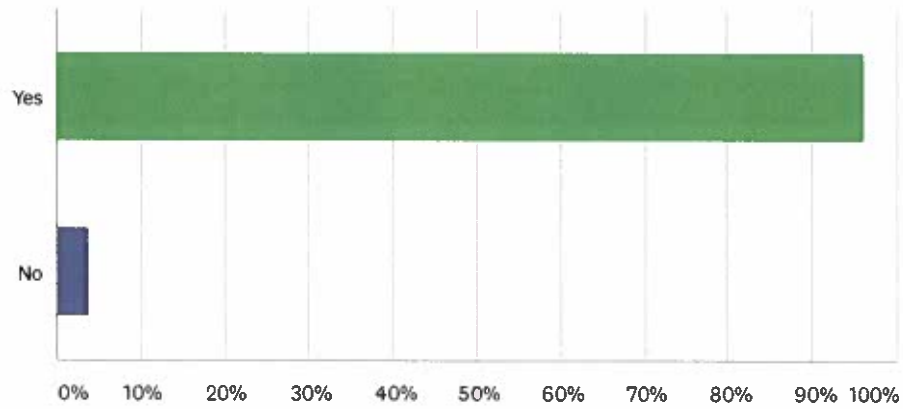
Answered: 158 Skipped: 3



ANSWER CHOICES	RESPONSES	
Less than 1 year	1.27%	2
1 - 5 years	15.82%	25
6 - 10 years	18.99%	30
11 - 20 years	22.78%	36
21 - 50 years	36.08%	57
More than 50 years	5.06%	8
<b>TOTAL</b>		<b>158</b>

### Q21 Do you reside in the 10538 zip code?

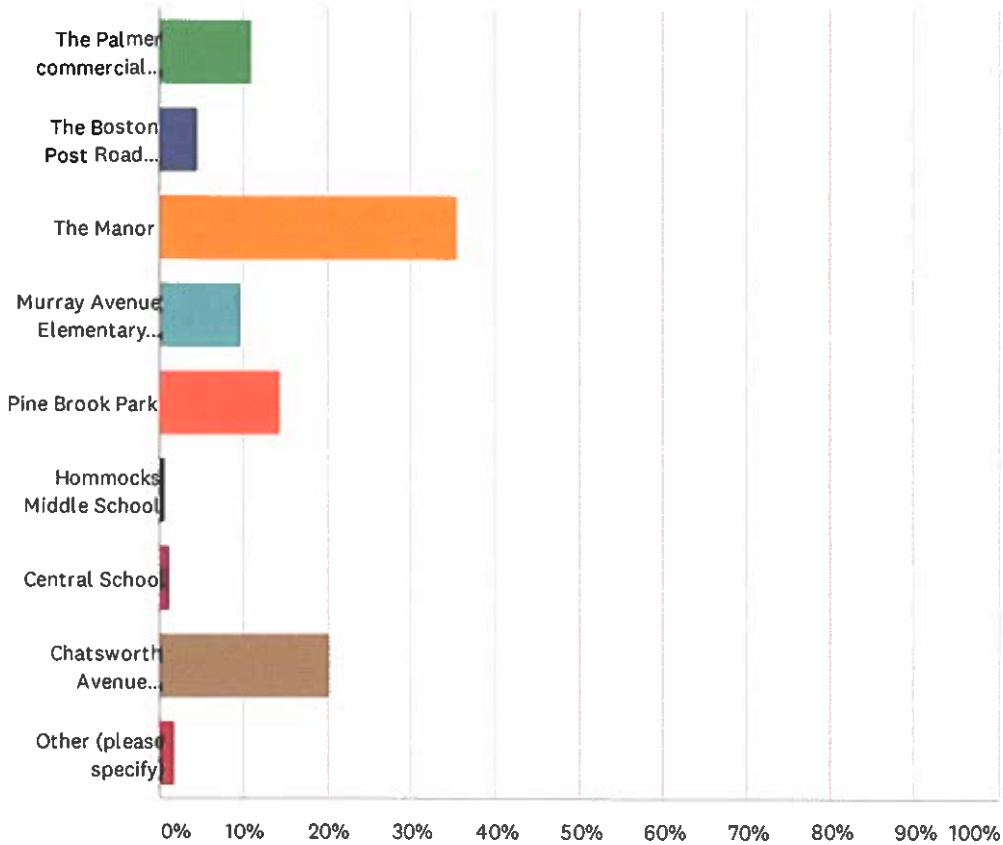
Answered: 160 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	96.25%	154
No	3.75%	6
<b>TOTAL</b>		<b>160</b>

## Q22 If yes, which part of the village do you reside/conduct business nearest to?

Answered: 152 Skipped: 9



ANSWER CHOICES	RESPONSES	
The Palmer commercial corridor	11.18%	17
The Boston Post Road commercial corridor	4.61%	7
The Manor	35.53%	54
Murray Avenue Elementary School	9.87%	15
Pine Brook Park	14.47%	22
Hommocks Middle School	0.66%	1
Central School	1.32%	2
Chatsworth Avenue Elementary School	20.39%	31
Other (please specify)	1.97%	3
<b>TOTAL</b>		<b>152</b>

## Q23 If not, what is your zip code?

Answered: 5 Skipped: 156

**Q24 Is there anything else that you would like to add to this survey?**

Answered: 91 Skipped: 70

**Q25 The Village of Larchmont plans to conduct some follow-up interviews with the residents and businesses in the community. Please provide your email address or telephone number if you would like to participate in a follow-up interview.**

Answered: 49 Skipped: 112







**LARCHMONT POLICE DEPARTMENT  
CIVILIAN COMPLAINT FORM**

[2] Provide the Names and Addresses of any witnesses to the incident and their relationship to you:

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[3] Do you know of any reason why the officer would single you out for the alleged misconduct?

NO  YES If YES, detail what you believe to be the reason:

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DATE OF THIS COMPLAINT: \_\_\_\_\_ TIME: \_\_\_\_\_

I hereby stipulate that I gave all the information contained in this statement freely and voluntarily, without consideration being given or promises made to induce the statements and with the knowledge that it can be used, if necessary, in a criminal prosecution.

SIGNATURE: \_\_\_\_\_ PRINT NAME: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

HOME PHONE NUMBER: \_\_\_\_\_ CELL PHONE: \_\_\_\_\_