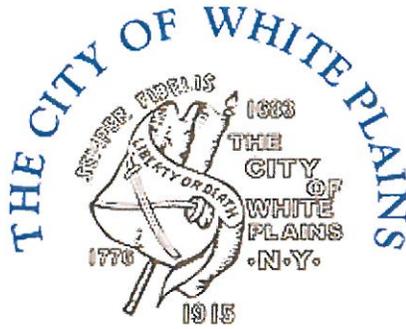


**CITY OF
WHITE PLAINS
POLICE REFORM
AND REINVENTION
COLLABORATIVE**

**FINAL REPORT OF THE WHITE
PLAINS POLICE REFORM
COMMITTEE**

MARCH 2021



City of White Plains Police Reform and Reinvention Collaborative

Final Report of the White Plains
Police Reform Committee

March 2021

Letter from the Committee Chair

I would like to thank Mayor Tom Roach for giving me and the NAACP the opportunity to be a part of this Police Reform Organization. True Police Reform can only happen when everyone understands that it is not about a Police Department or a specific Police Officer but about a system and a culture, which has routinely disrespected, brutalized and terrorized communities of color. It took the Murder of George Floyd to finally wake up America. America was now forced to deal with our everyday painful reality. Why it took so long and so many murders of unarmed People of Color by the Police to come to this realization shows you just how deep Systemic Racism is in this country. [#SayTheirNames](#)

On June 12, 2020, Governor Cuomo signed Executive Order #203, which requires all municipalities in NY to form Police Reform and Reimagining Committees. This is a great first step, but it will take ongoing commitments from everyone to begin to truly eradicate a system that has been in place since Slavery. A system that has been so painful to communities of color, a system that has destroyed families and lives. The Committee welcomes this opportunity to have a voice and share our ideas and recommendations on moving forward to a better country and a more trusting Justice System.

The Mayor has put together a dedicated committee of 23 members who include the Chief of Police, the Captain and the union president, as well as clergy, educators and stakeholders and members of the NAACP. The mandate for this committee was to look at ways to put sustainable mechanisms in place to build trust and reduce further harms to our communities.

This Committee has come up with 40 plus recommendations that include Training and Equipment, Community Engagement, Transparency and Accountability, Qualifications, Recruitment and Retention, and Policies and Procedures. It is the goal of this committee to have the Mayor, Common Council, and Police Department understand the need for them to be adopted and implemented, as well as the need for ongoing follow up.

In closing, I would like to thank every person involved in this process for all the hard work, research, and long hours that have been put into this project. I am so grateful to the dedication and commitment of this Committee.

Sincerely,



Janice K. Griffith
Chair, White Plains Police Reform Committee

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Overview of White Plains Police Reform Committee

In response to Governor Cuomo's Executive Order 203, New York State Police Reform and Reinvention Collaborative, City of White Plains Mayor Tom Roach formed the White Plains Police Reform Committee and directed this Committee to undertake a comprehensive review of the White Plains Police Department, as detailed in the Executive Order and Guidance document.

The Committee consists of 23 members and is chaired by Janice Griffith, President of the White Plains-Greenburgh Branch of the NAACP. The Committee includes members of the White Plains Police Department, as well as representatives of non-profit and faith-based community groups, the local office of the district attorney, criminal defense attorneys, including those with a background in public defense, residents, local police union, and public school district.

(See: Appendix A for a full listing of the Committee members)

The City announced the formation of its Police Reform Committee on September 18, 2020 and at the same time announced a partnership with the White Plains-Greenburgh NAACP to co-sponsor community listening sessions. *(See: Appendix B for press release)*

Three community listening sessions were subsequently scheduled by the Committee:

- Tuesday, October 13, 2020 at 6:00 PM
- Wednesday, October 21, 2020 at 4:00 PM
- Thursday, October 29, 2020 at 7:00 PM (This session was geared toward youth 12-18 years)

Each of these sessions was held open for at least two hours. Each session was live streamed from the City of White Plains website and broadcast live on its cable television channels. The sessions were also recorded and posted to the City's YouTube account. Those wishing to speak were offered the opportunity to do so either virtually or in person. The zoom participation link to the sessions was publicized to the local media, on the City website, and on City social media pages.

Flyers promoting the community listening sessions were created in English and Spanish. These flyers were shared with all the Committee members, who in turn shared them on their personal and/or organizational websites and social media pages. This helped ensure the flyers would reach deeply into the community. The flyers were also distributed to religious institutions in the City of White Plains, neighborhood associations, local media, barbershops and beauty salons. Additionally, the Mayor's office enlisted the assistance of other City departments, such as the Library and the Youth Bureau, to promote the listening sessions, included information about them in both the Mayor's monthly e-newsletter and weekly robocalls, and created a digital sign which ran on the City's digital signboards (located at the entrances to parking lots and structures throughout the downtown).

(See: Appendix C for copies of the flyers created for the community listening sessions)

In an effort to ensure the greatest participation in the process, the White Plains Police Reform Committee offered several additional means of participation. These included:

- A dedicated phone line which allows the caller to leave a message detailing his/her experiences with the White Plains PD (anonymously, if preferred). The outgoing message was recorded in English and Spanish. (914) 422-1313.
- A dedicated email address that anyone can use to send an email to the Committee detailing his or her experiences with the WPPD. policereform@whiteplainsny.gov.
- The option to visit a trusted community organization and speak about one's experiences with the White Plains PD. El Centro Hispano, The LOFT LGBT Community Center, My Sisters' Place (domestic violence services, advocacy, and education), and the Mayor's Advisory Committee for People with Disabilities were all designated and promoted in our flyers for this purpose.

Community feedback received through any of the above means has been shared with all Committee members.

The City has also created a dedicated webpage, www.cityofwhiteplains.com/policereform, which provides information about the Committee and the process, as well as links to meeting recordings, police department policies and procedures, and other relevant information.

The White Plains Police Reform Committee met for the first time on September 22, 2020. By mid-October the Committee established five working subcommittees, each charged with taking a deep dive into their specific area(s) of concern and making recommendations for the full Committee to consider. The subcommittees are:

- Community Engagement
- Policies and Procedures
- Qualifications, Recruitment and Retention
- Training and Equipment
- Transparency and Accountability

(See: Appendix D for subcommittee membership)

The full Committee and its subcommittees have been meeting regularly (weekly and in some cases more than once per week) since September. Meetings have largely been conducted virtually. As part of its education efforts, the full Committee had a presentation and Q & A session with the co-chair of the Westchester County Police Reform Committee (11/16/20) and with representatives from Project ABLE, a training program that focuses on Active Bystandership in Law Enforcement (1/22/21). Both the full Committee and subcommittee meetings have been recorded and those recordings have been posted to the [City's YouTube account](#) (City of White Plains, NY). The White Plains police Reform Committee takes seriously the Collaborative's emphasis on transparency and has made every effort to conduct itself in an open and transparent manner throughout the process.

Introduction

In New York, Governor Cuomo's Executive Order requires each municipality within the State to appoint a committee whose members represent a diverse spectrum of interests and identities within the community and to have that committee undertake a comprehensive review of the municipality's policing practices and policies and make recommendations for change. The White Plains Police Reform Committee was charged with completing this review of the White Plains Police Department.

The White Plains Police Department has already begun to address many of the issues that have plagued police departments all over the country. While this is encouraging, the Committee urges the Department to view this process in the context of the larger goal of *continuous improvement*. Continuous improvement includes being part of the ongoing national discussion about police reform and implementing changes at the local level that result from that discussion. It also means continuing to reach out to include the viewpoints of those who have traditionally been outside of the process and have not had a voice, as has been done in this Police Reform Committee.

The article, **America's Policing System is Broken. It's Time to Radically Re-think Public Safety**, which appeared in the August 2020 issue of *TIME*, does a good job of describing the mood of the country just after George Floyd's killing. A portion of the article is below, but we encourage everyone to read the full article at <https://time.com/5876318/police-reform-america/>

America's Policing System Is Broken. It's Time to Radically Rethink Public Safety.

BY JOSIAH BATES (CAMDEN, N.J.) AND KARL VICK (MINNEAPOLIS) |

UPDATED: AUGUST 17, 2020 5:31 PM EDT | ORIGINALLY PUBLISHED: AUGUST 6, 2020 6:27 AM EDT

In Minneapolis, the first days after George Floyd's killing exist in memory as kind of a blur. Even so, the burning of the Third Precinct police station on May 28 was a signal event, and not only for residents of the south side, where Floyd was killed and so many buildings went up in flames. Five miles to the north, residents of the city's other substantially Black area worried the chaos was coming their way. That night, Phillippe Cunningham, a city-council member representing part of North Minneapolis, drove around for 2½ hours without seeing any cops at all. They were hunkered in their stations.

In the void they'd left, a community stepped up. On Emerson Avenue, gang members took pride of place in the phalanx guarding the So Low Grocery Outlet, one of the north side's only two super-markets. "We locked it down for seven nights," says the Rev. Jerry McAfee, a Baptist preacher who works with gangs. Members of his patrol were identifiable by green and white bandannas and weapons not necessarily displayed. "Here's what I can tell you," McAfee says. "Fort Knox wasn't guarded any better."

In an integrated neighborhood a mile and a half away, unarmed residents in orange tees formed a perimeter around the other supermarket. Night after night, they challenged the white youths circling the block in pickup trucks without license plates, vetted unknown volunteers and—it dawned on more than one of them—edged toward an approach to public safety that might supplant the deeply flawed one that had provoked the mayhem around them.

What could replace the police? The question, until recently confined to activist circles, has been forced into national debate by a brutal logic: If the killing of Floyd truly left Americans with a resolve to address systemic racism in their country, shouldn't the starting point be the system that produced his excruciating death? Almost two weeks after now former Minneapolis police officer Derek Chauvin knelt on Floyd's neck, the Minneapolis city council concluded that its police department was beyond reform and must instead be replaced. In a unanimous vote, the council embarked on a yearlong quest to produce a "new model for cultivating safety in our city," explicitly steered by the desires of the people most oppressed by the current one.

If Minneapolis produces a new safety paradigm, the implications will be profound—reaching beyond the horror of police killings toward a rethinking of a criminal-justice system lamented by liberals and conservatives alike. If it fails, a status quo deeply rooted in the control of Black bodies will remain the norm, "and this will have been a nice little moment in history where we almost did something," says Jeremiah Ellison, a council member for Minneapolis' north side.

Residents' safety hangs in the balance, and so does a movement so new, it still needs a good name. Though Minneapolis council members linked themselves to "defund police" by announcing their bold initiative while standing behind letters spelling out the protest slogan, their ambition can't be summed up in two words, much less two words with the potential to be so easily misunderstood. To succeed, the movement needs a more precise slogan than "defund," to capture an actual intention that has been all but impossible to articulate because it comes, for now, from another world, one that acknowledges that Black lives matter.

"We're in a time of theorizing," says Oluchi Omeoga, a co-founder of the Minneapolis activist group Black Visions Collective. "We're trying to build a world that does not exist yet."

In that world, the core mission of public safety is not enforcement but care, and a call to 911 is more likely to produce a specialist in the problem at hand than a police officer carrying a gun, 15 lb. of gear and the additional weight of three centuries of racialized law enforcement. The new system would look for solutions from the very communities that the old system regarded as the sources of problems and guide investment accordingly. Law enforcement would not disappear, not in a country with more guns than people. But the officers who remained would be highly professional and trained in an ethos of valuing life. They would be focused on solving people's problems rather than locking people up and would work alongside those they serve.

Countless hours have been spent in the past few weeks discussing what has gone wrong in policing, but Minneapolis voters may take action as early as November, in the form of a referendum that would allow city lawmakers to continue exploring a new approach to safety. Everyone already knows it's going to be hard. Camden, N.J., a city more than a thousand miles away, has been held up by many as an illustration of what the existing model can be. But the experiences of citizens there reveal not just the potential for real change but also the limits of what has been possible—at least so far—while still keeping residents safe.

"As an elected official, I will not make any decisions whatsoever that will decrease safety," says Cunningham. "Everything that I do is about increasing the safety of the residents. And it is very clear that this system that we have now is not doing that."

