

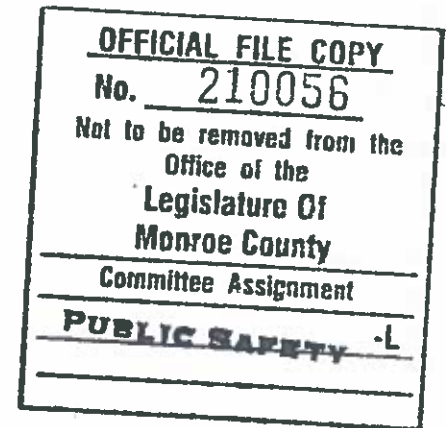


Office of the County Executive

Monroe County, New York

Adam J. Bello
County Executive

February 5, 2021



To The Honorable
Monroe County Legislature
407 County Office Building
Rochester, New York 14614

Subject: Adoption of Monroe County Sheriff's Plan Pursuant to New York State Executive Order 203

Honorable Legislators:

This matter is jointly referred to Your Honorable Body by County Executive Adam J. Bello and Sheriff Todd K. Baxter.

I recommend that Your Honorable Body adopt the enclosed Police Reform and Reinvention Plan prepared by the Monroe County Executive and Monroe County Sheriff pursuant to New York State Executive Order 203.

On June 12, 2020, Governor Cuomo signed Executive Order 203, titled "New York State Police Reform and Reinvention Collaborative." This Executive Order required local chief executives and chief law enforcement officers to work with community stakeholders to evaluate policing policies and strategies, including but not limited to issues related to the use of force, racial justice, implicit bias awareness, de-escalation, and diversion programs. The Executive Order directed that a wide range of stakeholders be consulted, including members of the community, not-for-profit and faith-based community groups, the District Attorney, the Public Defender, and other local elected officials, and required the development of a plan to adopt and implement the recommendations resulting from stakeholder feedback, public comment, and the review conducted by the Sheriff's Office.

The Sheriff's Office and County administration have completed the review required by Executive Order 203. On January 7, 2021, at a Special Meeting of the Public Safety Committee, the Sheriff's Office provided a detailed presentation of its Police Reform and Reinvention Plan to this Honorable Body. A copy of the Plan is enclosed.

We now formally present the Plan for the Legislature's adoption. Executive Order 203 requires that Your Honorable Body adopt a resolution ratifying a plan no later than April 1, 2021, with the Director of the State's Division of the Budget authorized to condition the receipt of State or Federal funds on such approval.

The specific legislative action required is to adopt the enclosed Police Reform and Reinvention Plan prepared by the Monroe County Executive and Monroe County Sheriff pursuant to New York State Executive Order 203.

The legislative action requested in this referral is not an "Action," as that term is defined in 6 NYCRR § 617.2(b), and is not subject to review under the State Environmental Quality Review Act.

No additional net County support is required in the current Monroe County budget.

I recommend that this matter be referred to the appropriate committee(s) for favorable action by Your Honorable Body.

Sincerely,


Adam J. Bello
Monroe County Executive



Monroe County Sheriff's Office

Executive Order #203 Police Reform and Reinvention Plan

Executive Summary

The Monroe County Sheriff's Office (MCSO) recognizes the capacity and significance of the change in culture necessary to respond to the evolution of the communities we serve. When New York State Governor Cuomo issued Executive Order #203, our agency viewed this as an opportunity to validate our high standards and also look for areas of growth to develop new ideas and implementations for the future of policing.

Starting August 2020, the MCSO began a thorough analysis to help identify significant needs and areas for improvement within the agency in order to improve the trust and confidence within the communities we serve. Currently, over thirty policies and procedures are under review and undergoing changes or adjustments. We collaborated with multiple stakeholders during this process, to include community forums, faith based organizations, and community leaders. We received significant community input, over 2,000 community survey responses, and a survey of our current deputies to gather first hand experience on our path forward in response to the current climate of policing.

The result of our collaboration and internal review process has provided us with feedback, which indicates we are not in need of a major overhaul and our department has been in the right direction for several years. However, this process has provided us with an opportunity to place a greater emphasis in five specific areas. These five elements are outlined in the following pages and are the focus of our long-term efforts. Our endeavors are going to be adaptable and will evolve as times change. However, the underlying fundamentals of shared understanding and mutual respect between law enforcement and the public will remain of the utmost importance.

Restoring the relationship between the community and law enforcement is the core mission of our plan. The MCSO anticipates a new beginning to help build the relationship between the public and law enforcement on a fact based dialogue. We will continue to measure our progress and always be open to feedback and opportunities for growth.

*I remain committed to working together for solutions; we have been
and remain steadfast in building up the community that we love.*

-Sheriff Todd K. Baxter

The Plan

During our self-evaluation, the Monroe County Sheriff's Office re-committed our priority to five key areas. These topics are common elements of the "President's Task Force on 21st Century Policing" which served as a foundation for our work on Executive Order #203. We have begun work on identifying and achieving objectives under these five key areas, and will continue our efforts well past the April 1st, 2020 deadline imposed by the Executive Order.

1) TRANSPARENCY AND TRUST WITHIN THE COMMUNITY

Current national and local conversation has law enforcement under question. MCSO already achieves a high standard of transparency, which can increase with the implementation of the four main objectives below. Each objective is designed to become more transparent and open with the community while nurturing trust with the public and our membership.

- ★ **Sheriff's Website and Phone App** – The Sheriff's Website and App will provide the community with resources (mental health, domestic violence, addiction, poverty, etc.) and allow our agency to share information and statistics of current on-goings with local law enforcement. Having technological communication available to the community will promote transparency and the opportunity for them to give feedback and provide input on their community's needs
- ★ **Sheriff's Citizen Interaction Committee (SCIC) and Annual Citizen's Survey** – The SCIC is a chance for the community to engage one on one with the Sheriff, Todd K. Baxter, to ask questions, stay informed, and provide input. Along with the SCIC, the MCSO will implement the Annual Citizen's survey, which will allow MCSO to continue seeking feedback about community relations, accountability, and deputy interactions. The SCIC will be given the chance to provide direct input to current topics with the department, reviewing policies, and taking part in a thorough explanation of what the police do every day for the community
- ★ **Pledge to Continue NYSLEAP Accreditation** – MCSO is currently accredited and has been since 1992 by this independent body. The MCSO plans to continue this high standard of excellence for years to come. This process subjects our agency to a thorough external evaluation to ensure we meet or exceed general expectations of quality in the field. Obtaining accreditation standards ensures appropriate training, promotes public confidence in law enforcement agencies, and increases the effectiveness and efficiency of law enforcement agencies utilizing personnel, equipment, and facilities
- ★ **Educational Opportunities for the Public** – Deputies and the community would like the MCSO to become more transparent in sharing information with the public. Sharing information about critical incidents and body camera footage from the beginning will help fact based narratives. In addition, MCSO will begin to offer opportunities for ride alongs, participation in reality based training, defensive tactics, and de-escalation techniques to the public so they can provide better input about the role of law enforcement. Providing additional knowledge and education to the public about the role of the police will help support a fact based dialogue when discussing police matters