To view the entire article, click this link: <https://time.com/5876318/police-reform-america/>

Recommendations
Of The White Plains
Police Reform Committee

The work of the White Plains Police Reform Committee has been informed by three overarching and intertwined principles: **Procedural Justice, Sanctity of Life, and the Guardian mindset**. An understanding of these is key to understanding this Committee's specific recommendations.

The Committee recommends that the White Plains Police Department integrate the principles of Procedural Justice, Sanctity of Life and the Guardian mindset throughout the organization.

1. Procedural Justice:

Procedural Justice “focuses on the way police and other legal authorities interact with the public, and how the characteristics of those interactions shape the public’s views of the police, their willingness to obey the law, and actual crime rates.” Procedural Justice encompasses four pillars:

1. Treating people with **dignity and respect**,
2. Giving citizens **‘voice’** during encounters,
3. Being **neutral and transparent** in decision making, and
4. Conveying **trustworthy** motives

(See: <https://trustandjustice.org/resources/intervention/procedural-justice> & Appendix E)

A growing body of research has demonstrated that “procedural justice is critical for building trust and increasing the legitimacy of law enforcement within communities. As such, it has paramount implications for both public safety and officer efficacy. While highly publicized abuses of authority by police officers fuel distrust and erode legitimacy, less publicized, day-to-day interactions between community members and law enforcement are also influential in shaping people’s long-term attitudes toward the police.” (See: <https://law.yale.edu/justice-collaboratory/procedural-justice> & Appendix E)

2. Sanctity of Life:

Sanctity of Life holds that “at the core of a police officer’s responsibilities is the duty to protect all human life and physical safety.” Further, “police departments’ policies should consistently emphasize sanctity of life as a central principle of policing.” Critical to the Sanctity of Life principle of policing is the belief that “officers must have the tools and judgement to differentiate circumstances that do not warrant the use of force.” A Sanctity of Life mindset must be reinforced not only in police department policies and procedures, but also in training, disciplinary proceedings, and interactions with the public as well. (See: <https://www.usmayors.org/issues/police-reform/sanctity-of-life> & Appendix E)

3. Guardian Mindset:

The Guardian mindset conveys that police officers must first and foremost view themselves as defenders, protectors, and keepers and it is through this lens that the officer should view his/her interactions with the public. In contrast, the Warrior mindset holds that police officers must be able to protect and defend themselves in dangerous situations and that such a mindset is necessary in order to combat and defeat criminals. The concern here, however, is that if the Warrior mindset is the dominant mindset, it is more likely to trigger a negative or violent reaction that was avoidable. The Warrior mindset, like the Guardian mindset, pervades every encounter an officer has with the public. Treating every encounter with a warrior mindset and every citizen as a potential enemy does not build cooperation and trust in the community. If the community doesn't cooperate with the police, their job is more dangerous." The Guardian mindset acknowledges that there are situations in which an officer may have to adopt a Warrior mindset, but the goal should be that the Guardian mindset become the dominant mindset and that all police-community interactions be guided first by a Guardian point of view. (See: <https://www.police1.com/21st-century-policing-task-force/articles/warriors-vs-guardians-a-seismic-shift-in-policing-or-just-semantics-EXBkY2pEWCHi6Mni/> & Appendix E)

The White Plains Police Reform Committee endorses the principles of Procedural Justice, Sanctity of Life, and the Guardian mindset, and recommends that these become fully integrated into the departmental culture of the White Plains Police Department. Taken together, these principles should serve as a guide to the department in policy/procedure development, training, and all aspects of operations. The White Plains Police Department has made significant progress building a professional environment informed by these three principles. We make this recommendation to emphasize the overarching importance of the principles of Procedural Justice, Sanctity of Life, and the Guardian mindset and to encourage the department to continue and expand its efforts on this path.

4. Department of Public Safety Mission Statement:

Further, keeping in line with these principles, the White Plains Police Reform Committee recommends the following changes to the White Plains Department of Public Safety Mission Statement (suggested new wording in **bold**):

The mission of the White Plains, NY Department of Public Safety is to provide unbiased comprehensive protection and service to the residents and visitors of the City of White Plains. The public's safety, **the trust of the community, dignity for all, and the enrichment of quality of life are paramount, and will be provided by the Police and Fire Bureaus with Professionalism, Integrity, and Respect.**

Subcommittee Recommendations

Training & Equipment

Training is, by far, one of the most important facets to policing. The lack of necessary training, specifically in de-escalation, is believed to be the reason for some of the country's most notorious cases of police brutality.

The goal of these training and equipment recommendations is to promote a culture within the White Plains Police Department that emphasizes treating the public with dignity and respect, the protection of human life and public safety, and the enhancement of mutual trust between the community and the police.

Training

New training opportunities need to be evaluated on the extent to which they recognize and incorporate the principles of Procedural Justice, Sanctity of Life, and the Guardian mindset into the training.

It is important that the recommended training below be prioritized and offered regularly, at least once per year, to the extent feasible.

1. The Committee recommends that the current in-house training curriculum be supplemented with additional or more specific training in the areas of:
 - A. **Trauma** – Recognizing and knowing how to respond to trauma experienced by members of the public (Potential training provider: Westchester Jewish Community Services).
 - B. **Disabled community** - The more educated an officer is about disabilities in general, the more likely it is that there will be safe and positive outcomes between the disabled community and police officers (Potential training provider: Westchester Independent Living Center).
 - C. **Mental illness** – Recognizing and knowing how to respond to those with mental illness gives police officers the tools to do their jobs safely and effectively (Potential training providers: Family Ties, Westchester County Department of Community Mental Health, My Sister’s Place, Family Services of Westchester, CAHOOTS – Crisis Assistance Helping Out On The Street mobile crisis intervention program out of Eugene, OR).
 - D. **LGBTQ and transgender community** - Even with major advancements in LGBTQ rights, LGBTQ individuals remain overrepresented in rates of incarceration and victimization (Potential training provider: The LOFT: LGBT Community Services Center).
 - E. **Intersectionality** - These training programs specifically address how different identifiers intersect with each other.
 - F. **Undocumented individuals and families** - Promoting a culture that treats the undocumented fairly under the law, regardless of legal status (Potential training provider: El Centro Hispano).

2. The following specific training programs in unbiased policing are strongly recommended:
 - A. **“Undoing Racism Workshop”** from The People’s Institute of Survival and Beyond. This workshop has a specific focus on the history of racism.
 - B. **Training with Neighbors Link** – A police/parent education program in which police officers are participants. The model focuses on learning through conversations with parents, hearing their experiences, what it is like to be in a community together, fears, challenges, issues related to immigration status.

3. The following specific training programs in policing are strongly recommended:
 - A. **ABLE Project (Active Bystandership in Law Enforcement)** – This training program was created by Georgetown Law to prepare officers to successfully intervene to prevent harm and to create a law enforcement culture that supports peer intervention. Project ABLE is a national hub for training, technical assistance, and research, all with the aim of creating a police culture in which officers routinely intervene as necessary to prevent misconduct, avoid police mistakes, and promote officer health and wellness. See: <https://www.law.georgetown.edu/innovative-policing-program/active-bystandership-for-law-enforcement/>
 - B. **ICAT (Integrating Communications, Assessments and Tactics)** – This training is a use-of-force Training Guide designed to fill a critical gap in training police officers in how to respond to volatile situations in which subjects are behaving erratically and often dangerously but do not possess a firearm. See: <https://www.policeforum.org/about-icat>

4. It is strongly recommended that all officers, including executive officers, be required to successfully complete training in:
 - A. **Cultural Competency** - Cultural competence is a set of congruent behaviors, attitudes, and policies that come together in a system, agency or among professionals and enable that system, agency or those professions to work effectively in cross-cultural situations.

Five essential elements contribute to a system's, institution's, or agency's ability to become more culturally competent which include:
Valuing diversity
Having the capacity for cultural self-assessment
Being conscious of the dynamics inherent when cultures interact
Having institutionalized culture knowledge
Having developed adaptations to service delivery reflecting an understanding of cultural diversity

These five elements should be manifested at every level of an organization including policy making, administrative, and practice. Further, these elements should be reflected in the attitudes, structures, policies and services of the organization. See: <https://nccc.georgetown.edu/curricula/culturalcompetence.html>
 - B. **Implicit Bias / Antiracism** - This training teaches officers to rely on facts and observed behaviors rather than their own personal or societal biases or stereotypes, while also helping officers understand how their biases can create devastating results.

- C. **De-escalation and the proper use of the Continuum of Force** - This training is aimed at reducing the number of police use of force cases. It teaches officers to avoid force when they can safely accomplish their mission without it.
5. **Training conducted by an appropriate professional / subject matter expert is strongly recommended and preferred, and when possible should also include those with lived experience in order to provide officers with that unique perspective.**
6. **The Committee recommends that the WPPD advocate for 24/7 access to mental health professionals.** Mental health professionals from Westchester County Department of Community Mental Health have worked with the WPPD for years, assisting in responding to calls for service. However, their services are only available to the PD during regular business hours. It is important that mental health professionals be available to the PD 24/7 to ensure that the PD can bring the most expertise to a response. The Department also has a specially trained Mental Health Outreach Unit whose members receive additional training in responding to those with mental illness.

Equipment

1. **Prioritize the use and purchase of non-lethal and less-lethal equipment and make such equipment readily available to officers in all squad cars.** If this type of equipment is readily available, it is less likely an officer will use more deadly means of force. Such equipment could include things like Tasers, rubber bullets, and bola wraps.
Reference: Response to Resistance Policy 89-01 – Levels of Force.
2. **It is strongly recommended that offensive military grade equipment not be used or purchased by the Department.** This type of equipment can give the impression of a militarized department, which is not in line with the Guardian mindset.

Transparency & Accountability

Public outrage over acquittals in cases of blatant police brutality is at the core of our pain. Holding police officers and departments more accountable for their actions and requiring more transparency is an important starting point for reform.

The goal of these transparency and accountability recommendations is to promote a culture within the Department that emphasizes being neutral and transparent in decision-making and conveying trustworthy motives, thereby contributing to enhancing mutual trust between the community and the police.

Transparency

The Committee recommends the following transparency actions:

1. **Publish data on the Department's website relating to types of arrests, whether the arrest is police or civilian initiated, car stops and whether those stops result in summonses or warnings, and break down this data demographically (i.e. – by race, age range, sex, and ethnicity).** Such information is valuable in determining patterns of police enforcement and making it public is a valuable to increasing transparency and accountability. This data can also assist police leadership in identifying selective enforcement trends, training opportunities, and issues needing further addressing.
2. **Publish data on the Department's website showing the demographics of the police department and comparing those demographics to the demographics of the City as a whole.** The City continues to strive to ensure its Police Department personnel look like the residents they are charged with policing. Posting demographic information would signal to residents how seriously the Department views this goal. The Committee believes such information has value as a means of building trust and increasing transparency. Additionally, it would allow the City's residents to hold the Department accountable to the goal of continuing to build up and maintain a diverse department. It will also help measure the effectiveness of recruiting strategies.
3. **Advocate for the creation of a statewide database/registry that tracks police misconduct/disciplinary records.** This will prevent those who have been found to have committed acts of misconduct from being re-hired in other departments and will create a culture of transparency and accountability.
4. **Track interactions and outcomes with persons who are disabled as well as with those who have mental illness for the purpose of identifying trends and using that data to address training needs. Expand Rapid Recovery Program to include other disabilities.**

Accountability

Lack of trust and confidence in the Department remains an issue in some segments of the community. Recent national and local events have contributed to lingering feelings of mistrust. The Committee believes there are several ways in which this can be addressed over time. This includes the two recommendations below, as well as other recommendations included in this report related to community outreach and engagement, recruitment, and others.

1. **Make improvements to the current personnel complaint process.** The following steps can be taken immediately to make the personnel complaint process easier for the public to use and understand:
 - A. Provide the public with several means of filing a complaint, including via the Public Safety website, mobile app, and in-person at Public Safety headquarters.
 - B. Remove the barrier of getting Complaint forms notarized.
 - C. Remove the Prosecution for Perjury line from the Complaint form.
 - D. Make complaint forms available at community organizations and public locations such as the Library.
 - E. Make complaint forms available in Spanish and Creole.
 - F. Allow the complainant to indicate the best means of contact for follow-up purposes. For example, US mail, email or telephone.
 - G. Provide a complaint tracking number that individuals and staff can use to easily reference and track a complaint.
 - H. Add language to the form stating that an interested party may obtain a copy of body worn camera video footage through the Freedom of Information Law (FOIL) process.
 - I. Complainants should be encouraged to complete a personnel complaint form.