2) LEADERSHIP AND TRAINING

The MCSO has identified we can achieve significant improvement in regards to training and preparing our deputies and future leaders for the challenges they will face. Our intent is to ensure our membership and leaders exhibit the characteristics the public desires in its police force

- ★ **Embracing a Guardian Mindset** – MCSO has identified improvement needs to be made for deputies to continue embodying the guardian mindset, placing a greater emphasis on selfless service and compassion in our work. The first step towards this goal will be to implement procedural justice training, called “Principled Policing” through NYS DCJS. This program focuses on the way police interact with the public and is one-step towards ensuring our deputies believe in and represent a guardian mindset. Although a guardian mindset is essential, being capable of operating in a warrior mode is as critical so deputies can perform during high risk, lifesaving operations such as active shooter events
- ★ **Multi-Cultural Training** – MCSO will expand on educating our deputies about diversity in the various communities we police. For example, engaging with people who have developmental disabilities such as autism, African American history and culture, marginalized communities such as Deaf and Hard of Hearing, LGBTQI, and immigrant communities, etc. MCSO will offer thorough and transformative diversity training on a yearly basis to help our deputies better engage and provide services to a multicultural society
- ★ **Preparing our Future Leaders** – MCSO is currently researching opportunities for a more formal, external leadership program that better prepares and supports our leaders to be able to handle today’s complex issues. The program’s key focus’ would be effective communication, human relations, and our role in the community

3) INSTILL A VALUES BASED CULTURE

In order to break down organizational silos, MCSO has completely redesigned and implemented a new values based culture to build upon our professional, inclusive, and dignity based workplace amongst all of our bureaus (Police, Jail, Civil and Court). MCSO commits to securing a safe and prosperous community and cultivating the trust and respect of all those we serve by providing exemplary law enforcement services that reflect our core values of respect, integrity, teamwork and excellence

- ★ **Creation and implementation of a new evaluation format** – A new performance evaluation is currently under development for the upcoming year. The efforts to reformat and reconstruct our evaluation design will help change the trajectory of an employee’s career, set expectations, and highlight positive performances. Sergeant level and above will perform 360 evaluations to focus on core competencies and developmental opportunities
- ★ **Changes to the promotional process** – Currently, NYS Civil Service testing dictates the next leaders in our organization. With additional standards added to our promotional process, we can promote individuals based on desired traits and not just a test score. During the promotional process, a member will submit along with their NYS Civil Service Assessments, a 360-degree feedback form from their subordinates (if applicable), peers, supervisors, and a self-evaluation. The process will begin to build trust, performance, and productivity amongst the staff.

- ★ **Building an Inclusive Workplace** – Recruitment efforts to attract, and retain exceptionally qualified and diverse applicants, to include, but not limited to, diversity of thought, experience, ethnicity, age, gender, race, abilities, and sexual orientation are at the forefront of our staffing efforts. Creating a diverse workforce is necessary in the steps to effective police reform. Our recruiting teams will continue their efforts in retaining diverse applicants and candidates to promote different talents, and bring different perspectives to our department
- ★ **Evidenced Based Policing for Transparency and Service** – In 2021 an independent labor study will be conducted at the MCSO to analyze data, and research on all bureaus of the department to provide the best possible police service to our communities. The study will identify statistics on call volume, identification of the types of calls, staffing, deployment of resources, etc. The goal of this effort is to determine appropriate staffing and deployment methods of what works and what does not. Conducting a study such as this will promote trust and legitimacy within the community. The MCSO is also working with Measures for Justice, an independent third party whom analyzes county data including bail, incarceration, police data, racial ethnic disparities, age, race, and offense types, etc. to provide information for discussion on decisions made for the future

4) COMMUNITY ENGAGEMENT

As we made our way through this review process, the communities we serve and our own members have made it clear, in order to build positive and trusting relationships between the public and our deputies, we must continue to expand our community engagement efforts and search for new and innovative opportunities. The following objectives have been collected from our community forums, community engagement survey, and conversations with the public

- ★ **Steps with Deps** – MCSO will schedule dates where several deputies, supervisors and/or command staff can walk the neighborhood to talk with the people who live there. Engaging with the public in a positive light and having non-emergency engagement will start to develop relationships and trust with community members
- ★ **Big's in Blue** – Big's in Blue is a one to one mentoring program which would connect MCSO Deputies with local school aged youth. The goal of this program is to begin building relationships and trust between the youth and law enforcement. Creating strong bonds between law enforcement and the youth will begin to bridge the gap between the police and our younger population
- ★ **Open Houses / Community Fairs** – Community outreach events have been a consistent trend among the requests in our reform plan. These events will allow the Monroe County Sheriff's Office to display what they offer and allow the public to interact with deputies first hand. Open houses will provide the community an opportunity to communicate with deputies whom patrol their area, ask questions, and gain explanation of specialized units in the department
- ★ **Building Youthful Relationships** – In addition to the latter efforts, the MCSO plans to redesign our community engagement efforts and expand our community liaison program, specifically towards the youth. This will be accomplished by dedicating personnel and resources to building positive and healthy relationships with the youth

5) CRISIS INTERVENTION SUPPORT

MCSO has identified a significant need for a better-structured mental health support system for both responding deputies and the public. There are currently multiple successful examples of programs that provide such support, such as the Officer Wellness Program and the Monroe County Forensic Intervention Team. We will pledge to continue to support and embrace these programs while searching for additional opportunities to expand their reach

- ★ **Interdepartmental Mentoring Programs** – New deputy recruits will receive an interdepartmental mentor to set the standard for professional growth and performance from the beginning. Recognizing the importance of demonstrating those characteristics from the start will show what the MCSO desires our members to exhibit.
- ★ **Professional Support for Deputies Post Critical Incident** – Currently, there is no consistency with services available for deputies after critical incidents. MCSO does provide a peer support program and takes part in the Officer Assistance Program, yet still there are significant voids in opportunities to help our members deal with the significant and often daily stressors of the job. The MCSO pledges to devote critical resources (time and money) in order to expand the quality of care offered and the ability to reach every member in need. This will require significant external support from qualified professionals who are familiar with law enforcement
- ★ **Multi-discipline Response**
 - The FIT (Forensic Intervention Team) team has had a significantly positive impact on the relationship between individuals in crisis and law enforcement. MCSO will continue to support this effort with conversations to expand services, hours, and staffing
 - The MCSO is currently collaborating with Roberts Wesleyan College to research a collaborative effort of social work, psychology and law enforcement in efforts to responding to a person in crisis. Two follow on long-term goals are to provide educational opportunities that prepare service professionals for work alongside law enforcement, as well as create a law enforcement certificate program for deputies and officers that wish to pursue advance training in mental health