2. **Transition to an online personnel complaint management system.** At a minimum, this system should provide:
 - A. A means for the complainant to track the status of his/her complaint (i.e. - through the issuance of a discreet "complaint ticket number").
 - B. A means for the complainant to submit anonymously.
 - C. An internal database for all complaints received and which would have report-producing capabilities.
 - D. Configure the complaint management system to ensure that the Office of Professional Standards, the appropriate supervisors, and the Chief automatically receive notification that a complaint has been submitted and/or whenever any action step on a complaint has been taken.

(See: Appendix F for a personnel complaint process flow chart)

3. Implement a Civilian Complaint Review Board

- A. Members of this board must be residents of the City of White Plains.
- B. Members of this board must not be immediate family members of current White Plains Police Department personnel.
- C. The review board will receive all civilian complaints against members of WPPD. The board is also tasked with reviewing all internal investigative findings related to personnel complaints filed by either civilians or members of the White Plains Police Department with the Office of Professional Standards.
- D. The board may request additional follow up or information from OPS, as may be deemed necessary.
- E. Members of this board are tasked with writing an annual report of the work of the CCRB, to be shared with the Mayor, Common Council, and the public.
- F. Keep open the option of joining a County CCRB/OPA if one is established and meets the needs of our community.
- G. The White Plains Police Reform Committee members look forward to continuing their engagement with the White Plains government to implement the most effective CCRB for residents of the City of White Plains.

Note: Any incident involving potential criminal conduct on the part of a City of White Plains police officer is currently and will continue to be referred to the Westchester County District Attorney's office for investigation and potential criminal prosecution. The District Attorney has jurisdiction over criminal cases and the authority to bring criminal charges.

Qualifications, Recruitment And Retention

Getting the right police officer with the right mindset is key to police reform.

The goal of these Qualifications, Recruitment and Retention recommendations is to promote a culture that recognizes the value in recruiting and promoting diversity within the department, as well as recruiting and retaining those who have the Guardian mindset.

Qualifications & Recruitment

1. **Increase awareness about upcoming police exams**
 - A. The Department should undertake additional recruitment efforts such as soliciting more assistance from churches/clergy, community groups, members of the police reform committee, and local schools in promoting an upcoming exam and notifying citizens about the exam 1 year prior to the date (preferably around the holidays when young people are home). Even if the exact date is not known, notifying the public earlier will allow them ample time to prepare and plan.

2. **Provide exam prep in more accessible locations**
 - A. The City should provide exam prep at or near locations where minority citizens reside or have easier access if they do not own a car, such as at the Slater Center, White Plains Education and Training Center, and the Public Library. The City currently provides exam prep at White Plains High School. While this has benefits, including its availability for use in the evenings with ample classroom space, free parking, and minimal cost, getting to and from the location may prove difficult or inconvenient for some candidates.

3. **Work with White Plains High School to offer a credited course on policing.** The course should cover traditional policing topics, such as crime scene investigations, but also include the history of policing, systemic racism in the law enforcement system, and encourage students to think about ways to create fairness in law enforcement. This will not only expose White Plains students to policing, but also help them get a jump start on fixing issues within policing. Many young people today are aware of societal issues around systemic racism. This course will attract these students and may very well encourage them to become police officers for the right reasons. As a further incentive, the City could consider waiving the application fee for students taking and passing this course if they decide to register for the next police exam.

One challenge the WPPD has had is hiring more White Plains residents to become police officers. Currently, 19% of officers reside in the City. A police officer who lives in the City of White Plains is more likely be more invested in empowering the community, the schools, and better recognize the value he/she brings to the job. White Plains residents already know the city, its citizens, businesses, organizations, issues, and values. Offering a policing course at White Plains High School such as the one described above, could have a big impact on the Department's ability to recruit more residents as police officers.

4. **Recruit officers with the guardian mindset**
 - A. Research an evidence-based behavioral/personality assessment tool that could further help the Department identify police officer candidates with the guardian mindset. The

mindset of a newly hired officer can dictate how that officer responds to training, treats people in the community, and their view of their role in the overall mission of the police department. As discussed earlier in this report, one of the three guiding principles for the White Plains Police Reform Committee during this process has been principle of the Guardian mindset.

Police officer candidates are currently required to take a comprehensive psychological exam. The goal of this additional step is to assess candidates on their mindset prior to employment. Candidates possessing the guardian mindset should be preferred.

Police officers should serve with the mindset of helping and protecting. They should not go out every day with a mindset that they are in a war zone (warriors) and that every day is a fight for survival. It is easier to train a police officer with a guardian mindset to utilize police tactics and a justified use of force when necessary than it is to train an officer with a warrior mindset to be community and service oriented. The overwhelming majority of police work calls for the guardian mindset and only a small fraction of police work calls for any type of forceful tactics.

This article from the June 19, 2020 New York Times does a good job explaining the Guardian mindset. <https://www.nytimes.com/2020/06/19/upshot/unrest-police-time-violent-crime.html>

5. **Support legislation at the State level to change the age limit to take the police exam from 35 to 40 years.** Many new police officers are in their 20's. This can result in challenges due to the maturity level of the officers. Hiring an officer who has lived, worked, raised a family, purchased a home, and experienced relationships could help improve the quality of police work within the community. As an example, a 40 year old who has spent the past 20 years running a small business, dealing with customers, and raising a family, may have a different mindset on human relationships and dealing with conflict than a 20 year old, who has had little comparative life experience.

Retention

1. **Recruit and hire more White Plains residents to become White Plains police officers.** Other neighboring departments have long sought after police officers from the White Plains Police Department because our officers are known to be extremely well trained due to the high level of in-service training the WPPD offers annually. Smaller, higher paying police departments look to recruit minority and female White Plains police officers, as this enables them to hire a well-trained officer who adds to the diversity of their small department while also saving on training costs. Additional, focused efforts on recruiting White Plains residents is a means of addressing this issue. Police officers serving their hometown are less likely to seek employment in other communities. Their connections with the community will serve as a disincentive to re-locate to another department.
2. **Make mental health evaluations for police officers mandatory, especially after a serious traumatic event or a series of lesser traumatic events.** Police officers may experience trauma after witnessing or responding to incidents as part of their professional responsibilities (known as vicarious trauma). These events can have an impact on the mental health of the officer. *Westchester Blue* offers mental health support for police officers who experience vicarious trauma.

In addition, vicarious trauma coupled with the stresses of everyday life only adds to the challenges for police officers. Shift work and missing special moments with family and friends can also have an impact on the mental health of the officers and can lead to substance abuse, suicide, and/or extreme police misconduct.

Unfortunately, there is a stigma associated with seeking mental health services that prevents many officers from pursuing help. Making mental health evaluations mandatory and not discretionary may remove some of that stigma. The purpose of this recommendation is to promote a culture in which officers are encouraged to talk about personal traumas as well as receive guidance on how to cope with trauma. This could help with police officer retention as well.

This article from the January 2, 2020 USA Today highlights the mental health impacts associated with being a police officer:

<https://www.usatoday.com/story/news/nation/2020/01/02/blue-help-228-police-suicides-2019-highest-total/2799876001/>

Community Engagement

Community engagement makes policing more understanding of and responsive to local communities through the process of consultation, partnership, and collaboration. Investing time and resources in community engagement will pay dividends in the future. It can help resolve conflicts, reduce criminal activity, increase mutual trust and communication, and strengthen police-community relations. Community engagement is consistent with the principles of Procedural Justice and the Guardian mindset.

1. **Increase community engagement activities with the Mayor’s Youth Council and consider re-starting the Youth Police Initiative (YPI) program.** YPI was a program the City had invested in a number of years ago which focused on strengthening the relationship between at-risk youth and police. This programs was conceived and started in White Plains and because of its success, was replicated in a number of cities across the country.
2. **Implement a career-oriented strategy in order to develop a pool of youth who have been introduced to and engaged in potential careers in law enforcement.**
3. **Initiate “positive community reports.”** This had been done in the past and was well received. Positive community reports by police officers identify positive interactions with community members. These reports should be shared up the chain of command, as appropriate. This sends the message - both internally and externally – that the department values positive, meaningful, and consistent interactions by their officers with community members.
4. **Conduct regular surveys of the youth involved in its community engagement programs to gauge their impact and facilitate changes to improve their effectiveness.**
5. **Conduct communitywide surveys about the White Plains Police Department periodically. Provide incentives to encourage participation of residents throughout the city.**
6. **Continue to build up the Neighborhood Initiatives Unit by expanding the method and frequency of communications with neighborhood residents.**
7. **Ensure that new hires, as part of their field training, spend time in communities they are not familiar with in order to increase cultural competency.**
8. **Build Shared Value.** Police and community work together to build shared value. It is important to understand that there is a shared value that comes with consistent police-community interactions. If only one party sees the value of interaction or if the value of interaction is perceived as benefiting one party only, there is no shared incentive to keep it going and build upon it.
9. **Appoint a committee that is tasked with following up on the recommendations in this report.**

Policies & Procedures

A police department's policies and procedures provide important guidance to its officers on every aspect of their jobs. The policies and procedures must be continuously reviewed and updated. Together with training, quality staff, and departmental culture, the policies and procedures of a department set a tone and provide a structure for personnel to follow. The policies and procedures offer an opportunity to reinforce the department's key values, including the principles of Procedural Justice, Sanctity of Life and the Guardian mindset.

Body Worn Cameras – Policy 14-02

The White Plains Police Department was an early adopter of body worn cameras and has found the cameras to be useful and effective tools that enhance transparency and accountability. All uniformed officers in the Department utilize body worn cameras regularly. In order to reinforce the importance of regular utilization of the cameras, the Committee recommends:

1. **Clarify section IV, Training to say that all first responding officers will be trained in, issued, and authorized to use body cameras.** At this time, all first responding officers are trained and issued their own body camera unit. This would ensure that the policy is in line with current practice.
2. **Clarify the language in section IV, Use, #6 to say that an officer “shall verbally announce when the camera is activated and in event mode.”** (Proposed new language underlined)
3. **Add language to policy requiring an officer to report failure to activate body worn camera.** WPPD has suggested modifying the policy to include the following language taken from the NYS DCJS Model Policy on Body Worn Cameras:

Failure to record when legitimate law enforcement interest is present.

1. If an officer fails to activate, chooses to terminate the BWC recording or the BWC malfunctions, the officer will articulate in written report:

- a. Why a recording was not made
- b. Why a recording was interrupted
- c. Why a recording was terminated

Shift supervisor will review all necessary documentation of an officer’s failure to record an incident.

4. **Clarify the policy to state that the default shall be to activate the camera.** The circumstances under which it would be inappropriate and/or impractical to activate a body worn camera immediately are outlined in the departmental policy. However, this language is offered as a further means of encouraging the appropriate use of body worn cameras and reducing officer discretion. WPPD has agreed to add such language to the policy under Section IV “Use.”
5. **Under the section “Use,”#7 DELETE the following two sentences, “There will be various situations where it will be deemed appropriate for camera activation. Many circumstances of activation will be solely at the discretion of the reporting officer.”**

Change the language in #7 to, “It is not the intent of this policy to describe EVERY possible circumstance of camera activation. There will be many various situations where it will be deemed inappropriate for camera activation as outlined in number 4 and 5. The Event

Mode should generally be used during incidents which create reasonable suspicion in the mind of the officer that a crime has been committed, is being committed or will be committed in the near future. However, officers should also use the Event Mode to record any encounter that is probable to result in a complaint or civil action” (proposed new language underlined).

6. Add language to the policy stating that an interested party may obtain a copy of body worn camera video footage under and subject to the provisions of the Freedom of Information Law (FOIL) process.

Whistleblower Protection

1. Officers who report misconduct should be shielded from harassment and retaliation. Specifically reference the New York State Whistleblower Law (NYS Civil Service Law Section 75 - Retaliatory action by public employers) in all appropriate departmental policies and procedures in order to familiarize personnel with this law and the protections afforded under it.

Strip Search and Body Cavity Search - Policy 99-0

1. Clarify the language in Section IV A (1), second bullet point, to remove the words “appearance and demeanor” and replace them with, “The arrestee’s behavior or actions that may indicate concealment of contraband or weapons” (proposed new language underlined). This will help ensure the language is not misconstrued as a racial or demographic identifier.

Response to Resistance – Policy 89-01

1. Amend second paragraph of the Introduction to the policy to add that violations of the Response to Resistance policy shall result in disciplinary action up to and including termination, referral for State and federal civil rights violations, and/or criminal prosecution.
2. List Title 18 (Civil Rights Act of 1968) under “References” in the policy footnotes.
3. Remove the definition of “Objectively Reasonable” from the policy. This standard comes from the case *Graham v. O’Connor*, a U.S. Supreme Court case. The standard in *Graham* is for civil liability and the Committee believes it may be misplaced here. The standard should be, “Officers must avoid the use of excessive force and use force only when it is appropriate and reasonable” (proposed new language underlined).

The policy currently states, “The use of excessive force (illegal or unreasonable use of force) can cause serious injury or death and can lead to numerous negative consequences such as community complaints, distrust of police, civil and criminal lawsuits, civil unrest, and federal injunctive orders. It is the policy of this department that all members will not use unnecessary or excessive force on anyone while performing their responsibilities as a sworn member of the department” (See: Response to Resistance Policy, 2nd paragraph).

The policy further states under “Levels of Force,” “Police and Peace Officers should only use an amount of force that is reasonably necessary to effectively bring an incident under control, while protecting the lives of officers and others. When the use of force is reasonable and necessary, officers should, to the extent possible, consider other appropriate options and not employ more forceful means unless it is determined that a lower level of force would not be, or has not been, adequate. Each situation is unique. Good judgement and the circumstances of each situation will dictate the level of force members of the department will utilize. Depending on the circumstances, officers may find it necessary to escalate or de-escalate the use of force. The level of force must always be necessary.”

4. Remove the reference to “objectively reasonable” in the Duty to Intervene paragraph of the policy.

The current policy states, “Any member present and observing another member using force that is clearly beyond that which is objectively reasonable under the circumstances shall, when in a position to do so, safely intercede to prevent the use of such excessive force. Members shall promptly report these observations to a supervisor.” (See: Duty to Intervene paragraph)

Change the language to, “Any member present and observing another member using excessive force shall, when in a position to do so, safely intercede to prevent the use of such excessive force” (proposed new language underlined).

5. In the Duty to Intervene paragraph, change the last sentence, “Members shall promptly report these observations to a supervisor” to “Members shall comply with the reporting requirements in this policy” (proposed new language underlined).
6. The Committee recommends including the Mayor and a CCRB in the reporting of incidents of excessive force.

7. Amend Levels of Force paragraph E (2), Deadly Physical Force, to remove “has committed a felony in which the use or threatened imminent use of deadly physical force has been used by the suspect.” Replace this language with, “A police officer in the City of White Plains may use deadly physical force in effectuating the arrest of a person that he reasonably believes it is necessary to prevent or terminate the use or threatened imminent use of deadly physical force against himself or a third person, or to prevent serious physical injury to himself or a third person” (proposed new language underlined). This will ensure the language in paragraph E (2) is consistent with the language at the beginning of the Levels of Force section.
8. Update the “Investigation” paragraph to say, “Investigations involving injury/death incidents by police officers will be in conjunction with the District Attorney’s office or the Office of the New York State Attorney General, as outlined in section 70-b of the Executive Law” (proposed new language underlined). The current policy references the District Attorney’s Office. This change reflects recent updates in State Law.
9. Add language to the policy which further emphasizes that de-escalation tactics (i.e. – verbalization, creating distance, time and space, tactical repositioning) should be utilized whenever possible before the use of force.
10. Add language to the policy that further emphasizes the utilization of force should be proportionate to the situation and actions taken by other subjects involved in an incident.
11. Add language to the policy emphasizing that officers should make every effort to identify themselves and give appropriate warnings before the use of physical force.

Unbiased Policing – Policy 17-02

1. Strengthen the language related to officer intervention in biased policing incidents. The current language states:
 - “B. Compliance
 1. Officers who witness or who are aware of instances of biased policing shall report the incident to a supervisor. Also, where appropriate, officers are encouraged to intervene at the time the biased policing incident occurs.”
 Amend this language to clarify that if an officer observes another officer in a clear instance of biased policing, the officer shall, when in a position to do so safely, intervene.
2. Add language to section IV B (3)-Procedures to read: “In situations where a complaint cannot be resolved effectively and appropriately by supervisory personnel, the

complainant shall be provided with a personnel complaint form, and such form, once completed, shall be forwarded to the Office of Professional Standards and Chief of Police. A complaint form must be filled out if a complaint is determined to be potentially serious in nature" (proposed new language underlined).

3. Office of Professional Standards should develop and maintain a database of all incidents of **biased policing**. OPS currently maintains a database of all complaints, including bias complaints. The Department is looking into a data management program that would assist OPS in more efficiently maintaining and tracking complaints.

Field Stops – Procedure PR-121

1. Amend paragraph 12100 (General) to emphasize that the officer should explain the reason for the stop as soon as it is practical and safe. Encouraging officers to explain the reason for the stop earlier than "upon completion" of the interview, when safe and practical, may alleviate tension or uncertainty and speaks to the Procedural Justice principle of being neutral and transparent in decision-making and conveying trustworthy motives, thereby contributing to enhancing mutual trust between the community and the police.
2. Remove paragraph 2(b) from section 12102 (Forcible Stop) because The standard for forcible stops is limited to when an officer has reasonable suspicion that a person has committed, is committing or is about to commit a crime.
3. Add a #6 to section 12102, current subparagraph (c), to read, "Observations based on police officer training and experience" (proposed new language underlined). These are articulated facts that can be used to help establish reasonable suspicion.
4. Remove the sentence, "All violent felons (those using weapons or force) can be frisked." From paragraph 2 of section 12103 (Law Regarding Frisk). A frisk is permitted only if a person is armed and dangerous.

The section should read, "Not all stops lead to frisk!! There is a need to articulate why the subject was frisked. You may frisk for a weapon if you reasonably suspect the suspect is armed and dangerous" (proposed new language underlined). In addition, reference Terry v. Ohio 392 U.S.1 (1968).

5. Section 12103, paragraph 3 should clearly explain that searching a bag or container is not automatically permitted. If the bag is in a reachable area, the outside of the bag can be touched and the bag shook to determine if it holds a weapon. However, unless

5. **Section 12103, paragraph 3 should clearly explain that searching a bag or container is not automatically permitted.** If the bag is in a reachable area, the outside of the bag can be touched and the bag shook to determine if it holds a weapon. However, unless the touch or shaking indicates the bag holds a weapon, it cannot be opened and searched unless the person is arrested (“search incident to arrest”) and exigent circumstances justify the search or there is a search warrant for the bag. See Jimenez, 22 N.Y. 3d 717, 721-22 (2014).

Overview of White Plains Police Department

The White Plains Department of Public Safety Police Bureau, known as the White Plains Police Department, employs 190 sworn Police Officers certified by The New York State Division of Criminal Justice Services Municipal Police Training Council.

Command Structure:

The White Plains Police Department employs a command structure as follows:

- Chief of Police
 - Captain who is Commanding Officer of Criminal Investigations and Commanding Officer of Community Advocacy and Strategic Initiatives
 - Executive Officer of Criminal Investigations
 - Executive Officer of Community advocacy and Strategic Initiatives
 - Captain who is Commanding Officer of Patrol and Commanding Officer of Special Operations
 - Executive Officer of Patrol
 - Executive Officer of Special Operations
 - Captain who is Commanding Officer of Administration/Training/Support Services and Emergency Management
 - Executive Officer of Administration
 - Captain who is Commanding officer of Traffic Unit/Enforcement and Special Events

(See: Appendix G for WPPD organizational chart)

Accreditation:

The White Plains Police Department is an accredited police agency also earning recognition from The New York State Division of Criminal Justice Services Office of Public Safety. There are over 500 law enforcement agencies in New York State. Of those, only 161 are accredited agencies.

- The New York State Law Enforcement Agency Accreditation Program was established as a voluntary program that would provide law enforcement agencies with a mechanism to evaluate and improve the overall effectiveness of their agency and the performance of their staff. Accreditation is formal recognition that an agency's policies and practices meet or exceed the standards established by the council in the areas of administration, training, and operations.
- The program is made up of 110 different standards, there are 52 Administration, 12 Training, and 46 Operations standards, as described below:
 - Administration standards encompass such areas as general management, personnel, and relationships with other agencies. They also address organizational issues such as the agency's mission, the delineation of responsibility, and delegation of authority.

- Training standards incorporate many requirements that have already been established by the State’s Municipal Training Council. The standards are divided into four categories: Basic, In-service, Supervisory, and Records.
- Operations standards affect the ways in which agencies conduct the bulk of their crime fighting responsibilities. Major topics include patrol, traffic, criminal investigations, and unusual occurrences.

Department Demographics:

Of the 190 Sworn Police Officers:

- 27 are Black (14%)
- 34 are Hispanic (18%)
- 31 are Female (16%)

The 2010 census reflects the City’s Black population at 14.26% and the Hispanic population at 32.7%. The City is awaiting the results of the 2020 census and will adjust its goals, as needed.

Consent Decree:

The WPPD engages in a number of recruitment efforts, including: Extensive advertising through City social media outlets, press releases, digital signboards, newsletters, direct engagement through community organizations such as El Centro Hispano and the Slater Center, add more detail here.

The City of White Plains has been hiring police officers under the terms of a Federal Consent Decree since the 1980’s. The goal has been that the hiring of officers, and eventually the staffing of the Department, reflects the demographics of the City, as per the census. The terms of the Consent Decree give the Department the ability to “band” the police officer test results list in order to be able to choose from a greater selection of candidates. This has proven to be an asset and has helped the City hire more minority and women officers.

The White Plains Police Department has hired the following PO’s using the last four Civil Service lists, reflecting the Department’s commitment to diversity in its hiring practices:

	<u>MB</u>	<u>FB</u>	<u>MH</u>	<u>FH</u>	<u>FW</u>	<u>Total Hired</u>
1/2007-12/2008	2	1	5	0	1	21
1/2009-12/2012	2	1	2	1	1	13
1/2013-12/2016	5	0	10	1	4	40
1/2017-12/2020	9	2	10	3	6	62

Training:

The Westchester County Police Academy is 21 weeks of instruction totaling 840 hours of basic recruit training. This training includes Police vehicle operations, firearms, implicit bias, New York State laws, defensive tactics, and CPR, as well as (not an all-inclusive list):

- 8 hour block on Disabled
- 40 hour block on mental illness
- 6 hour block on Procedural Justice
- 4 hour block on Cultural Diversity and Bias Crimes / Racial Profiling
- 8 hours on ethical awareness

Once a recruit graduates the Police Academy, WPPD conducts its own in-house training. This training includes blocks on:

- Defensive tactics
- Firearms
- Report writing
- City ordinances
- Departmental policy and procedures
- Implicit bias / procedural justice (8 hours)
- Mental illness issues conducted by the Department's Mental Health Outreach Team (4 hours)

This in-house academy is at least 4 weeks depending on how many recruits are in the class. A minimum of 160 hours per officer.

After a new officer completes the in-house training, they go into the Department's Field Training Program. This program pairs a new officer with a senior one, riding together in a patrol vehicle. These senior officers are specially trained to teach new recruits and the sharp learning curve required for a new police officer. The Field Training Officers must also further review all department policies and procedures with the recruit and help contextualize those policies and procedures in a field setting. The New York State minimum for field training is 20 shifts. WPPD more than doubles that for a minimum of 640 hours. If it is determined that an officer needs more field training the Department will remediate them as long as necessary.

At this juncture, a new WPPD officer will have received almost a year of initial training and close oversight, for a minimum of 1,640 hours before they are sent out on their own.

All officers continue to receive training throughout their careers through department mandated in-service training. As an accredited police agency, WPPD is mandated to provide at least 21 hours of training per officer per year. WPPD in-service training is 40 hours per officer per year. Training blocks can change from year to year depending on the expiration dates of certain certificates, but there are certain topics that remain constant.