Conclusion

Throughout this review process, the MCSO has collaborated with several community groups and key stakeholders, including our deputies, who have helped us evaluate and identify opportunities for growth. As an agency, we are extremely proud of the progress and achievements we have accomplished over the years, and those yet to come. Our law enforcement accreditation success since 1992 is a testament to the commitment and hard work of our deputies and civilian staff. We will always be open to honest conversations regarding new opportunities as we strive to achieve the highest level of mutual trust and respect within our communities

"The police are the public and the public are the police." - Sir Robert Peel



Adam J. Bello
COUNTY EXECUTIVE



Todd K. Baxter
SHERIFF

MONROE COUNTY SHERIFF'S OFFICE

2021 Police Reform and Reinvention Initiative - NYS Executive Order #203

"To foster trust, fairness, and legitimacy"

Meeting Agenda

★ Requirements of Executive Order #203

★ Role of County Legislature

★ Overview of Current Efforts

★ The Five Pillars of our Plan

- Transparency & Trust
- Leadership & Training
- Instill a Values Based Culture
- Community Engagement
- Crisis Intervention Awareness

★ Questions



In order to meet the requirements of Executive Order #203...

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

Role of County Legislature

- ★ Receive the draft plan for caucus leaders (Began November 10, 2020)
- ★ Public safety committee provides input no later than the second week of January
- ★ Make plan available for public comment during ratification process
- ★ Ratify or adopt plan by local law or resolution before April 1, 2021
- ★ Transmit a certification to the Director of Budget to affirm the process has been complied with and local law or resolution has been adopted



1) The Chief Executive Officer of the county is tasked to call together the Sheriff and stakeholders in the community to develop a plan for any needed improvements to current deployments strategies, policies, procedures, and practices

★ Current collaborations and efforts to reach the stakeholders

- Participated and continue to participate in community forums

- Roberts Wesleyan Collaboration

★ Surveyed and gathered input from road patrol deputies

★ Reached out to District Attorney and Public Defender

★ Continuing dialogue and evaluating opportunities

- Community engagement meetings with A zone and B zone (Post COVID)

➤ MCATCP

➤ RASE

➤ Monroe County Youth Bureau

➤ Marginalized Communities

➤ Community Engagement

Survey

➤ UCLM

➤ MPACT

➤ Project Exile

2) Perform a comprehensive review of current Sheriff's Office deployments, strategies, policies, procedures, and practices

✧ Beginning August 2020, a plan has been in development and a MCSO deputy has been assigned to manage the project through to completion

✧ Values based culture which began in 2018 is a very important part of our vision

✧ Over thirty general orders (policies/procedures) are under evaluation and review based upon DCJS standards. Topics including but not limited to:

- | | |
|------------------------------|-------------------------------------|
| ▪ Community Engagement | ▪ Marginalized Communities |
| ▪ Mental Health Intervention | ▪ Patrol Procedures |
| ▪ Recruitment | ▪ Implicit Bias |
| ▪ Training | ▪ Subject Management (Use of Force) |

3) The plan shall be offered for public comment, and after consideration of such comments, shall be ratified by resolution or adopted by local law, no later than

April 1, 2021

- ★ MCSO implemented a Community Engagement Survey to the residents of Monroe County (October 26, 2020 – November 1, 2020)
- ★ In collaboration with Roberts Wesleyan, we are conducting survey's on incarcerated youth, high school students , and school mental health and social work employees
- ★ Approved Plan will be published publicly and progress tracked

4) The county shall transmit a certification to the Director of the Budget that the process has been complied with and the resolution or local law has been adopted

- ★ Once approval is received, Monroe County will be able to continue to receive state funding

The Monroe County Sheriff's Office

Overview of Current Efforts



The Monroe County Sheriff's Office

A Values Based Culture... Development began in 2018 with roll out in 2020

MISSION

The Monroe County Sheriff's Office commits to securing a safe and prosperous community and cultivating the trust and respect of all those we serve by providing exemplary law enforcement services

INTENT

Within three years, the MCSO will be "One Team" of diverse professionals, empowered and collaborating internally and externally to accomplish our mission



Because we value respect, integrity, teamwork and excellence...

- ★ We will listen to our colleagues, community members, and collaborative organizations
- ★ We will seek to understand, follow up, and follow through in order to build trust
- ★ We will work to build others up in all we do and always do the right thing, even when no one is looking
- ★ We will continue to be proud of our profession and set the highest standards for our training



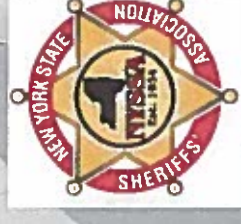
Law Enforcement Accreditation

For several years MCSO was also nationally accredited through CALEA, eventually staffing / funding issues impacted our decision to focus our resources on NYS accreditation. However, we still achieve similarly high standards through NYS

MCSO is Accredited through the New York State program which has four principle goals:

- ✓ To increase the effectiveness and efficiency of law enforcement agencies utilizing existing personnel, equipment and facilities
- ✓ To promote increased cooperation and coordination among law enforcement agencies and other agencies
- ✓ To ensure appropriate training of law enforcement personnel
- ✓ To promote public confidence

The Police Bureau was initially accredited in 1992, and subsequently reaccredited in 1997, 2002, 2007, 2012 and 2017



MCSO General Orders Under Review

023-18 Coaching and Counseling Procedures	005-16 Use of Restraining Devices
031-13 Disciplinary Procedures	012-18 Less Lethal Weapons
103-20 Staff Conduct with Person In-Custody	015-09 Firearms Deadly Physical Force
067-19 Personnel Early Warning and Intervention System	033-19 Response to Resistance Aggression and Subject Management Resistance Report
017-18 Arrest Procedures	019-13 Community Services Unit
13-19 Patrol Procedures	077-20 Ride-Along Program
030-18 Performance Evaluation	52-19 Special Events
103-20 Body Worn Camera	22-P-19 Bias-Based Profiling
060-19 Crisis Intervention Team	48-11 Sgt and Invs Sgt Training Programs
066-18 Mental Hygiene Intervention	021-16 Internal Affairs Unit
074-15 Supervisory Training Program	097-18 Employee Assistance Program (EAP)
	28-11 Bias Hate Crime Investigations



Our review is not limited to just the above policies. The list continues to change and expand to adjust to growth and needs of our communities and the agency

What is the role of a Monroe County Sheriff's Road Patrol Deputy?