- Every officer will receive yearly training in firearms, legal updates, domestic violence, interactive scenarios, use of force, defensive tactics, emergency vehicle operations

- Other training topics may include mental health and officer resilience, implicit bias, procedural justice, disability awareness, and veterans issues (not an all-inclusive list), as time permits.
- Every other year the Department offers blocks on CPR, First Aid, AED, and NARCAN.
- This year's upcoming in-service training will contain 1 hour of de-escalation / duty to intervene and 3 hours of implicit bias / procedural justice / fair and impartial policing.
- All First Responders have been trained in either Crisis Intervention or Emergency Psychological Management. Many have been trained in both. The majority of other members of the Department have either Crisis Intervention or Emergency Psychological Management training as well.

In addition to the mandated in-service training for all, the Department also conducts many other types of training. Some of these are offered in-house and for others officers are sent to outside instructors. Examples include FBI taught classes, leadership seminars, bicycle training, instructor level classes, etc. In 2019, the WPPD conducted 7,298 hours of ancillary training in addition to its in-service training hours. Some of these hours include special tactical and weapons training for Emergency Services Unit, instructor and development schools.

Specialized Units:

Mental Health Outreach Unit

- This Unit is comprised of two Detectives and a Westchester County Department of Community Mental Health Social Worker. They are specially trained in dealing with people in crisis. They deploy as a Team Monday through Friday 7-5 to address Mental Illness in the community. They also are tasked with assisting homeless individuals in White Plains. These duties are not all inclusive, as they have formed a working relationship with many community partners and City Departments to address other issues.

Crisis Negotiations Team

- This Team is comprised of six Detectives/Officers, 3 Sergeants, and one Lieutenant. They have all received training in Hostage/Crisis Negotiations by either The New York City Police Department or The United States Federal Bureau of Investigations. Many of them have received training by both entities. They receive at least 96 hours of training each year to maintain their skillset. They are deployed as needed to respond to Hostage and/or Barricaded incidents.

Emergency Services Unit

- This Unit is comprised of 12 Officers that are specially trained to provide medical services that are above the level of first aid, eight are Emergency Medical Technicians, and four of them are Paramedics. They are also trained in rescue techniques and tactics that include high and low angle rope rescue, swift water rescue, confined space rescue, and vehicle extraction. This list is not all-inclusive, as the Unit has to adapt to different situations as needed.

K9 Unit

- This Unit is comprised of two Officers each with a Police K9. Both have been trained for explosive detection and have been used to provide area sweeps for City events, Protests, and Demonstrations. They are also trained to detect firearms, to track, and for search and rescue.

Special Response Team

- This Team maintains SWAT Certification from the New York State Division of Criminal Justice Services. The Certification acknowledges achieving a high standard in the areas of training, equipment, and Department Policy. The White Plains Special Response Team was the only the second Team to be certified in New York State. The Team received this certification in 2013 and has maintained the certification to present.
- This team is comprised of 25 Officers who are specially trained to maintain individual operator certification 96 hours each year.

Domestic Violence Unit

- This Unit is comprised of six Domestic Violence Investigators who have been specially trained to address family violence that occurs in White Plains. A Domestic Violence Investigator follows up on each domestic violence incident report taken in White Plains. Their primary goals are to hold the offender accountable while wrapping services around the victim of each incident.
- The Unit utilizes close working relationships with advocacy groups such as My Sister's Place, Pace Women's Justice Center, Westchester County Office for Women, Hope's Door, and The Westchester Medical Center Sexual Assault and Crime Victims Advocacy Program.
- The White Plains Police Department has received \$449,692 in federal funds (VAW 2017 grant) to supplement domestic violence initiatives with Order of Protection Compliance, and has collaborated with several agencies to serve the White Plains community in addressing domestic violence. VAW 2017 is one of many community policing initiatives;
 - Members of the Domestic Violence Unit perform random compliance checks to ensure that abusers have not violated court orders.

- My Sister's place provides hotline advocacy for victims during compliance checks.
- Pace Women's Justice Center to provide free Bi-lingual legal services to victims of domestic violence.
- Westchester Jewish Community Services provides Trauma Informed training to all members of The White Plains Police Department.
- The Loft LGBTQ Center provides access to domestic violence victims in their community.
- El Centro Hispano provides access to domestic violence victims in the Hispanic community.
- Westchester Independent Living Center provides access to domestic violence victims in their community.

Neighborhood Initiatives Unit

- This Unit is comprised of six Officers, four of which are assigned on foot in the Brookfield Commons area, and two of which are assigned on Bike Patrol in the Central Business District. The goal of this Unit is to be available to the community for problem solving.

School Resource Officer Unit

- This Unit is comprised of a Detective who is assigned to White Plains High School and an Officer who is assigned to Rochambeau Alternative High School and Highlands Middle School.

Training Unit

- Training unit is responsible for coordinating all in house training, maintaining, evaluating and documenting training records and training standards. Coordinate training offered by outside agencies or organizations.

Community Policing Initiatives:

The White Plains Police Department offers a number of ongoing community engagement programs and activities and participates in programs offered by other city departments and community organizations as well.

- *Neighborhood Initiatives Unit.* Most recently, the Department has instituted the Neighborhood Initiatives Unit, one of the community policing arms of the PD. This unit is assigned to the Central Business District and the Brookfield Commons area of the City. They work with community stakeholders to solve problems and resolve issues in their sector.

- *The Explorer Program* is geared towards high school aged children and is a yearlong program that meets weekly. Participants are immersed in direct hands on training taught by members of the Police Department. This program gives participants insight into the inner workings of the Police Department.
- *The Civilian Police Academy* is geared towards adult community members and is an 8-week program where participants meet with and learn from members of the Department from each Division. They are given an overview of Department operations.
- *The Youth Civilian Police Academy* is geared towards teenage community members in an 8-week program where participants meet with and learn from members of the Department from each Division. They are given an overview of Department operations.
- *The Public Safety Advisory Board* is a group of community members that meets with the Commissioner of Public Safety quarterly. These meetings are utilized to share information about current Department happenings with the community, and to bring concerns to the Commissioner of Public Safety.
- *White Plains National Night Out* is a yearly event where community members are invited to meet with members of The White Plains Police Department, partner organizations, and are treated to exhibitions of equipment, demonstrations, tours of the building, and presentations.
- *Young Boys mentoring Program.* The White Plains Police participate as mentors in the Youth Bureau's Young Boys Mentoring program.
- *Police-Youth Basketball Tournament.* The WPPD and the Youth Bureau collaborate on an annual Police-Youth Basketball Tournament.
- *Coffee with a Cop.* The Department routinely conducts "Coffee with a Cop" events at different places throughout the city, including churches, synagogues, nursing homes, group homes, community rooms, etc. These events create an atmosphere where community members can meet and get to know Officers and/or be reacquainted with Officers.
- The Department is represented on The City of White Plains "My Brother's Keeper" Initiative.
- The Department is represented on The City of White Plains Mayor's Youth Board.
- The Department participates yearly in "El Dia Del Nino" with El Centro Hispano.
- Routinely attend and participate in Neighborhood Association meetings, Religious Institution events, Community Center events, and strive to be active in all areas of outreach/community relations.

CompStat:

The WPPD has posted CompStat reports on its website for some time. CompStat, short for Compare Statistics, is a performance management system originated by the NYPD in the 1990's

that aggregates crime data and utilizes that data to develop strategies to reduce crime, increase accountability, responsibility, and effectiveness. The CompStat reports contain valuable information related to criminal activity in the City of White Plains.

Personnel Complaint Process:

When a civilian makes an allegation of improper behavior or unlawful conduct by a member of the White Plains Police Department there are several ways in which it may be brought to the attention of the Chief of Police and Office of Professional Standards (OPS). A complainant may:

- o Speak to a supervisor at the night window
- o Obtain a copy of the "PERSONNEL COMPLAINT FORM" at the night window
- o Obtain a "PERSONNEL COMPLAINT FORM" via the White Plains Police Department website

(Note: Notarizing is *not* required.)

- o Write an email or letter regarding the complaint to the Chief of Police, Mayor's Office, or Office of Professional Standards
- o Call White Plains Police Department and ask to speak to a member of the Office of Professional Standards, or
- o Submit a complaint through a third party

All complaints are sent to the Chief of Police and Office of Professional Standards regardless of the method by which it was received.

A member of the Office of Professional Standards will contact the complainant, if contact information is available, to advise that the complaint has been received. During this initial contact the complainant may be asked follow up questions or an in person interview may be scheduled.

The OPS will commence an investigation, including gathering information pertaining to the complaint. Sources of information may include police reports, body camera, CCTV, witnesses, police officers, social media, etc.

The Office of Professional Standards will complete its report based on the findings of its investigation and submit all supporting evidence and documentations to the Chief of Police. The reports include a disposition of the case: Unfounded, exonerated, not sustained, or sustained.

Complaint Data:

2018

7 - External complaints

1 - Excessive force

1 – Unfounded. Body Camera Video did not support allegation

- 2 – Vehicle and Traffic Law car stops
 - 2 – Unfounded. Both incidents had Body Camera video that did not support the allegation.
- 4 – Unprofessional Conduct
 - 4 – Unfounded. 1 incident had body camera footage; the other had HQ surveillance footage.
- 17 – Internal complaints
 - 3 – Unfounded
 - 2 – Member retired prior to disposition
 - 12 – Resulted in Discipline / Training

2019

- 19 – External complaints
 - 5 – Excessive Force
 - All Unfounded – All had Body Camera Video that did not support the allegation.
 - 6 – Administrative issues
 - 3 – Unfounded
 - 2 – Resulted in Discipline
 - 1 - Resulted in Policy/Procedure change
 - 8 – Unprofessional Conduct
 - 6 – Unfounded
 - 2 - Resulted in Discipline
- 14 – Internal Complaints
 - 1 – Member was victim of harassment
 - 1 – Member resigned prior to disposition
 - 1 – Civilian Member counseled
 - 1 – Resulted in referral to Employee Assistance Program
 - 10 – Resulted in Discipline

2020

- 13 – External Complaints
 - 2 – Excessive Force
 - 2 - Cases are still open
 - 1 – Administrative issues
 - 1 – Unfounded. Cell phone recording contradicted complaint.
 - 10 – Unprofessional Conduct
 - 6 – Unfounded
 - 4 – Cases are still open
- 12 – Internal Complaints
 - 2 – Unprofessional Conduct
 - 1 – Resulted in Discipline
 - 1 – Case still open
 - 3 – Administrative issues
 - 1 – Resulted in Discipline

- 2 – Cases still open
- 7 – Motor Vehicle Accidents
- 7 – Resulted in Discipline

Discharge of Firearms:

Police officers are often called to areas or residences where there is a sick or injured animal (i.e. – a rabid raccoon or deer hit by a vehicle). The following data shows discharges of firearms for other than a sick or injured animal.