Responsible for the impartial enforcement of all Federal, State and Local ordinances, the preservation of peace, and the protection of lives and property

Exercise good working knowledge of:

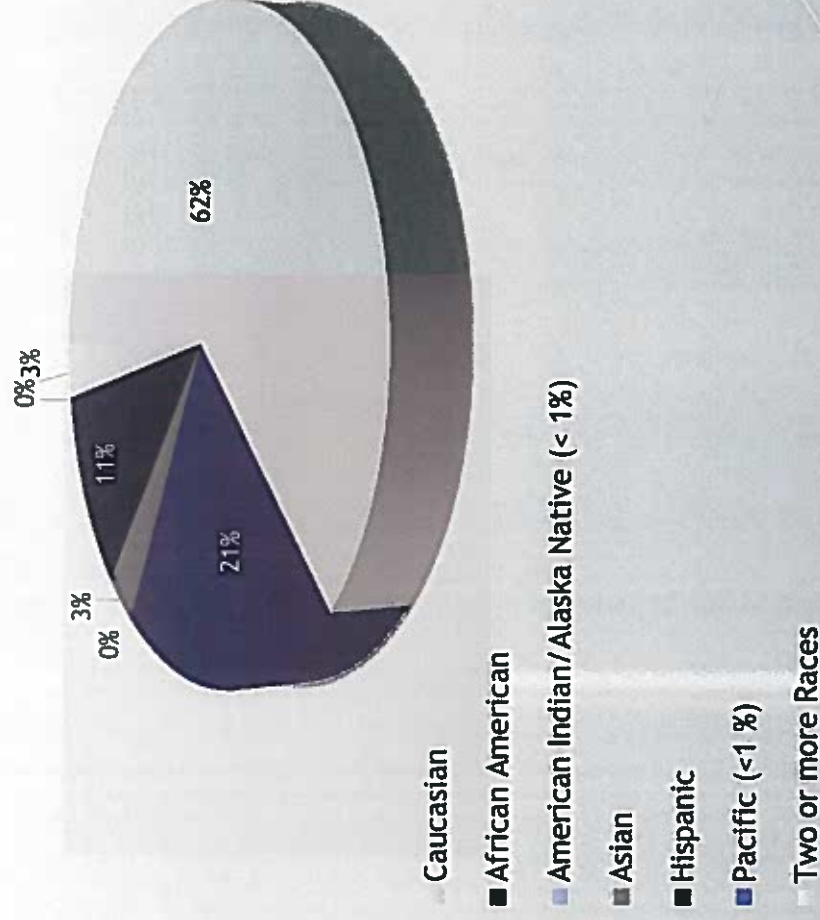
- Standard departmental operating procedures
- Federal and State laws such as the Penal Law (NYSPL), Criminal Procedure Law (NYCPL), and Vehicle and Traffic Law (NYSVTL)
- Rules and regulations regarding proper search of persons and premises
- Ability to manage violence and/or resistance through de-escalation and if necessary physical force
- Recognizing Human behavior under normal and stressful conditions
- Local ordinances, constitutional law and other applicable laws

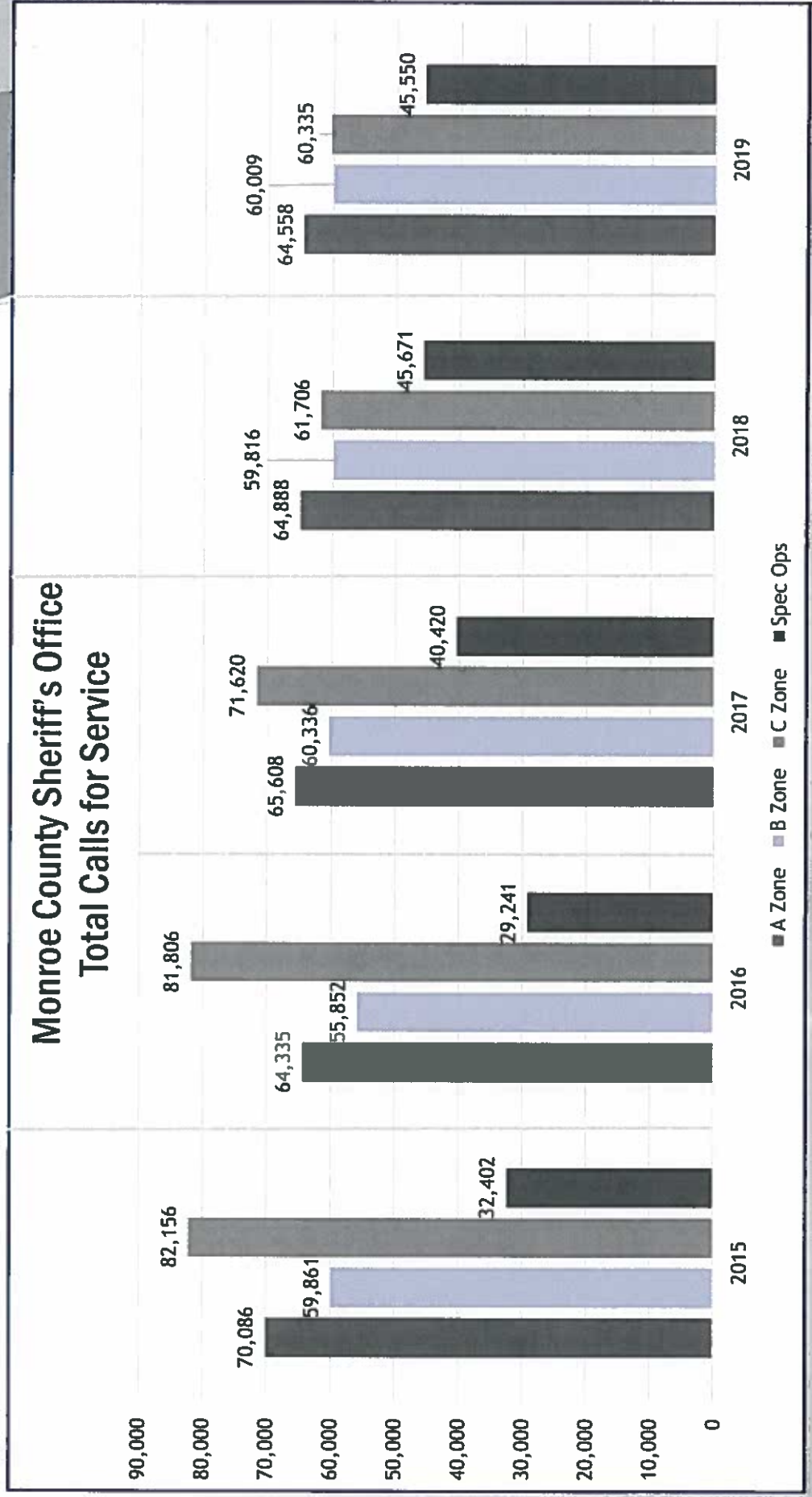
These fundamental responsibilities are not all inclusive. More and more deputies are requested to resolve all sorts of situations ranging from entering burning buildings to coaching families on internet and social media risks.



Demographics of Monroe County

Includes the City of Rochester



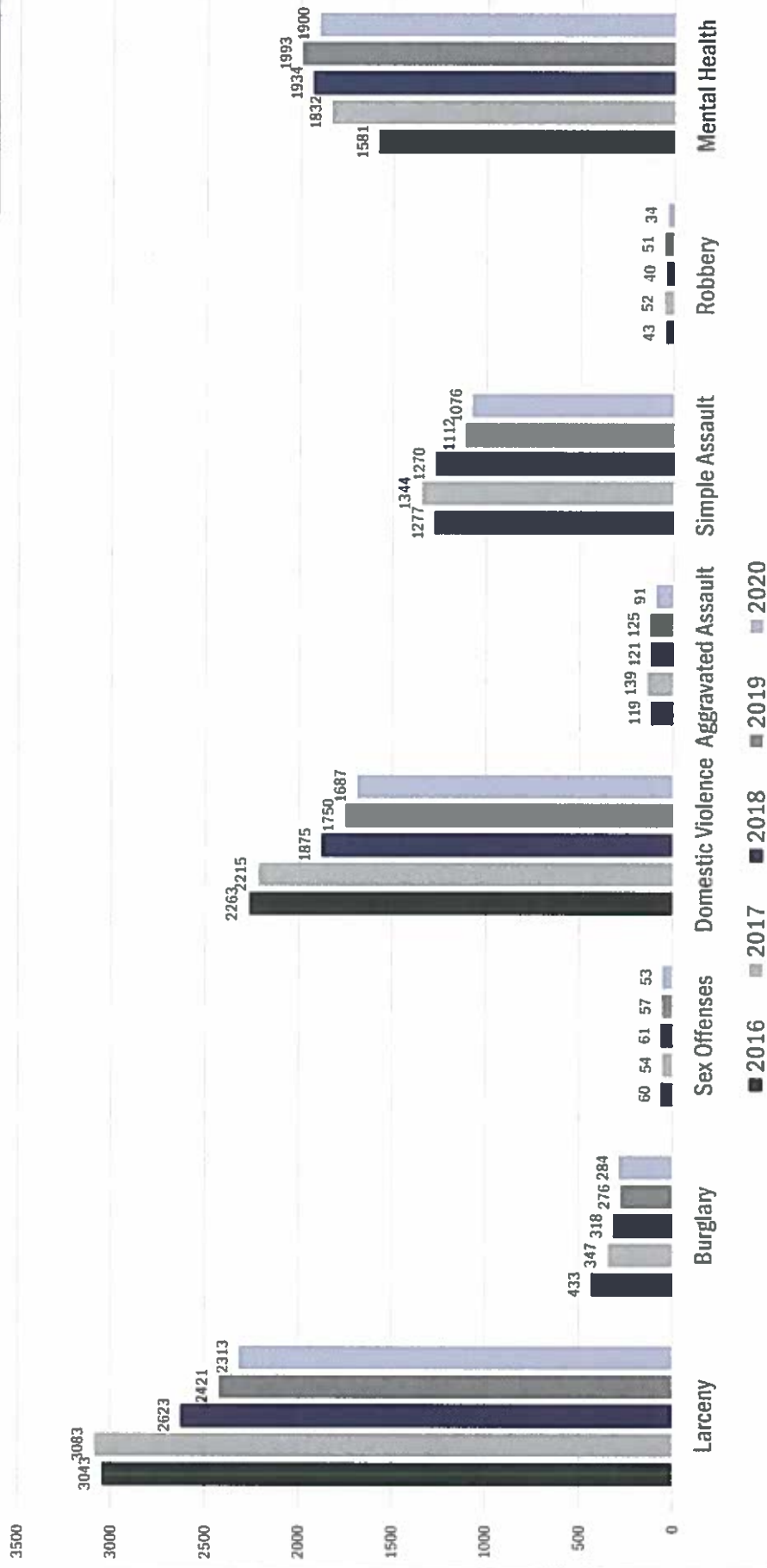


Monroe County Sheriff's Total Calls for Service (1994-2019)



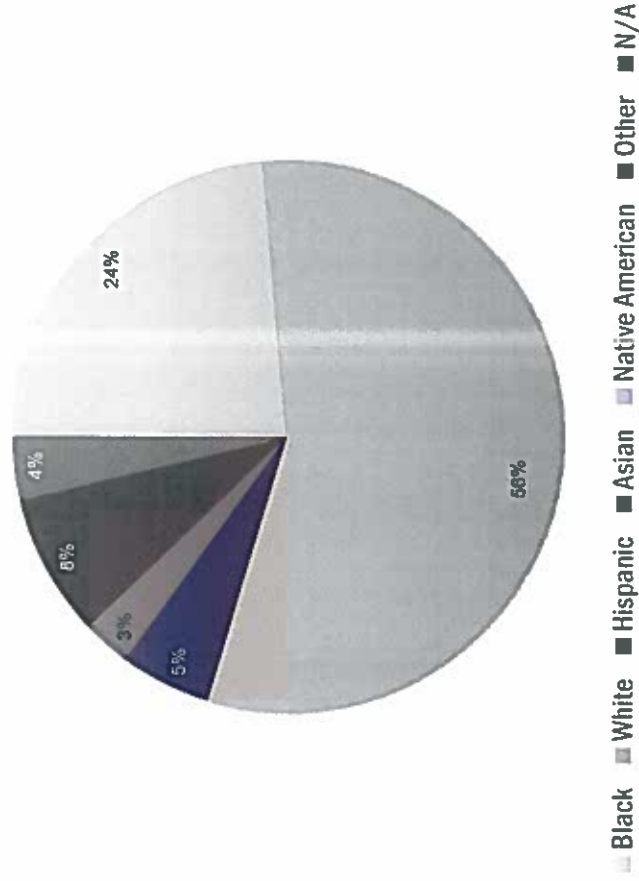
Since 1994, 911 calls have increased over time. The linear forecast (blue line) shows calls for service will continue to increase as time progresses. The amount of Deputies available to take calls has remained the same since early 1994. Expectation of resources applied to calls has only expanded and grown. Additional demands such as community engagement activities make it difficult to operate safely and keep up with the growing demand