<u>Year</u>	<u># of times a firearm discharged</u>
2010	1 accidental discharge (no one hurt)
2011	1 accidental discharge (non-incident-related, no one hurt), 1 shooting of an individual (individual shot/deceased)
2012	0
2013	0
2014	0
2015	0
2016	0
2017	0
2018	0
2019	0
2020	0

Appendices

Appendix A

City of White Plains Police Reform Committee

1. Janice Griffith, Chair
President, NAACP - White Plains/Greenburgh Branch
2. Joseph Castelli
Police Chief, White Plains Police Department
3. Myrlene Chauvette
Resident & Slater Center staff member
4. Rosemarie Eller
Resident & President, White Plains Board of Education
5. Keyla Garcia
Resident & El Centro Hispano staff member
6. Wade Hardy
Resident & Westchester-Rockland Guardians Association, Retired White Plains Police Officer
7. Katrina Jackson
Resident
8. Brian Johnson
President, White Plains PBA
9. Nada Khader
Resident & Director, WESPAC
10. Harriet Lowell
Resident & Chair, Mayor's Advisory Committee for People with Disabilities
11. Patrick Macarchuk
Westchester County District Attorney's Office
12. Kimberly McNair
Director, Community Education & Organizing, My Sisters' Place
13. Patrick Schelle, MSW
Social Work & Community Advocate, Alternatives to Incarceration Program & Anti-Racist Alliance

14. Captain James Spencer
Community Advocacy & Strategic Initiatives Division, White Plains Police Department
15. Minister Donald Stevens
Resident & Deacon, Little Mt. Zion Holy Church
16. Bernie Thombs
Security Consultant for WP Housing Authority
17. Judy Troilo
Executive Director, The LOFT: LGBT Community Services Center
18. Reverend Erwin Lee Trollinger
Resident & leader, Calvary Baptist Church
19. Isabel Villar / Judith Aucar
Residents & Executive Director / Deputy Director, El Centro Hispano
20. Marie Vitale
Resident & Local Attorney
21. Frank Williams
Director, White Plains Youth Bureau
22. Richard Willstatter
Resident, Attorney, Member, Board of Directors, National Association of Criminal Defense Lawyers, Past President, New York State Association of Criminal Defense Lawyers, Member, Criminal Justice Act Panels, Southern and Eastern Districts of New York

Appendix B

Press Release Announcing Launch of Police Reform Collaborative



For Immediate Release:

Contact: Karen Pasquale, Mayor's Office

Tel: (914) 422-1411

kpasquale@whiteplainsny.gov

Janice Griffith, President, White Plains/Greenburgh NAACP Branch

Tel: (914) 439-9071

Janicegriffith7@gmail.com

CITY OF WHITE PLAINS ANNOUNCES FORMATION OF POLICE REFORM COMMITTEE

CITY & WHITE PLAINS / GREENBURGH NAACP BRANCH PARTNER TO CO-SPONSOR COMMUNITY LISTENING SESSIONS

White Plains, NY – September 18, 2020. White Plains Mayor Tom Roach today announced the formation of the City of White Plains Police Reform Committee. This committee will review the needs of the White Plains community served by its police department, evaluate the department's current policies and practices; involve the full White Plains community in the discussion; develop policy recommendations resulting from this review; offer a plan for public comment; and present that plan to the White Plains Common Council.

As part of this comprehensive review process, the City of White Plains and the White Plains / Greenburgh NAACP Branch will co-sponsor a series of public listening sessions for members of the Police Reform Committee and the White Plains community as a whole. The purpose of the sessions is to obtain feedback in responding to Governor Cuomo's "New York State Police Reform and Reinvention Collaborative" Executive Order 203.

Mayor Tom Roach said, “I am pleased to be working in collaboration with the White Plains / Greenburgh NAACP on this important initiative and I am also pleased to announce that the President of the White Plains / Greenburgh NAACP Branch, Ms. Janice Griffith, will be chairing our Police Reform Committee. The White Plains / Greenburgh NAACP is a respected partner and well-qualified to help White Plains in this endeavor.”

The Committee led by Ms. Griffith will convene several community listening sessions this fall. The listening sessions will give residents the opportunity to voice their opinions, share experiences, and submit questions to the Committee in a public forum.

The listening sessions and the subsequent work of the Committee will focus on topic areas including, but not limited to:

- Community Policing
- Anti-Bias Training
- Transparency, Data Collection and Reporting
- Mental Health Crisis Management
- Civilian Complaint Review Board

For those who do not wish to speak during the public listening sessions, questions and comments may be submitted in writing to: policereform@whiteplainsny.gov. A public meeting schedule with additional details will be announced shortly.

Janice Griffith, President of the White Plains / Greenburgh NAACP Branch said, “Entering into a partnership with the City of White Plains is a terrific opportunity to work with our communities to strengthen the positive elements of the policing culture, while working on those areas where constructive modifications or additions are necessary.”

Council President Nadine Hunt Robinson said, “This is a very important issue and I look forward to the feedback from the City of White Plains Police Reform Committee. To me, 21st Century Policing involves a process of continual improvement.”

Mayor Roach added, “We value the importance of obtaining feedback directly from the White Plains community as we build our plan in response to the Governor’s Executive Order. “This is an opportunity to step back and review our policing policies, enhance the lines of communication between our police department and the community, and make White Plains an even better place for all those who live, work, and visit here.”

#

MAKE A DIFFERENCE IN OUR COMMUNITY

THE WHITE PLAINS POLICE REFORM COMMITTEE WANTS TO HEAR FROM YOU

PUBLIC COMMENT SESSIONS CO-SPONSORED WITH NAACP

Speak about your experience with the White Plains Police Department. Help inform positive change.

Tuesday, 10/13 @ 6 PM

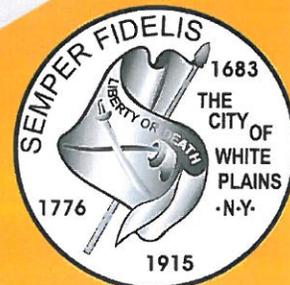
Wednesday, 10/21 @ 4 PM

Thursday, 10/29 @ 7 PM (for youth 12-18 yrs)

ADVANCE REGISTRATION REQUIRED TO SPEAK: CITYOFWHITEPLAINS.COM/REGISTER

REGISTER TO SPEAK VIRTUALLY OR IN-PERSON (at City hall). MORE INFO:
CITYOFWHITEPLAINS.COM/POLICEREFORM

THIS EFFORT IS PART OF THE NYS POLICE REFORM & REINVENTION COLLABORATIVE.



HAZ LA DIFERENCIA EN TU COMUNIDAD

EL COMITÉ DE LA REFORMA POLICIAL QUIERE SABER TU OPINIÓN

FOROS PÚBLICOS COPATROCINADO POR NAACP

Hable de su experiencia con el departamento de policía de la ciudad de White Plains. Ayude a fomentar un cambio positivo.

Martes 13 de octubre a las 6:00 p.m.

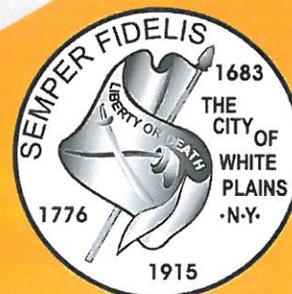
Miércoles 20 de octubre a las 4:00 p.m.

Jueves 29 de octubre a las 7:00 p.m. (para jóvenes de 12 a 18 años)

SE REQUIERE INSCRIPCIÓN ANTICIPADA PARA OFRECER SU COMENTARIO. REGÍSTRESE EN:
CITYOFWHITEPLAINS.COM/REGISTER

INSCRÍBASE PARA HABLAR VIRTUALMENTE O EN PERSONA. PARA MAYOR INFORMACIÓN VISITE:
CITYOFWHITEPLAINS.COM/POLICEREFORM

ESTA INICIATIVA ES PARTE DE LA REFORMA Y REINVENCIÓN POLICIAL DEL ESTADO DE NUEVA YORK.



The White Plains Police Reform Committee
co-sponsored with NAACP
present...

SPEAK UP

White Plains

The Police Reform Committee wants to hear from YOU!

PUBLIC COMMENT SESSIONS:

10/13 - 6 p.m. | 10/21 - 4 p.m. | 10/29 - 7 p.m. (youth session)

ADVANCED REGISTRATION IS ***REQUIRED*** TO SPEAK

www.cityofwhiteplains.com/register

HOW TO PARTICIPATE

Record your comments in a private setting
at a trusted community organization

CALL TO SCHEDULE AN APPOINTMENT

El Centro Hispano - (914) 289-0500

The LOFT LGBT Community Center - (914) 948-2932 ext. 11

My Sisters' Place - (914) 683-1333

Submit comments in writing or record comments in a voice message



policereform@whiteplainsny.gov



914-422-1313



Speak about your experience with the White Plains Police Dept.

MAKE A DIFFERENCE IN YOUR COMMUNITY!

More information: www.cityofwhiteplains.com/policereform

Designs
by Ashlee

El Comité de Reforma Policial de White Plains
copatrocinado por el NAACP
presenta...

HABLA

White Plains

El Comité de Reforma Policial de White Plains quiere saber de USTED!

SESIONES DE COMENTARIO PUBLICO:

10/13 - 6 p.m. | 10/21 - 4 p.m. | 10/29 - 7 p.m. (Sesión de jóvenes)

SE **REQUIERE** REGISTRACION POR AVANZADO PARA HABLAR

www.cityofwhiteplains.com/register

COMO PARTICIPAR

Grabe sus comentarios en un lugar privado
en una organización comunitaria de confianza

LLAME PARA HACER UNA CITA

El Centro Hispano - (914) 289-0500

The LOFT LGBT Community Center - (914) 948-2932 ext. 11

My Sisters' Place - (914) 683-1333

Envíe comentarios por escrito o en mensaje de voz



policereform@whiteplainsny.gov



914-422-1313



Compártanos sobre su experiencia con el Depto. de Policía de White Plains

MARQUE LA DIFERENCIA EN SU COMUNIDAD!

Más información: www.cityofwhiteplains.com/policereform

LET THE YOUTH SPEAK.

Tell us about your experience with the White Plains Police Department.

Your voice can change our community.

THE WHITE PLAINS POLICE REFORM COMMITTEE PUBLIC LISTENING SESSION CO-SPONSORED WITH NAACP

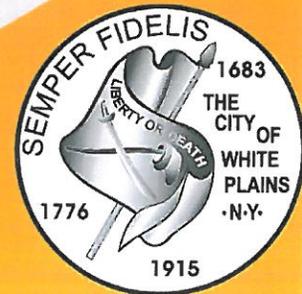
Thursday, 10/29 @ 7:00 PM

Join Zoom Meeting: <https://us02web.zoom.us/j/89084806375?pwd=R0R5UIFxMGZGKzIPdVJqWFAycDUzZz09>
Meeting ID: 890 8480 6375 / Passcode: 286799

SESSION OPEN TO ALL WITH FOCUS ON YOUTH.

REGISTER TO SPEAK VIRTUALLY OR IN-PERSON (at City Hall) AT
CITYOFWHITEPLAINS.COM/REGISTER.
MORE INFO: CITYOFWHITEPLAINS.COM/POLICEREFORM

THIS EFFORT IS PART OF THE NYS POLICE REFORM & REINVENTION COLLABORATIVE.



QUE HABLEN LOS JOVENES.

Cuéntanos sobre tu experiencia con el
Depto. de Policía de White Plains.
Tu voz puede cambiar nuestra comunidad.

LA SESION DEL PÚBLICO DEL COMITÉ DE REFORMA POLICIAL DE WHITE PLAINS CO-PATROCINADO POR EL NAACP

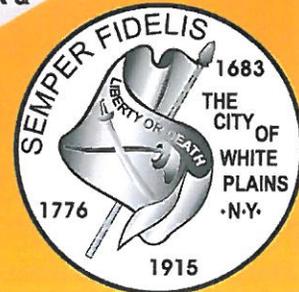
Jueves, 10/29 @ 7:00 PM

Join Zoom Meeting: [https://us02web.zoom.us/j/89084806375?](https://us02web.zoom.us/j/89084806375?pwd=R0R5UIFxMGZGKzIPdVJqWFAycDUzZz09)
pwd=R0R5UIFxMGZGKzIPdVJqWFAycDUzZz09
Meeting ID: 890 8480 6375 / Passcode: 286799

La sesión abierta al público con énfasis en los jóvenes.

REGISTRESE PARA PARTICIPAR VIRTUALMENTE O EN PERSONA (en la Alcaldía) EN
CITYOFWHITEPLAINS.COM/REGISTER
MÁS INFORMACIÓN: CITYOFWHITEPLAINS.COM/POLICEREFORM

ESTE EVENTO ES PARTE DE LA REFORMA POLICIAL DEL ESTADO DE NUEVA YORK &
REINVENCIÓN COLABORATIVA.



Appendix D

Subcommittee Membership

Training & Equipment Subcommittee

Patrick Schelle, Chair

Rosemarie Eller
Brian Johnson
Harriet Lowell
Kymberly McNair

Transparency & Accountability Subcommittee

Katrina Jackson, Chair

Wade Hardy
Nada Khader

Qualifications, Recruitment & Retention Subcommittee

Wade Hardy, Chair

Judy Troilo
Rev. Erwin Trollinger

Community Engagement Subcommittee

Rev. Erwin Trollinger, Chair

Keyla Garcia
Wade Hardy
Donald Stevens
Frank Williams

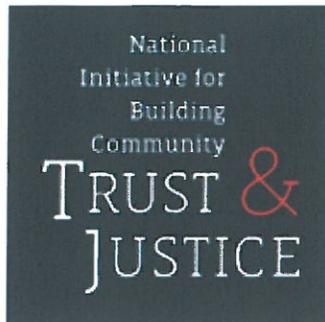
Policies & Procedures Subcommittee

Bernie Thombs, Chair

Myrlene Chauvette
Janice Griffith
Patrick Macarchuk
Marie Vitale
Richard Willstatter

Appendix E

Procedural Justice, Sanctity of Life & Guardian Mindset Articles



Procedural justice focuses on the way police and other legal authorities interact with the public, and how the characteristics of those interactions shape the public's views of the police, their willingness to obey the law, and actual crime rates. Mounting evidence shows that community perceptions of procedural justice can have a significant impact on public safety.

Procedural justice is based on four central principles: "treating people with dignity and respect, giving citizens 'voice' during encounters, being neutral in decision making, and conveying trustworthy motives." Research demonstrates that these principles contribute to relationships between authorities and the community in which 1) the community has trust and confidence in the police as honest, unbiased, benevolent, and lawful; 2) the community feels obligated to follow the law and the dictates of legal authorities, and 3) the community feels that it shares a common set of interests and values with the police.

Procedurally just policing is essential to the development of good will between police and communities and is closely linked to improving community perceptions of police legitimacy, the belief that authorities have the right to dictate proper behavior. Research shows that when communities view police authority as legitimate, they are more likely to cooperate with police and obey the law. Establishing and maintaining police legitimacy promotes the acceptance of police decisions, correlates with high levels of law abidingness, and makes it more likely that police and communities will collaborate to combat crime.

A key component of the research is that the public is especially concerned that the conduct of authorities be fair, and this factor matters more to them than whether outcomes of particular interactions favor them. This means that procedurally just policing is not consonant with traditional enforcement-focused policing, which typically assumes compliance is a function primarily of emphasizing to the public the consequences—usually formal punishment—of failing to follow the law. Policing based on formal deterrence encourages the public's association of policing primarily with enforcement and punitive outcomes. Procedurally just policing, on the other hand, emphasizes values that police and communities share—shared values based upon a common conception of what social order is and how it should be maintained—and encourages the collaborative, voluntary maintenance of a law-abiding community. Research indicates that

this latter approach is far more effective at producing law-abiding citizens than the former. This makes intuitive sense— people welcome being treated as equals with a stake in keeping their communities safe, as opposed to being treated as subjects of a capricious justice system enforced by police who punish them for ambiguous, if not arbitrary, reasons.

Taking measures to enhance procedural justice within law enforcement agencies is becoming increasingly possible. Professor Tracey Meares and Professor Tom Tyler of Yale Law School have worked with the Chicago Police Department and others to create a one-day training for line officers and command staff that teaches them how to apply powerful procedural justice principles to their routine contacts with the public. The officers reportedly like it and evaluate it positively, as it improves not only public safety but their own. Indeed, there are many good reasons to cultivate a respectful relationship between police and communities, but the most important is that communities in which police are considered legitimate are safer and more law-abiding.

THE JUSTICE COLLABORATORY

Procedural justice speaks to the idea of fair processes, and how people’s perception of fairness is strongly impacted by the quality of their experiences and not only the end result of these experiences. Procedural justice theory has been applied to various settings, including supervisor-employee relations within organizations, educational settings, and the criminal justice system. In the criminal justice context, most procedural justice research has focused on citizen-police interactions.

Think about this setting for a moment: a driver is stopped by a police officer. What determines the driver’s perception of this experience? Extensive research has shown that the driver’s perception of the quality of this encounter depends less on its outcome, that is, on whether they have received or not a ticket, and more on whether they felt treated in a “procedurally just” way.

Individuals’ perceptions of procedurally just encounters are based on four central features of their interactions with legal authorities:

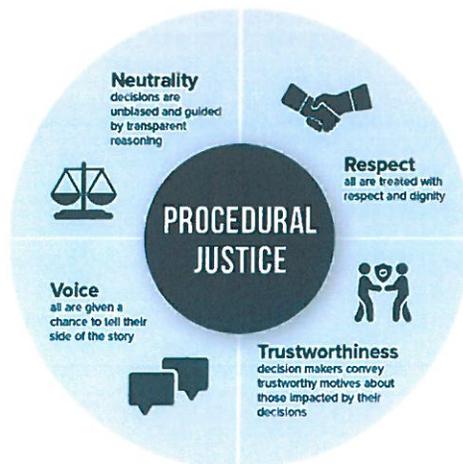
- i. Whether they were treated with **dignity and respect**;
- ii. Whether they were given **voice**;

- iii. Whether the decision-maker was **neutral and transparent**; and
- iv. Whether the decision-maker conveyed **trustworthy** motives.

For decades, our research has demonstrated that procedural justice is critical for building trust and increasing the legitimacy of law enforcement authorities within communities. As such, it has paramount implications for both public safety and officer efficacy. While highly publicized abuses of authority by police officers fuel distrust and erode legitimacy, less publicized, day-to-day interactions between community members and law enforcement are also influential in shaping people’s long-term attitudes toward the police.

In recent years, as the body of research on procedural justice grew, it became evident that with training, the concept can take hold at both the individual and organizational level. Procedural justice furthers agencies’ efforts to restore strained community relationships by laying the groundwork for legitimacy. Certainly, police officers are granted legal legitimacy in the sense that they are legally authorized to perform their duties. However, in the context of procedural justice, legitimacy refers to the extent to which an organization and its agents are perceived as morally just, honest, and worthy of trust and confidence. Perceptions of legitimacy, therefore, improve compliance and cooperation through improved attitudes toward police. As a result, procedural justice is a powerful tool in improving public safety.

Four Pillars of Procedural Justice



Voice: Individuals are given a chance to express their concerns and participate in decision-making processes by telling their side of the story

Respect: All individuals are treated with dignity and respect

Neutrality: Decisions are unbiased and guided by consistent and transparent reasoning

Trustworthiness: Decision-makers convey trustworthy motives and concern about the well-being of those impacted by their decisions



THE UNITED STATES
CONFERENCE OF MAYORS

Sanctity of Life

At the core of a police officer's responsibilities is the duty to protect all human life and physical safety. To ingrain this fundamental principle, use of force policies must clearly state this requirement, with specificity, and require officers to intervene when a fellow officer is using disproportionate or unnecessary force.

As is often stated, just because one can use force, does not mean that it should be used. It is critical that we ensure that officers are properly trained to value the sanctity of life and only use the minimum amount of force necessary, if any, to accomplish lawful objectives.

Officers must have the tools and judgment to differentiate circumstances that do not warrant the use of force. Use of force policies and training must also include, but not be limited to: bans on chokeholds or any other carotid restraints; de-escalation and critical incident training; peer intervention to prevent misconduct; bans on shooting at moving vehicles except under extreme circumstances where a life is at risk; limitations on car pursuits to avoid death or great bodily harm; and defined parameters for foot pursuits, among other things.

Emphasizing the Sanctity of Life

Police departments' policies should consistently emphasize that the sanctity of life is a central principle of policing. A commitment to using the least force necessary to achieve

lawful objectives is a fundamental use of force restraint principle which departments should embrace as a best practice. Policies, reinforced by training for officers and supervisors, should both guide officers on what to do—including using alternatives to force when possible, exerting the minimum amount of force when force is needed, and continually seeking to de-escalate—as well as set out specific prohibitions consistent with the duty to protect all human life.

Policies and training practices should also emphasize that officers should resolve conflicts in a safe and humane manner and, where possible, redirect people facing mental illness, intense personal distress, or substance abuse to appropriate mental and behavioral health services instead of pushing them into the criminal justice system.^[15]

Use of Force

Department policies and training programs should specify that officers use only the minimal amount of force necessary to safely resolve an incident and that they should exhaust all alternatives, including providing a verbal warning when possible, before using deadly force.^[16] Officers should continually reassess the situation, recognizing that force may be appropriate at one moment but not seconds later due to changed dynamics.

Police departments should provide their officers with specific guidance as to the appropriate level of force based on the resistance encountered. Some departments have adopted a use of force continuum or matrix to help their training programs; these may be helpful, so long as they are used as training tools and instruct officers that these are critical decision-making guides, not rigid response requirements.^[17] Departments should emphasize scenario-based training.

Using chokeholds, strangleholds, or any other carotid restraints should be banned, unless deadly force is necessary.^[18] Certain other practices should be curtailed to ensure the sanctity of life. For example, policies should instruct officers not to shoot at or from moving vehicles except under extreme, life-threatening circumstances that are not avoidable.^[19] And unless a fleeing individual poses an immediate threat of death or serious physical injury to another person, deadly force should not be used.^[20]

Departments should require officers to report all uses of force^[21] and then analyze this information to determine whether there are patterns of excessive force or disparate uses of force against protected populations. Departments should incorporate that learning into their training programs and revise enforcement initiatives appropriately.

Duties to Intervene and Provide First Aid

As part of their duty to protect civilians, police officers should be required to intervene when they see a fellow officer using excessive force and attempt to prevent it. Clear policies and good training are essential, but officers can also play a vital role in ensuring that their fellow officers adhere to policies and show appropriate restraint. Departments

should actively encourage such intervention, train officers on peer intervention, recognize officers who do intervene, and protect them from retaliation.^[22] Officers who intervene to stop misconduct are upholding the highest standards of policing.

Departments should also provide first aid training to their officers and require officers to provide first aid following uses of force, commensurate with their training and protecting the safety of the subject and their own safety. The duty to provide first aid should include requesting medical assistance without delay when there are visible injuries or complaints of injury.^[23]

De-Escalation

Police officers should avoid uses of force in the first instance wherever possible. Thus, they should be required to employ de-escalation techniques, such as using verbal persuasion and warnings, tactical repositioning, time, distance, and requesting additional personnel.^[24] Departments should consider having policies on de-escalation, separate and apart from their use of force policies to further underscore that a use of force is not always necessary.

To help officers learn de-escalation techniques, departments should provide realistic, scenario-based training on how to apply de-escalation techniques to real-life encounters. For example, the Baltimore Police Department uses the Police Executive Research Forum's *Integrating Communications, Assessment, and Tactics* training materials.^[25] These techniques can be critical for responding successfully to calls involving people in mental distress.

We cannot emphasize enough how important it is for cities to invest in de-escalation training. Training is often the first thing to go when budgets are cut, but it can reduce costs, judgments, and settlements down the road when done correctly.

Crisis Intervention

Law enforcement remains the *de facto* system for responding to crisis situations, placing police departments under immense pressure to address some of society's most daunting challenges,^[26] including responding to persons suffering from mental illness, behavioral health issues, disabilities, substance abuse, domestic abuse, and intense personal distress.

As we identified in our discussion of Redefining the Role of the Police above, law enforcement officers are often not the best first responders for individuals in emotional distress. In cities that have mental health specialists or medics, emergency dispatchers should, where appropriate, call upon them to respond first—or to help police respond—to crisis situations.^[27] Departments should also work collaboratively with community-based crisis intervention programs that do not involve police.^[28]

Police training should include crisis intervention training both as part of basic training for new recruits and regular refresher courses for all officers. Importantly, such training should incorporate the input of mental health professionals and advocates as well as interactions with persons with mental illness and other disabilities, and active participation in mental health response scenarios. Crisis intervention training can help cultivate officers' knowledge, empathy, and practical experience with respect to individuals facing mental health and other challenges.^[29] By integrating techniques for crisis response with tactical training, departments can improve officer and citizen safety, ensuring that officer interactions with individuals in crisis are conducted humanely and consistent with best practices.^[30]

Many police departments look to Memphis's nationally recognized Crisis Intervention Team (CIT) Model for best practices on crisis intervention training. Under the Memphis CIT Model, departments offer in-depth, 40 hour, CIT certification courses to officers on a voluntary basis.^[31] Short of providing a full 40-hour training to all officers, departments should consider how to include key aspects of CIT training in the regular training curriculum for new recruits, veteran officers, and supervisors alike.