MCSO Calls for Service by NCLIS Crime Type



MCSO Vehicle and Traffic Enforcement

**MCSO Demographics of Citations Issued
2015-2019**



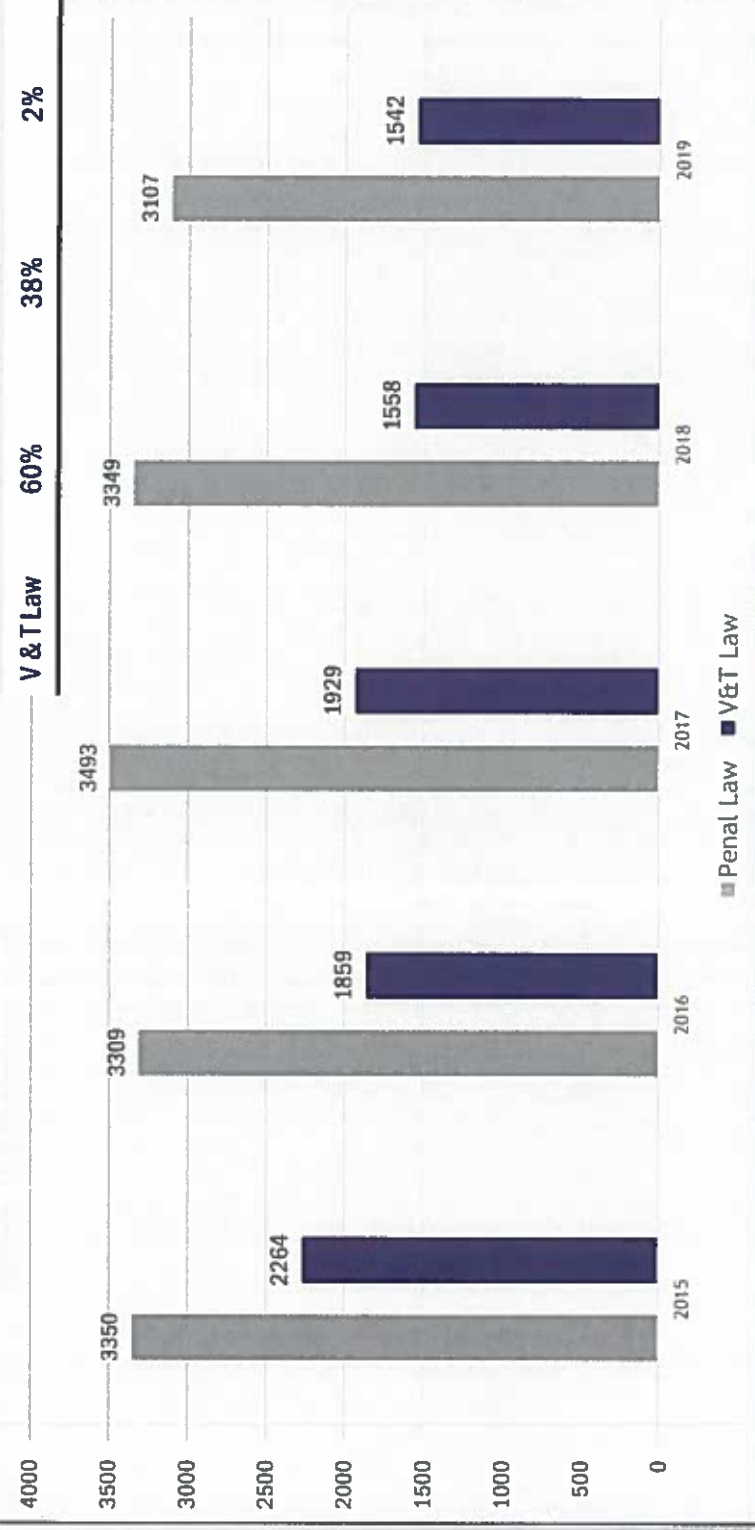
• N/A denotes citations issued with no demographic information provided which is < 1%



*On average from 2015- 2019, a MCSO
Road Patrol Deputy issues a traffic
citation 43% of the time*

MCSO Arrest Statistics & Demographics

MCSO TOTAL ARRESTS



	Caucasian	African American	Asian	American Indian	Unknown
Penal Law	62%	37%	1%	< 1%	< 1%
V & T Law	60%	38%	2%	< 1%	< 1%

MCSO Training

- ★ MCSO has a dedicated training unit for each bureau in order to track completion, maximize opportunities and evaluate success
- ★ New recruits attend joint police academy at PSTF where we exceed the 700 mandated training hours by conducting close to 1100 hours
- ★ Newly hired recruits are in probationary status until 18 months after date of hire
- ★ Permanent status deputies attend 24 hours of yearly in-service (refresher) training
- ★ Specialized Unit Training
- ★ Supervisory/Promotional Training



K-9 "Heller" Training



Academy Road Patrol Class #63

MCSO De-Escalation Training

State Mandated Basic Police Training

(New York State Requirements)

- Active Shooter
- Cultural Diversity, Bias Incidents, Sexual Harassment
- Dealing with the Public/Conflict Resolution
- Decision Making
- Defensive Tactics
- Effective Communication
- Emotionally Disturbed Persons
- Ethical Awareness
- Field Training
- Interview and Interrogation
- Observation & Perception
- Reality Based Training
- Subject Management / Article 35

Monroe County Public Safety Training Facility Training

(Additional hours above and beyond basic New York State requirement)

- Active Shooter
- Cultural Diversity, Bias Incidents, Sexual Harassment
- Decision Making
- Defensive Tactics
- Effective Communication
- Emotionally Disturbed Persons
- Ethical Awareness
- Field Training
- Subject Management / Article 35
- Reality Based Training
- Observation & Perception
- Interview and Interrogation
- Remedial Training

In Service/Post Academy Training

(Refreshment training throughout one's career)

- Active Shooter
- Criminal Investigation
- Defensive Tactics
- Diversity Training
- Emotionally Disturbed Persons
- Ethical Awareness
- Field Training
- Interview and Interrogation
- Less Lethal Weapons Training
- Observation & Perception
- Reality Based Training
- Remedial Training
- Use of Force / Article 35
- * Additional Topics as Necessary and per Chief request

In 2020, In-service training was comprised of AED, CPR and tactical medicine, Suicide Prevention, TASER, Mobile Field Force, defensive tactics, and firearms requalification

MCSO De-Escalation Training Example

Below is a sample of a typical Reality Based Training scenario that all MCSO members have successfully completed.

Scenario: Deputies respond to a call for a possible Emotionally Disturbed Person armed with a knife

Evaluated sub-skills

- ✓ Demonstrate proper observation, awareness and interview skills to pick up on signs of emotional disturbance.
- ✓ Demonstrate proper knowledge of Article 35 by making good officer safety decisions.
- ✓ Demonstrate effective communication to build rapport and help de-escalate the situation and resolve the conflict.
- ✓ Demonstrate appropriate defensive tactics and if needed a reasonable amount of force to gain control and custody of the individual. MCSO Policy requires deputies to “seek to employ the reasonable amount of force required to successfully overcome physical resistance, prevent escapes and effect arrests.”

Anyone who does not properly demonstrate the above sub-skills will be receive remedial training until they can successfully demonstrate the proper sub skills listed above. All remedial training is documented.

Defensive Tactics & Managing Physical Aggression

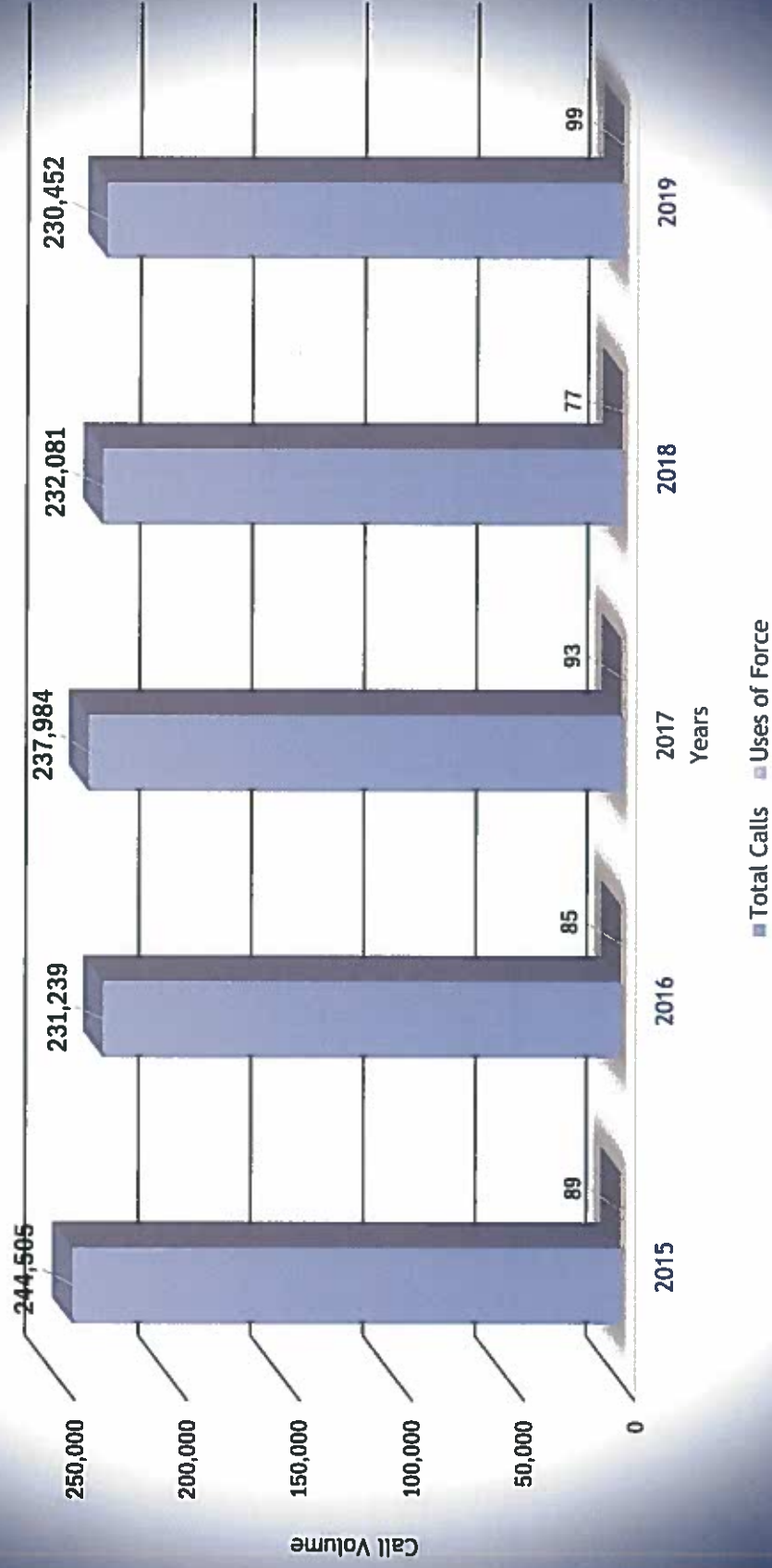
★ In 2017, The Monroe County Sheriff's Office helped develop the current Defensive Tactics (DT) Program curriculum in collaboration with the New York State Department of Criminal Justice System (NYS DCJS)

★ Deputies are educated in head control but not choke holds or neck restraints

★ Currently road patrol deputies perform hands on Defensive Tactics training on average once per year. The topic is chosen by the Chief Deputy and the training unit. Recently, we have been conducting hands on in-service each year and additional roll call training on various topics (i.e. De-escalation)



Monroe County Sheriff's Office Police Bureau Call Volume vs. Uses of Force (Past 5 years)



Source: Call volume stats provided by the City of Rochester/Monroe County Emergency Communications Department/Use of force stats provided by Standards and Compliance

Perception of Militarization

An often discussed topic within police reform

- ★ MCSO's Special Weapon's and Tactics (SWAT) team is a NYS certified Tactical Team based on FEMA Standards, and NYS DCJS standards
- ★ Certain incidents require specialized units who are better equipped to handle special circumstances
- ★ Certain military training techniques and tactics are used during extremely high risk circumstances because they offer the highest degree of success. These include leadership methods, mission planning and safety protocols
- ★ Despite some perceptions; MCSO does not use "grenades", rubber bullets, "machine guns", or "tanks". Armored vehicles and less lethal uses of force are used for safety of our deputies and the community for potentially deadly situations. We recognize the difference between these events and peaceful protests



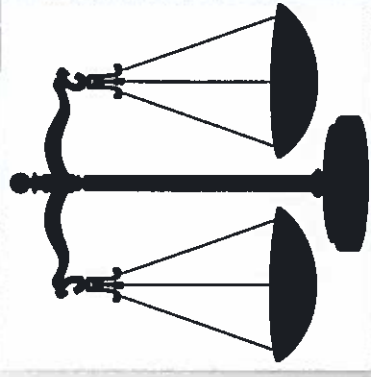
*Members from MCSO SWAT team after completing
Rochester Flower City Half Marathon 2019*

MCSO Personnel Accountability

The Internal Affairs Department ...

- ★ Receives complaints against employees by the public or from another employee through different mechanisms such as email, phone calls, hand written letters or directly speaking in person to a member of the Internal Affairs Unit
- ★ Has investigated approximately 235 complaints referred to the unit by the public or other employees since 2015 to the present. Of the 235, 91 were disciplined
- ★ Complaints are given a tracking/reference number, and documented. Any complaint that is investigated by the Internal Affairs Unit is given a final disposition at the conclusion of the investigation and presented to the Sheriff for determination
- ★ Internal audits are conducted annually on all sections by the Standards and Compliance Unit, written reports go directly to the Bureau Chief and Sheriff

Note: Minor complaints and compliments are investigated and documented by MCSO supervisors and command staff



Building an Inclusive Workplace

Recent Progress – approx. 50% Increase in the number of people of color participating in the Civil Service Process. Appointed three (3) people of color to Executive Command level positions.

Prep Programs

MCSO offers prep for the written exam and physical agility. This is an area for MCSO to improve upon and provide more resources for individuals trying to get into the field

Project T.I.P.S.