CIT courses should also be made available to 911 call-takers and dispatchers, ensuring that 911 personnel receive thorough, hands-on training to support the police response to crisis incidents. Where possible, dispatchers should direct calls for assistance to the CIT-trained officers, and other officers should be trained to defer to their colleagues on the scene with CIT training.

Mayors should ensure that there is coordination among police departments and other government and private sector organizations on assessments of the mental health systems in place to identify strengths and gaps in community resources or support. These assessments should include collecting and publishing data on the number and types of incidents involving individuals in crisis. Through substantive training, data collection, and partnerships with local organizations and mental health advocates, departments can help implement community-based responses to individuals in crisis that are both compassionate and safe and reduce the burden on departments that often, right now, are the first and only call in responding to crises in which others should be among the first responders.



Warriors vs. Guardians: A seismic shift in policing or just semantics?

What started as a narrow concept of a warrior mindset during deadly confrontations has expanded and mutated into a prevailing culture – is it time for a change?

May 7, 2019

I'm old enough to have been working with cops before the warrior concept pervaded policing. Back then the officers I knew just considered themselves "cops."

Then the warrior archetype started pervading the profession followed in recent years by calls that the pendulum needed to swing to a guardian mindset. A quick Google search shows this debate is still getting plenty of attention. It's a conversation worth having – with all stakeholders at the table – so let me draw your attention to an article I penned on the topic in 2015. Add your thoughts in the comments below.

In the wake of highly publicized officer-involved shootings and at least 20 cities entering settlements or consent decrees with the Department of Justice for unconstitutional patterns of police practices, the White House created a task force in December 2014 to examine and make recommendations for 21st century policing.

If a change from a warrior to a guardian culture in policing is warranted, where will such change come from and how should it be implemented? (Photo/PoliceOne)

Chaired by a police commissioner and containing other police members, the task force's report last month urged, "Law enforcement should embrace a guardian – rather than a warrior – mindset to build trust and legitimacy both within agencies and with the public."

This isn't a new idea. Many within policing have been urging such a change since before Ferguson. Here's a précis of the debate on both sides.

MORE THAN SEMANTICS

Both sides of the warrior vs. guardian mindset think the issue is more than semantics.

Supporters of a warrior mindset believe it is critical to officer and public safety.

Lieutenant Chad Goeden – Commander of the Alaska DPS Training Academy – began implementing a guardian mindset when he first took command of the Academy. He specifically instructed his staff to stop using the term “warrior.”

Asked if he thought this was just semantics, he responded, “Words matter.” So do archetypes and cultures.

WARRIOR MINDSET PROPONENTS

I believe the warrior mindset in policing started with the best of intentions – officer safety. When officers find themselves in a dangerous situation, they must have the mental mettle to never give up, fight on and prevail against all odds.

While critical, such incidents are statistically rare. Lieutenant Dan Marcou, a warrior mindset proponent, acknowledged that much of police work is guardian work. Lt. Goeden estimates the breakout of police work as 90% guardian and 10% warrior.

From its narrow beginning as a mental mettle useful in rare incidents, the warrior mindset was expanded, extolled and embraced in police books, articles, interviews and training until it became a prevailing, venerated archetype and culture. The enculturation would begin in academies – often without the distinctions recognized by experienced professionals such as Lieutenants Marcou or Goeden.

Proponents of a warrior mindset argue it is necessary to combat and defeat criminals. In [this article](#), Marcou raised the specter of ISIS attacking the homeland. Others point to less exotic dangers. Because any police-citizen contact can become a deadly encounter – the argument goes – the warrior mindset must be ever present and vigilant. If people do what the police tell them to then there won’t be any trouble. Non-compliance can justify a warrior’s tactical response.

GUARDIAN MINDSET PROPONENTS

These police professionals argue that a primary warrior mindset actually makes officers less safe by creating avoidable violence. Because violence is rare in police-citizen contacts, a constant warrior mindset and tactics can also trigger a negative or violent reaction that was avoidable. And not just in that incident.

Treating every encounter with a warrior mindset and every citizen as a potential enemy doesn’t build cooperation and trust in the community. If the community doesn’t cooperate with the police, their job is more dangerous.

Guardian mindset proponents believe that officers can be trained to be tactically safe without approaching every citizen as a potential enemy combatant.

Goeden said, “If we’re warriors, who are we at war with?”

The Washington Post discussed the [warrior vs. guardian debate within policing](#) Two Leesburg (Va.) police officers – Alex Hilton and Mark Davis – won praise for peacefully resolving a standoff with an armed mentally ill man.

Their Chief, Joseph Price, said his department is trying to instill a “guardian mentality” in its officers rather than a “warrior mentality,” a culture that officers are there to “protect the citizens rather than conquer them.”

Mike Woody, President of CIT (Crisis Intervention Training) International and a 25-year veteran officer in Akron, Ohio, remarked about the Leesburg incident and the change in policing and tactics over recent years saying “We did stuff like that all the time. It’s just what we did. It wasn’t newsworthy. But now we’ve gone too far with that warrior mindset of officers.”

Guardian mindset professionals also argue that warrior police have no place in a democratic society. Goeden has a sign that hangs above his door:

“The ability of the police to perform their duties is dependent upon public approval of police actions.”

Stephen Covey and Michael Nila wrote in their book "[The Nobility of Policing](#)":

“In Plato’s vision of a perfect society – in a republic that honors the core of democracy – the greatest amount of power is given to those called the Guardians. Only those with the most impeccable character are chosen to bear the responsibility of protecting the democracy.”

THE FUTURE

Some in law enforcement are calling for a change from warrior mindset to guardian mindset and tactics, and they’ve been calling for that change for a lot longer than the current conversation. How do you see the future of police culture in our democratic society?

- Do 21st-century dangers justify warrior mindset training, tactics and culture amongst civilian police?
- If yes, how does the profession reconcile a warrior police culture with the principles of a democracy, including constitutional protections of the citizenry from the police?
- If a guardian police culture is more effective in building community cooperation and trust, can it also acceptably prepare officers for the dangers they potentially face to their and the public’s safety?
- If a change from a warrior to a guardian culture in policing is warranted, where will such change come from and how should it be implemented?

Raise these questions with your colleagues and have a discussion. Add your thoughts in the comments area below. If law enforcement fails to engage in this conversation, then changes will be foisted upon our officers without their input. And that probably won’t be popular among cops.

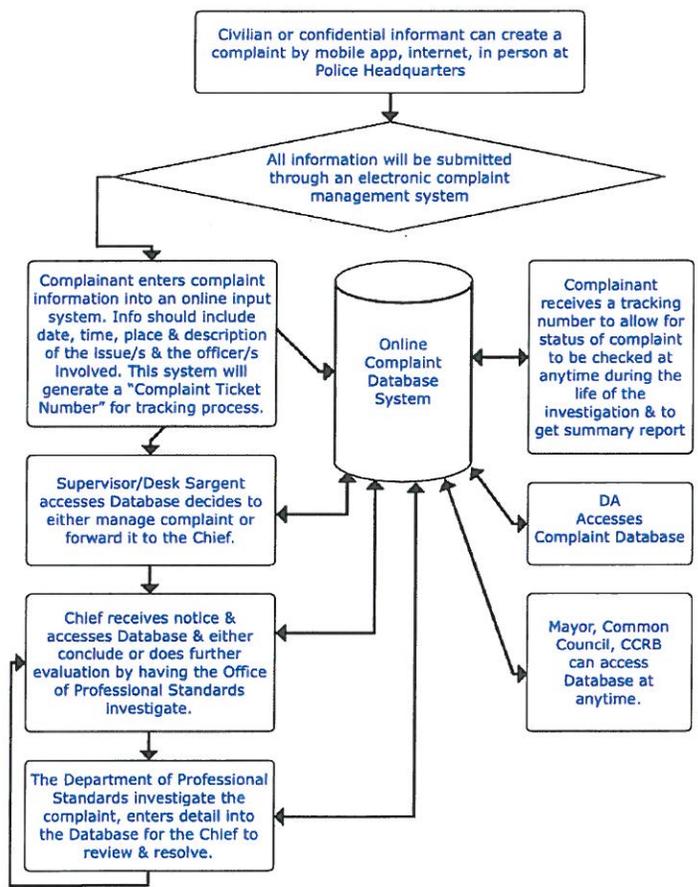
This article, originally published in April 2015, has been updated.

Appendix F

Personnel Complaint Review Process Flow Chart

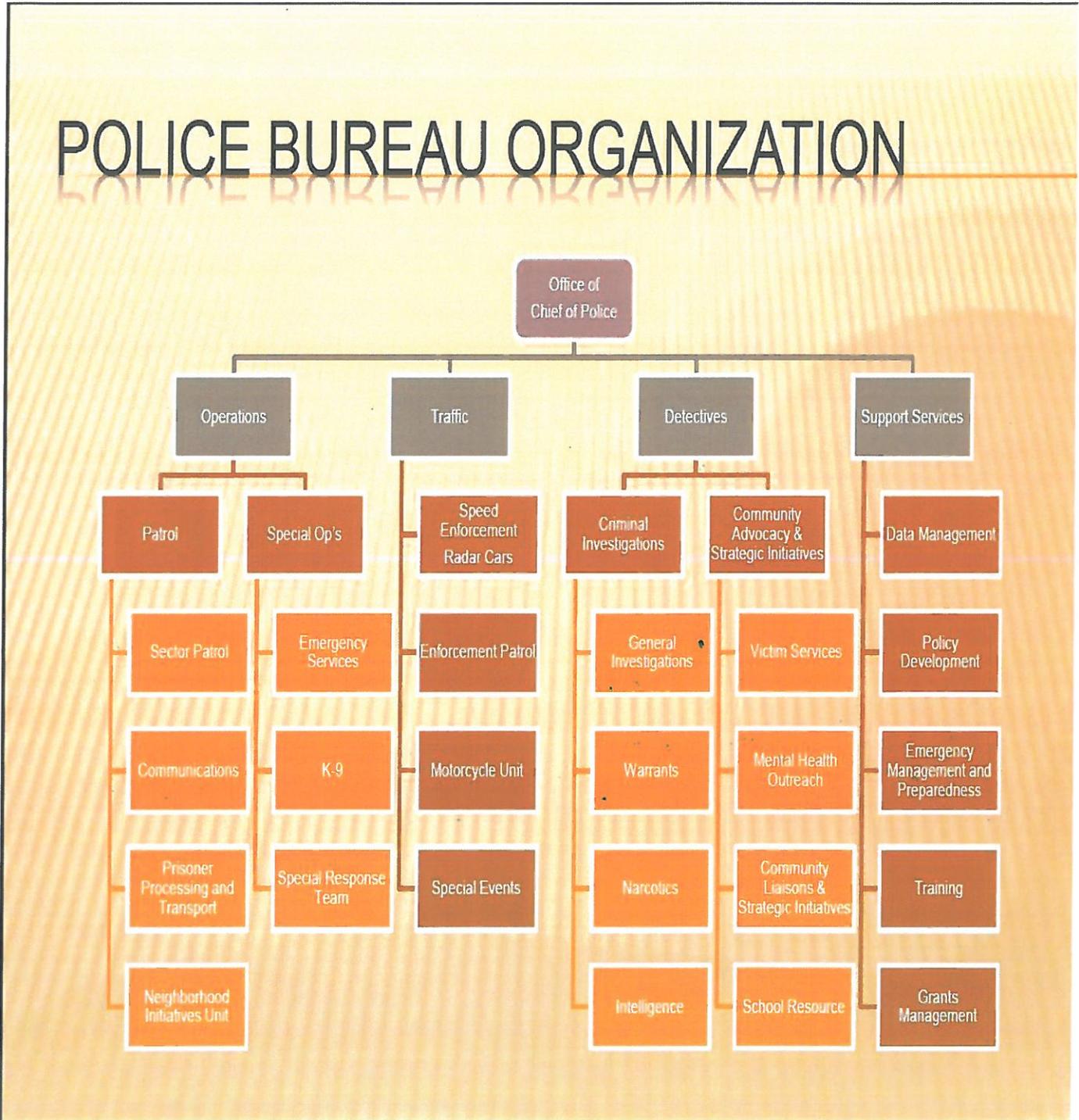
Electronic Complaint Management Database System

Flowchart for White Plains Police Department



Appendix G

White Plains Police Department Organizational Chart



#SayTheirNames