Regularly occurring community get togethers with law enforcement which take place in a different urban location on a bi-weekly basis throughout the summer months

Bridge the Gap

A community cook out that brings together city residents, local churches and law enforcement

*2107 vs. 2019 Deputy Sheriff Road Patrol/Police Officer NYS Civil Service State
(Stats are number of individuals approved to take the test)*

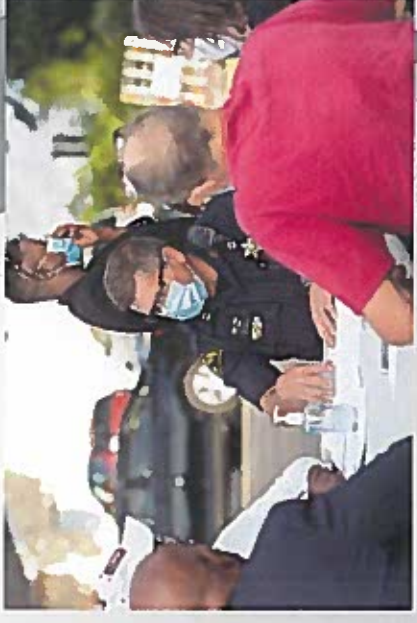
Race	2017	2019	% (+/-)
White	1,030	937	-9 %
Asian	20	24	+20 %
Black	87	102	+17 %
American Indian	8	2	-75 %
Hispanic	100	115	+15 %
Pacific	0	5	100
Two or more	8	36	+22 %



Constructive Input from the Community

During the year 2020, conversation between the community and law enforcement identifies the following input...

- ★ Regularly scheduled neighborhood meetings
- ★ More community outreach and LEO's attend events
- ★ Collaboration with other law enforcement agencies
- ★ Reduce 911 dependence by using more community resources (mental health, domestic violence, etc.)
- ★ Bias training for LEOs/training for interacting with different cultures
- ★ Triage 911 calls
- ★ "Demilitarization" of the Police
- ★ Diversity in the police department



MCSO Outreach with Marginalized Communities

- ★ Autism Community
- ★ Blind Community
- ★ Deaf and/or Hard of Hearing Community
- ★ Immigrant Refugee and Resettled Residents Community
- ★ LGBTQI Community
- ★ Military Veterans



Findings

Based on the conversations had with the listed communities above, they are requesting and looking for services already offered by MCSO, such as interpreter services, deputies live where they police, community engagement deputies, domestic violence advocates, etc.

MCSO takeaway

The MCSO needs to make more of an effort promoting and bringing awareness to the services offered to the community by our agency. It is our mission to assist every individual in need no matter of age, race, or sexual orientation

MCSO Community Engagement

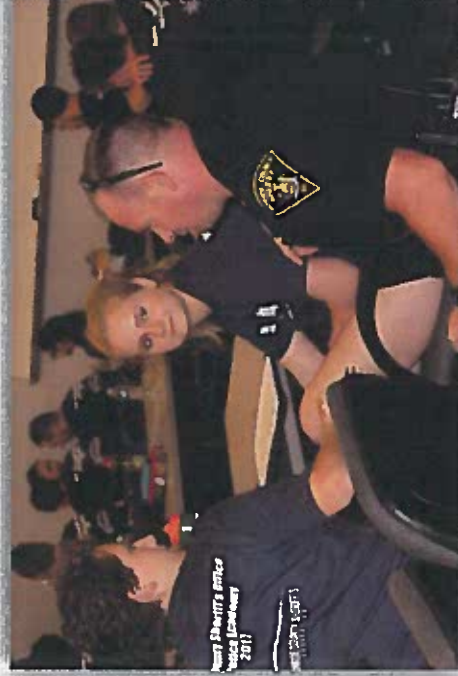
- ★ Adult Academy
- ★ School Resource Officer
- ★ Clergy Academy
- ★ Special Olympics
- ★ College Internships
- ★ Teen Academy
- ★ Community Engagement Deputy
- ★ Trainee Programs

★ Field of Dreams

★ Make-A-Wish

★ Project Safe Life

★ Safety Courses





Adam J. Bello
COUNTY EXECUTIVE



Todd K. Baxter
SHERIFF

MONROE COUNTY SHERIFF'S OFFICE

2021 Police Reform and Reinvention Effort - NYS Executive Order #203

Five Pillar Plan

Modeled after the President's Task Force on 21st Century Policing

Report issued in 2015

MCSO Reimagined

The plan

1) TRANSPARENCY AND TRUST WITHIN THE COMMUNITY

- ★ **Sheriff's Website and Phone App** *Providing information and resources to the community*
- ★ **Sheriff's Citizen Interaction Committee (SCIC)** *Face to face with Sheriff Todd K. Baxter for open conversation*
- ★ **Annual Citizen's Survey** *An opportunity to check our progress and gather feedback*
- ★ **Pledge to Continue NYSLEAP Accreditation** *Accredited since 1992, and will continue this high standard*
- ★ **Educational Opportunities for the Public** *Releasing body camera footage, Reality Based Training, ride along's, de-escalation training, etc.*

2) LEADERSHIP AND TRAINING

- ★ **Embracing a Guardian Mindset** *Procedural Justice Training, called "Principled Policing" through NYS DCJS*
- ★ **Multi-Cultural Training** *Based upon conversations with marginalized communities*
- ★ **Preparing our Future Leaders** *Implementing an external leadership program*

MCSO Reimagined

The plan

3) INSTILL A VALUES BASED CULTURE

- ★ **Creation and implementation of a new evaluation format** *Reconstruct to set expectations, encourage career conversation and highlight positive performance*
- ★ **Changes to the promotional process** *Additional standards to promote on desired traits, and not a NYS-Civil Service score*
- ★ **Build an inclusive workplace** *Recruitment efforts to attract and retain exceptionally qualified diverse applicants*

4) COMMUNITY ENGAGEMENT

- ★ **Steps with Deps** *Deputies, supervisors, and command staff walk regularly through neighborhoods*
- ★ **Big's in Blue** *Big Brother, Big Sister mentoring program connecting law enforcement with the youth*
- ★ **Open Houses / Community Fairs** *Community outreach event for the public to interact with Deputies*
- ★ **Building Relationships** *Redesign community engagement efforts; specifically towards the youth*
- ★ **Evidence Based Policing for Transparency and Service** *Analyze data to provide best possible service to our communities*

MCSO Reimagined

The plan

5) CRISIS INTERVENTION SUPPORT

★ **Interdepartmental Mentoring Programs**

Recruits will receive a mentor to set standards & expectations

★ **Professional Support for Deputies**

A new external support program for deputies post critical incidences

★ **Multi-discipline Response for the Community:**

- **Forensic Intervention Team** *Continued conversations to expand service, hours, and staffing*
- **Roberts Wesleyan Collaboration** *Researching the collaborative effort between social work, law enforcement, and psychology*

Roadmap to Success

Reaching our goals

Near Term (Summer 2021)

- Sheriff's Website
- Sheriff's Interaction Committee
- Accreditation
- Recruitment Initiative
- "Big 's in Blue"

Mid Term (Winter 2021)

- Educational Opportunities for the public
- Principled Policing Training
- Multi Cultural Training
- Open Houses/Fairs
- Community Liaison Efforts
- Creation/Implementation of new evaluation

Long Term (2022)

- Changes to promotional process
- Multi-discipline response
- Preparing our future leaders



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Open Discussion